Monterey County

Monterey County Government Center
Board of Supervisors Chambers
168 W. Alisal St., 1st Floor
Salinas, CA 93901

Meeting Agenda - Final

Wednesday, June 2, 2021

9:00 AM

FY 2021-22 Budget Hearings

https://montereycty.zoom.us/j/224397747

Pajaro County Sanitation District

Chair Director Wendy Root Askew - District 4
Vice Chair Director Mary L. Adams - District 5
Director Luis A. Alejo - District 1
Director John M. Phillips - District 2
Director Chris Lopez - District 3

Important Notice Regarding COVID 19

Based on guidance from the California Department of Public Health and the California Governor's Office, in order to minimize the spread of the COVID 19 virus, please do the following:

1. While the Board chambers remain open, you are strongly encouraged to observe the live stream of the Board of Supervisors meetings at https://monterey.legistar.com/Calendar.aspx, http://www.mgtvonline.com/, www.youtube.com/c/MontereyCountyTV or https://www.facebook.com/MontereyCoInfo/

If you attend the Board of Supervisors meeting in person, you will be required to maintain appropriate social distancing, i.e., maintain a 6-foot distance between yourself and other individuals.

2. If you choose not to attend the Board of Supervisors meeting but desire to make general public comment, or comment on a specific item on the agenda, you may do so in three ways:

a. submit your comment via email by 5:00 p.m. on the Monday prior to the Board meeting. Please submit your comment to the Clerk of the Board at cob@co.monterey.ca.us. In an effort to assist the Clerk in identifying the agenda item relating to your public comment please indicate in the Subject Line, the meeting body (i.e. Board of Supervisors Agenda) and item number (i.e. Item No. 10). Your comment will be placed into the record at the Board meeting.

b. if you are watching the live stream of the Board meeting, you may submit your comment, limited to 250 words or less, to the Clerk of the Board at publiccomment@co.monterey.ca.us. General public comment must be received during the General Public Comment item on the agenda, and comments on specific agenda items must be received as it is being heard. In an effort to assist the Clerk in identifying the agenda item relating to your public comment please indicate in the Subject Line, the meeting body (i.e. Board of Supervisors Agenda) and item number (i.e. Item No. 10). Every effort will be made to read your comment into the record, but some comments may not be read due to time limitations. Comments received after an agenda item will be made part of the record if received prior to the end of the meeting.

c. you may participate through ZOOM. For ZOOM participation please join by computer audio at: https://montereycty.zoom.us/j/224397747

OR to participate by phone call any of these numbers below:

+1 669 900 6833 US (San Jose)
+1 346 248 7799 US (Houston)
+1 312 626 6799 US (Chicago)
+1 929 205 6099 US (New York)
+1 253 215 8782 US
+1 301 715 8592 US

Enter this Meeting ID number: 224397747 when prompted. Please note there is no Participant Code, you will just hit # again after the recording prompts you.

You will be placed in the meeting as an attendee; when you are ready to make a public comment if joined by computer audio please Raise your Hand; and by phone please push *9 on your keypad.

3. Additional seating with audio of the Board meeting will be available in the Monterey Room on the 2nd floor of the County Government Center.

Aviso importante sobre COVID 19

Basado en la guía del Departamento de Salud Pública de California y la Oficina del Gobernador de California, para minimizar la propagación del virus COVID 19, haga lo siguiente:

1. Mientras las cámaras de la Junta permanecen abiertas, le recomendamos que observe la transmisión en vivo de las reuniones de la Junta de Supervisores en https://monterey.legistar.com/Calendar.aspx, http: //www.mgtvonline .com /, www.youtube.com/c/MontereyCountyTV o https://www.facebook.com/MontereyCoInfo/

Si asiste a la reunión de la Junta de Supervisores en persona, deberá mantener un distanciamiento social apropiado, es decir, mantener una distancia de 6 pies entre usted y otras personas.

2. Si elige no asistir a la reunión de la Junta de Supervisores pero desea hacer un comentario público general o comentar un tema específico de la agenda, puede hacerlo de tres maneras:

a. envíe su comentario por correo electrónico antes de las 5:00 p.m. el lunes anterior a la reunión de la Junta. Envíe su comentario al Secretario de la Junta a cob@co.monterey.ca.us. En un esfuerzo por ayudar al Secretario a identificar el ítem de la agenda relacionado con su comentario público, indique en la línea de asunto, el cuerpo de la reunión (es decir, la agenda de la Junta de Supervisores) y el número de ítem (es decir, el ítem No. 10). Su comentario se colocará en el registro en la reunión de la Junta.

b. Si está viendo la transmisión en vivo de la reunión de la Junta, puede enviar su comentario, limitado a 250 palabras o menos, al Secretario de la Junta en publiccomment@co.monterey.ca.us. Los comentarios del público en general deben recibirse durante el elemento de Comentarios del público en general en la agenda, y los comentarios sobre los elementos específicos de la agenda deben recibirse mientras se escuchan. En un esfuerzo por ayudar al Secretario a identificar el ítem de la agenda relacionado con su comentario público, indique en la línea de asunto, el cuerpo de la reunión (es decir, la agenda de la Junta de Supervisores) y el número de ítem (es decir, el ítem No. 10). Se hará todo lo posible para leer su comentario en el registro, pero algunos comentarios pueden no leerse debido a limitaciones de tiempo. Los comentarios recibidos después de un ítem de la

agenda serán parte del registro si se reciben antes del final de la reunión.

c. Puedes participar a través de ZOOM. Para participar en ZOOM, únase por audio de computadora en: https://montereycty.zoom.us/j/224397747

O para participar por teléfono, llame a cualquiera de estos números a continuación:

+1 669 900 6833 EE. UU. (San José)
+1346248 7799 EE. UU. (Houston)
+1312626 6799 EE. UU. (Chicago)
+1929205 6099 EE. UU. (Nueva York)
+1 253 215 8782 EE. UU.
+1301715 8592 EE. UU.

Ingrese este número de ID de reunión: 224397747 cuando se le solicite. Tenga en cuenta que no hay un Código de participante, simplemente presionará # nuevamente después de que la grabación lo solicite.

Se lo colocará en la reunión como asistente; cuando esté listo para hacer un comentario público si se une al audio de la computadora, levante la mano; y por teléfono presione * 9 en su teclado.

3. Los asientos adicionales con audio de la reunión de la Junta estarán disponibles en la Sala de Monterey en el segundo piso del Centro de Gobierno del Condado.

NOTE: All agenda titles related to numbered agenda items are live web links. Click on the title to be directed to the corresponding Board Report.

PUBLIC COMMENT: Members of the public may address comments to the Board concerning each agenda item. The timing of public comment shall be at the discretion of the Chair.

Please refer to the separate agendas for Special Districts and Agencies governed by the Board of Supervisors that may be scheduled for agenda items today

Pursuant to Governor Newsom's Executive Order No. N-29-20, some or all Supervisors may participate in the meeting by telephone or video conference.

9:00 A.M. - Call to Order

Roll Call

Public Comment

Budget Public Hearings

Consent Calendar

1. **3200 Public Works, Facilities, and Parks…pg. 484**
8567 Pajaro County Sanitation District (Fund 151) (PFP047)

Attachments: County of Monterey FY 2021-22 Recommended Budget

Continue Departmental Budget Public Hearings, if needed, to June 3, 2021 at 9:00 a.m. in the Government Center Building - Board Chambers, 168 W. Alisal Street, 1st Floor, Salinas CA 93901.

Adjournment

Monterey County

Board Report

Legistar File Number: PCSDG 21-001

Item No.1

Board of Supervisors
Chambers
168 W. Alisal St., 1st Floor
Salinas, CA 93901

June 02, 2021

Introduced: 5/12/2021
Version: 1

Current Status: Agenda Ready
Matter Type: PCSD General

3200 Public Works, Facilities, and Parks…pg. 484

8567 Pajaro County Sanitation District (Fund 151) (PFP047)

County of Monterey

RECOMMENDED BUDGET

Fiscal Year Ending June 30th

2022

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RECOMMENDED BUDGET

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

FISCAL YEAR ENDING
JUNE 30, 2022

LUIS A. ALEJO	1ST DISTRICT
JOHN M. PHILLIPS	2ND DISTRICT
CHRIS LOPEZ	3RD DISTRICT
WENDY R. ASKEW (CHAIR)	4TH DISTRICT
MARY L. ADAMS (VICE CHAIR)	5TH DISTRICT

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CHARLES J. MCKEE
COUNTY ADMINISTRATIVE OFFICER

Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to County of Monterey, California for the annual budget for the fiscal year beginning July 1, 2020. 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 Triennium Beginning

July 1, 2020

Christopher P. Morrill

Executive Director

County of Monterey
Board of Supervisors

Mission Statement

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

Luis A. Alejo
District 1

John M. Phillips
District 2

Chris Lopez
District 3

Wendy R. Askew
District 4

Mary L. Adams
District 5

ABOUT THE COVER

This year's Recommended Budget Book features images and descriptions selected from over 50 photos submitted by the Padre Trails Camera Club reflecting the scenery of the 5th Supervisorial District of Monterey County. All photos were chosen by Supervisor Mary L. Adams and her staff.

1. **Carmel Beach on a Stormy Day** *by Jim Lambert*
   Popular for exercising and with dog walkers, the beach was atypically empty on a wet day. This photograph was taken as it was starting to get dark and rainy. A rainbow suddenly amplified the beauty of this recreational asset that provides great benefit to our community.

2. **Monterey Conference Center** *by Bill Shewchuk*
   Taken on the upstairs patio not long after it reopened in 2018 following a two-year, $60M renovation, this image illustrates the city's vitality. The sun floods the oval skylight and seating area, reflecting off large windows at the back while a slight breeze ruffles a flag overlooking the cityscape.

3. **Carmel Valley Spring** *by Patricia McKean*
   The sun sets on the lower hills of Mt. Toro from this viewpoint on the rolling green hills of Cachagua Road. The Carmel and Big Sur coastlines may be more famous, but Carmel Valley has a quiet serenity all its own. The rural lifestyle is loved by residents and visitors to the lodges along Carmel Valley Road, which has been considered as a potential Scenic Highway.

4. **River Fire - Skilled Fire Fighter Pilots** *by Jeff Hobbs*
   On August 14th, 2020, a lightning strike at Pine Canyon and River Road sparked the River Fire. Pilots expertly maneuvered their planes to precisely place red fire retardant. From Spreckels, it was possible to safely document the valiant efforts required to save homes. This image captures one of the larger planes on a final pass. Prior to containment on Sept 4th the fire burned 48,088 acres, destroying 30 structures and damaging another 13. Thank you to all the Fire Fighters who put themselves in harm's way to keep us safe!

5. **Rough Surf** *by Chyrl Light*
   The scenic coastline of Pacific Grove between Lover's Point and Asilomar attracts large numbers of tourists and residents, providing a positive economic impact for the County. Beautiful blue skies provide a backdrop for rough seas and high waves in this perfectly timed image that captures dramatic ocean conditions from a safe distance.

6. **Rain Rocks Rock Shed** *by Rick Verbanec*
   One of the most southern landmarks along the majestic Big Sur Coast is reminiscent of early 20th century railroad sheds in the Sierras. Some 35 miles from Carmel, this significant road improvement was constructed during 2012-2013 at Pitkin's Curve, a mile north of Limekiln State Park. The steep and rocky cliffs along this part of Highway 1 experience frequent rockslides, washouts, and lengthy closures for repairs.

7. **Big Sur River Gorge** *by Jim Lambert*
   This scenic swimming hole located within Pfeiffer Big Sur State Park is a popular recreational attraction with tourists and locals. A trail connects the campground to the inviting pool of clear river water within this granite-walled gorge. Multiple river crossings along the way make for a rock-hopping hike of half a mile round trip. Persistent adventurers can continue above the swimming hole to more cascades, boulders, and pools.

8. **Underwater at Stillwater Cove** *by Karen Schofield*
   This kelp forest off Pebble Beach provides ample opportunities for memorable scuba diving excursions. The water there is indeed very still and full of life. Though leopard sharks frequent the cove, none were encountered in this peaceful scene of kelp, beautiful blue water and amazing light.

Fiscal Year 2021-22 Recommended Budget

Submitted by
Charles McKee, County Administrative Officer

Prepared by
County Administrative Office
Budget and Analysis Division

Dewayne Woods, Assistant County Administrative Officer
Ezequiel Vega, County Budget Director

Juan Pablo Lopez
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

Raquel Escorcia
Administrative Analyst
Emergency Communications
Agricultural Commissioner Office
Cooperative Extension Department
Elections Department
Child Support Services
Library
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

Bella Lesik
Administrative Analyst
Probation
Public Defender
Sheriff-Coroner
District Attorney
Civil Rights Office

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

Lucila Sanchez
Administrative Analyst
Department of Social Services
Military & Veterans' Affairs Office
Housing and Community Development
Public Works, Facilities and Parks
Labor Fiscal Analysis

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

Cover Design by:
Supervisorial District 5
Photo Credits: Padre Trails Camera Club
Layout Design by: Bella Lesik

Budget Committee:
Chair, Supervisor Luis A. Alejo
Vice-Chair, Supervisor Wendy R. Askew

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

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, the County seat, is the largest municipality.

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."

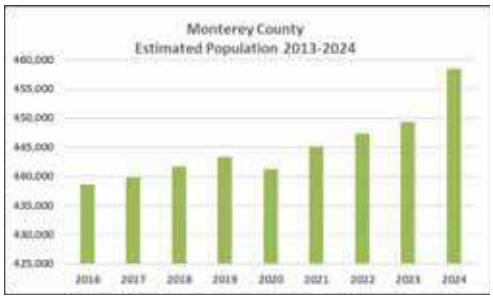
Monterey County is known to the world for its majestic coastlines including Big Sur, California State Route 1, and 17-Mile Drive on the Monterey Peninsula, as well as the agriculturally rich Salinas Valley, also known as the "salad bowl of the world." It is also home to Pinnacles National Park near the City of Soledad, the Monterey Bay Aquarium 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
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 445,181 in 2021.

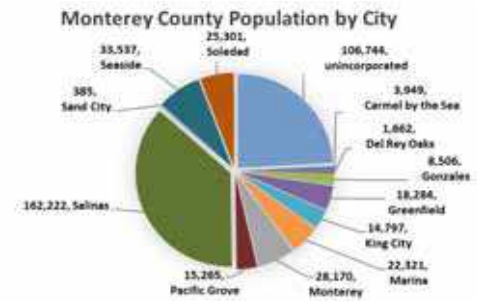


Source: State of California, Department of Finance, Report P-2A: State & County Population, March 2021

Monterey County's population growth parallels growth in comparable counties of San Luis Obispo and Santa Barbara. The projected change in total population from 2020 to 2021 is 0.9% (441,290 to 445,181), consistent with Monterey County's population growth trend over the past 50 years.

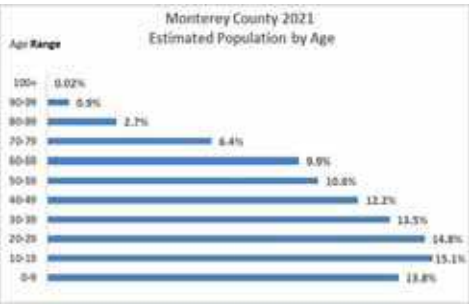
Salinas represents the largest city in Monterey County with over 162,222 residents. The cities of Marina, Soledad,

Monterey and Seaside form the second largest group in population ranging from 22,321 to 33,537 residents each. The smallest cities include Sand City, Del Rey Oaks Carmel-by-the-Sea and Gonzales with populations ranging from 385 to 8,506. The population for the unincorporated areas of Monterey County is 106,744.



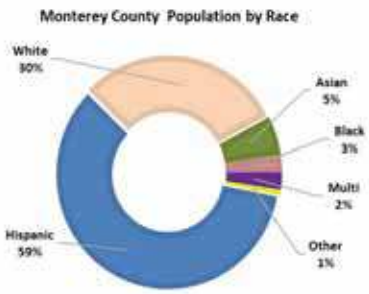
Source: State of California, Department of Finance E-1 Report, May 2020

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.



Source: State of California, Department of Finance, Report P-2B: State & County Population, March 2021

Monterey County's population reflects its diverse community. The population is 59% Hispanic, 30% White, 5% Asian, 3% Black, 2% Multi-racial and 1% made up of other.



Source: Source: State of California, Department of Finance P-2D Population Projections Report, March 2021

Income

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 $30,073 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.

The Median Household Income in Monterey County is $71,015 which is 6% below the statewide average and the lowest compared to neighboring counties.

Monterey County's poverty level of 12.6% is higher than the statewide average of 11.8%, while Santa Barbara County has the next highest at 12.0% and Santa Clara County has the lowest of neighboring counties at 6.1%.

Per Capita Income and Median household Income Selected Counties and California

	Per Capita Income	Median Household Income	Persons in Poverty
Monterey County	30,073	71,015	12.6%
San Luis Obispo County	37,233	73,518	11.6%
Santa Barbara County	36,039	74,624	12.0%
Santa Clara County	56,248	124,055	6.1%
California	36,955	75,235	11.8%

Source: U.S. Census Bureau, QuickFacts 2021

Employment and Industry

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.

The chart that follows lists the major employers in Monterey County.

Employer Name	Industry
Al Pak Labor	Fruits & Vegetables-Wholesale
Azcona Harvesting	Harvesting-Contract
Carol Hatton Breast Care Ctr.	Diagnostic Imaging Centers
County- Monterey	Health Services, Govt. Offices
Dole	Fruits & Vegetables-Growers & Shippers
Growers Co.	Fruits & Vegetables & Produce-Retail
Hilltown Packing Co.	Harvesting-Contract
Mann Packing Co.	Fruits & Vegetables-Growers & Shippers
Mee Memorial Hospital	Hospitals
Middlebury Institute-Intl.	University-College Dept/Facility/Office
Misionero Vegetables	Fruits & Vegetables-Growers & Shippers
Monterey Peninsula College	Junior-Community College-Tech
Natividad Medical Center	Hospitals & Medical Centers
Ord Community Commissary	Military Bases
Pebble Beach	Resorts
Premier Raspberry LLC	Grocers-Wholesale
Premium Harvesting & Packing	Labor Contractors
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. Note: Not ranked in order of employment size

Labor Force and Unemployment

Labor Force 2020 Annual Averages	
Labor Force	213,500
Employment	190,400
Unemployment	23,100
Unemployment Rate	10.8%

Source: California Employment Development Department Labor Market Information Division, Report 400 C Annual Average 2020, March 2021

Monterey County's annual unemployment rate in 2020 was 10.8%. This compares with an annual unemployment rate of 10.1% for California during a period in which the world experienced the Covid-19 Pandemic. Monterey County's jobless rate remains higher than both the State and the nation.

Occupational Share of Employment for Monterey County		
Occupation	May 2019 Employment Estimates	1 Qtr. 2020 Hourly Wage
Farming, Fishing, and Forestry	18%	$15.46
Office and Administrative Support	10%	$22.36
Food Preparation and Serving-Related	10%	$15.37
Sales and Related	8%	$21.09
Education Instruction and Library Occupations	8%	$36.63
Transportation and Material Moving	8%	$17.95
Management	4%	$58.74
Healthcare Practitioners and Technical	4%	$60.26
Production	4%	$20.90
Healthcare Support	4%	$17.89
Installation, Maintenance, and Repair	3%	$27.62
Building & Grounds Cleaning & Maintenance	3%	$17.78
Business and Financial Operations	3%	$37.71
Protective Service	3%	$35.69
Construction and Extraction	3%	$31.36
Personal Care and Service	2%	$17.35
Community and Social Services	1%	$30.56
Computer and Mathematical	1.1%	$47.12
Arts, Design, Entertainment, Sports, & Media	1%	$28.78
Life, Physical, and Social Science	0.9%	$40.17
Architecture and Engineering	0.5%	$47.03
Legal	0.3%	$53.27

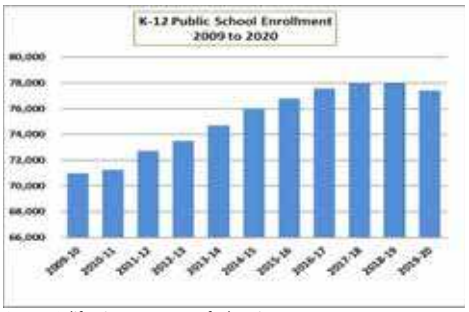
Source: State of California Employment Development Department, Labor Market Division, June 2020

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, 18% of the labor force consists of occupations in Farming, Fishing, and Forestry. In the first quarter of 2020, the mean hourly wage was $15.46 per hour. The second highest occupational category is Office and Administrative Support, accounting for 10% of the workforce with a mean wage of $22.36 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 $15.37 per hour. The top three occupations in Monterey County represent 38% 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.

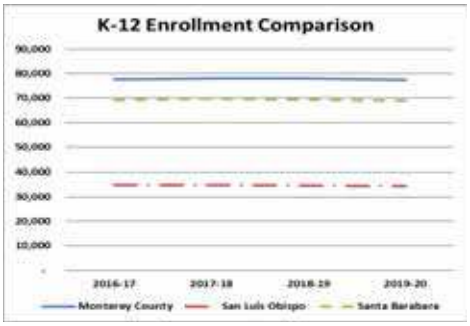
Education

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.



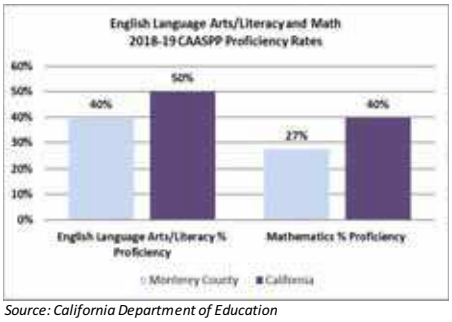
Source: California Department of Education

Enrollment in K-12 Public Schools in 2019-20 was 77,387 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 6.7%. However, in 2020 enrollment did decline by 0.7% from the previous year.



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	2017	2018	2019	2020
Monterey	83.9%	84.7%	83.5%	84.5%
San Luis Obispo	90.4%	91.5%	91.0%	90.3%
Santa Barbara	86.7%	87.4%	86.8%	86.3%
California	82.7%	83.0%	84.5%	84.3%

Source: California Department of Education, Dataquest

Although Monterey County has had lower graduation rates compared to neighboring counties, it has shown improvement over time. Between 2019 and 2020, Monterey County's high school graduation rate increased from 83.5% to 84.5%. San Luis Obispo and Santa Barbara counties showed a decrease during the same period. The high school graduation rate for Monterey County is just above the State rate of 84.3%.

Monterey County continues to make strides towards preparing its students for higher education. In 2017-18, the college going rate was 67.7% compared to the State's rate of 65.2% according to the California Department of Education. 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 to the local economy, including research and grant funding. Employing more than 15,000 faculty, staff and researchers directly employed by these institutions.

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
- 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 2020	
County	Household Average Participation
Monterey	18,961
San Luis Obispo	10,219
Santa Barbara	22,820
California	2,248,992

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	15%	10%
Uninsured children	3%	3%
Life expectancy	82.5	81.6
Social & Economic Factors		
Children in poverty	19%	17%
Homicides (per 100,000 population)	10	5
Physical Environment		
Air pollution-particulate matter	6.7	9.5

Source: County Health Rankings 2020

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 2019, Monterey County accounted for a production value

of over $4.4 billion in crop farming, which was 3.6% over the previous year.

Gross Production Value		
Categories	2019 Total Value	2018 Total Value*
Vegetable Crops	$ 3,099,088,000	$ 2,871,099,000
Fruit & Nuts	$ 1,028,146,000	$ 1,043,856,000
Nursery Crops	$ 143,979,000	$ 204,289,000
Livestock & Poultry	$ 110,580,000	$ 110,598,000
Field Crops	$ 24,554,000	$ 23,748,000
Seed Crops & Apiary	$ 3,645,000	$ 5,039,000
TOTAL:	$ 4,409,992,000	$ 4,258,629,000

*Source: Monterey County Report 2019, *Adjusted Figure*

Monterey County is known as "The Salad Bowl of the World" and the gross production values for 2019 reaffirm it with a total vegetable crop value of $3.1 billion.

A 2018 report "Economic Contributions of Monterey County Agriculture" showed that local agriculture accounts for more than 63,921 jobs in Monterey County with 57,503 being direct employees and 6,417 additional jobs made possible through expenditures by agricultural companies and their employees. One in five jobs in Monterey County directly attributable to the agricultural industry.

Monterey's agriculture contributes a total of $11.7 billion in economic output. The $11.7 billion in economic output consists of $7.4 billion (19.7% of the county's total 2018 economic output) in direct economic output and $4.3 billion in additional economic output in the form of multiplier effects, over $31.0 million dollars per day.

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 2019 were leaf lettuce and strawberries as in the prior year.

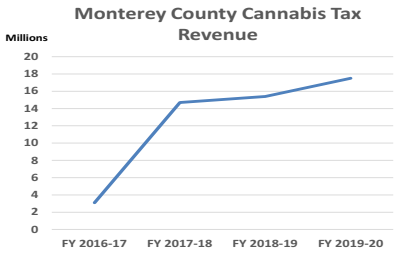
Monterey County's Ten Million Dollar Crops			
Crops	2019 Crop Value	2019 Crop Ranking	2018 Crop Ranking
Leaf Lettuce	$ 840,555,000	1	1
Strawberry	$ 732,761,000	2	2
Head Lettuce	$ 514,088,000	3	3
Broccoli	$ 457,390,000	4	4
Cauliflower	$ 212,375,000	5	6
Misc. Vegetables	$ 196,840,000	6	7
Celery	$ 186,391,000	7	9
Wine Grape	$ 186,096,000	8	5
Nursery	$ 143,979,000	9	8
Spinach	$ 127,120,000	10	10
Livestock & Poultry	$ 110,580,000	11	11
Brussels Sprouts	$ 95,452,000	12	13
Mushroom	$ 86,836,000	13	12
Cabbage	$ 61,680,000	14	19
Artichokes	$ 53,152,000	15	15
Peas	$ 52,640,000	16	14
Lemon	$ 44,880,000	17	17
Raspberry	$ 43,714,000	18	21
Onion, Dry	$ 36,403,000	19	18
Carrot	$ 30,160,000	20	22
Kale	$ 30,084,000	21	16
Spring Mix	$ 22,717,000	22	20
Rangeland	$ 20,316,000	23	23
Blackberry	$ 13,453,000	24	26
Chard	$ 12,275,000	25	25
Garlic	$ 11,352,000	26	24

Source: Monterey County Crop Report 2019

Cannabis

In 2015, the Board of Supervisors adopted an ordinance allowing cannabis cultivators to utilize greenhouse space for cultivation. Soon several cities throughout the County followed with their own ordinances limiting cultivation to indoor facilities and greenhouse including regulations and tax structures. The vast majority the cultivation takes place in the unincorporated area of the County.

Since FY 2017-18 annual tax revenue to the County has increased from $14.6 million to $17.5 million in FY 2019-20.



Hospitality

Monterey County has long been a tourist destination attracting nearly 4.8 million visitors annually. According to the 2019-20 Annual Report published by the Monterey County Convention & Visitors Bureau, tourism spending was $3.2 billion supporting 27,120 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

OFFICE OF THE PUBLIC DEFENDER

The Department, through the Offices of the Public Defender and the Alternate Defender, handles over 12,000 cases involving criminal, juvenile, probate, conservatorships, Veterans and collaborative courts, diversion, post sentence relief, and other limited civil matters.

The Monterey County Public Defender's Office provides a client-centered practice giving a voice to those most vulnerable in the community. They fight for those who cannot afford to fight for themselves using all available resources to ensure each client receives excellent and individualized representation. They fight to protect the constitutional rights of all.

The Office of the Public Defender is located at the Government Center, 168 W. Alisal Street, Second Floor, Salinas, California 93901. Administrative staff are:

- **Susan Chapman,** Public Defender
- **Jeremy Dzubay,** Assistant Public Defender
- **Michael Belter,** Chief Deputy Public Defender
- **Joy McMurtry,** Chief Deputy Public Defender
- **Tom O'Keefe,** Chief Deputy Public Defender
- **Caren Anderson,** Chief Deputy Public Defender Investigator
- **Latasha Ellis,** Finance Manager
- **Becky Avila,** Management Analyst
- **Rachel Scott,** Admin. Secretary Confidential
- **Sara Hernandez,** Supervising Legal Secretary
- **Laura Henderson,** Management Analyst (ADO)

Susan Chapman, Public Defender

Jeremy Dzubay, Asst. Public Defender

Mission Statement

The mission of the Monterey County Public Defender's Office is to effectively, efficiently, and zealously defend the Constitutional and statutory rights of indigent defendants, juveniles, and community members in criminal and post sentence relief, and limited civil proceedings, by developing strong attorney-client relationships, and by working with our Public Safety Partners, community members and organizations to insure clients will thrive as members of Monterey County thereby promoting a thriving, safe and secure environment.

Programs and Functions:

- Felony Division cases include, but are not limited to, murder, manslaughter, sex crimes, gang-related offenses, Three Strikes, robbery, embezzlement, fraud, domestic violence, 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. A full-time Psychiatric Social Worker is on staff to assist in all courts.
- 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 clients with record expungement services, certificates of rehabilitation, and application for pardons to enable them to successfully re-enter the community as productive members of society.
- Immigration Specialist Attorney provides critical information for immigration-neutral plea negotiations, dispositions, and sentencing for Public Defender's non-citizen clients.

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

Health and Human Services

Protecting the mental and physical health of youth and adults unable to care for themselves by asserting their rights of access to effective healthcare, education, and behavioral health services.

Public Safety

Protecting and defending the right to live in a society free of and safe from unlawful State interference, by vigorously defending individual rights and providing post relief services.

Economic Development

Avoiding unnecessary disruptions to employment and business activity by collaborating with Monterey County Public Safety Partners to keep clients in nonviolent cases out of custody and in the workforce.

Recent 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 and expunge records, reduce many felony convictions to misdemeanors, process certificates of rehabilitation and pursue other legal remedies as provided by law.

Every even-numbered year, the Department participates and assists over 100 Veterans at the Veterans Stand Down. This is a vital service that provides the veteran with dismissal of minor cases, waivers of fines, fees, and assessments and may include referrals to a variety of necessary services: substance abuse treatment, mental health, employment, housing, and access to homeless courts. These critical services are often the catalyst that enables veterans to reenter mainstream society and obtain employment and/or housing.

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.

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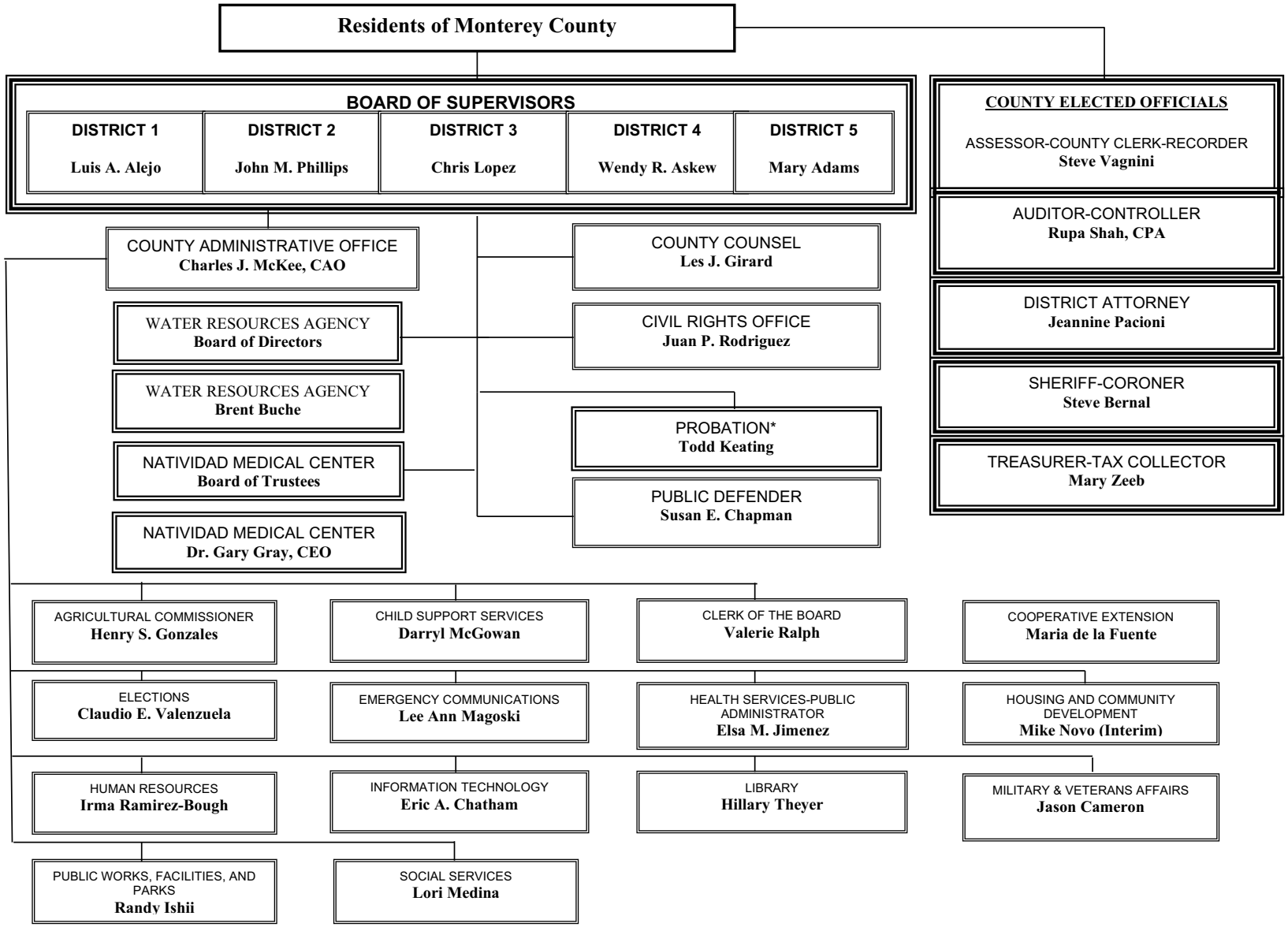
COUNTY OF MONTEREY



Updated: 3/16/21

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County Administrative Officer's Message

The County Administrative Office is pleased to present the *Fiscal Year (FY) 2021-22 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 the County and expands key programs in response to the pandemic.

The Recommended Budget proposes a balanced $1.7 billion spending plan, an increase of $16.2 million (1.0%) over the current year adopted budget and supports a workforce of 5,499.1 employees. The Recommended Budget anticipates that overall, funds will improve fund balance by $2.1 million; however, many funds, including the general fund, health and public safety realignment funds, and capital project funds are anticipating fund balance use. Primary cost drivers affecting the budget include rising pension contributions, health insurance premiums, higher costs for general liability programs, and continued costs to respond to the pandemic.

The COVID-19 pandemic has affected County operations and although all departments continue to provide services, many do so in a different way. County offices scaled back in-person services and made modifications for social distancing, many employees worked remotely, and some programs were limited as staff were redirected to pandemic response. County staff worked toward continuing to provide critical services to the community, while also expanding critical services responding to the impacts of the pandemic including food and rental assistance, business assistance, and outreach and communication related to the COVID-19 emergency. The pandemic also resulted in revenue loss as Stay-at-home orders halted tourism and scaled back many other industries such as retail and construction. Fortunately, the federal government signed into law the Coronavirus Aid, Relief, and Economic Security Act (CARES) that provided the County $45.0 million in the current fiscal year to address pandemic related response. As a result, the County anticipates ending the current year with a balanced budget due to this funding.

The County is also receiving aid under the American Rescue Plan Act (ARPA), with funds required to be utilized by December 31, 2024. Next fiscal year, the Recommended Budget includes $24.0 million of these funds to backfill revenue loss and continue programs that would otherwise be impacted and to invest in key infrastructure, sewer, and water projects throughout the County.

Public Budget Hearings commence on June 2, 2021, where staff will present an overview of the spending plan for next fiscal year, as well as a multi-year spending plan for the ARPA funds. 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, reductions or modifications to the recommended spending plan.

I want to thank your Board for its leadership and responsible financial oversight, balancing critical needs with available resources, which has made it possible to shore up reserves and prepare the County for emergencies. I also thank Department Heads for their leadership in during this 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 McKee

County Administrative Officer

Budget Overview

Current Financial Condition

The COVID-19 pandemic has significantly impacted the County's operations. While some departments scaled back in person services to the public, most departments continue to operate, albeit in a different fashion. There has been increased demand for social services programs including food and rental assistance, public assistance, and homeless programs as a direct result of the pandemic. The Health Department has been instrumental in the pandemic response and diverted staff in other programs including grant-reimbursement programs to meet the needs of pandemic related operations.

The County's Transient Occupancy Tax (TOT) and sales tax were impacted as Stay-at-home orders were implemented throughout the State, halting tourism and scaling-back many other industries such as retail and construction. Fortunately, the federal government signed into law the Coronavirus Aid, Relief, and Economic Security Act (CARES) that provided local governments financial aid. The County received $45.0 million in CARES funds in the current fiscal year, which is allowing it to carry through normal operations as well as expand programs related to the pandemic. As a result, the County anticipates ending the current fiscal year with a balanced budget due to the federal aid it received.

The County also estimates receiving $84.3 million under the most recent stimulus legislation, the American Rescue Plan Act (ARPA), with funds required to be utilized by December 31, 2024. Final estimates will be available towards the end the current fiscal year. The Recommended Budget includes $24.0 million of these funds to backfill revenue loss and in turn support departmental operations, and to invest in key infrastructure, sewer, and water projects throughout the County. Had the County not received these funds, it would be in real financial stress, given that discretionary revenue is growing an estimated $8.9 million next fiscal year, while cost increases far exceed the revenue growth. Primary cost drivers include rising pension contributions, health insurance premiums, higher costs for general liability programs, and continued costs to respond to the pandemic.

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, and provide funding for key Board priorities, incorporating ARPA funds where appropriate. Additionally, investments in County infrastructure such as solid waste and water projects throughout the County were included.

Recommended Budget – All Funds

The Recommended Budget for all departments and funds totals $1.7 billion next fiscal year. The Recommended Budget includes 5,499.1 authorized fulltime equivalents, an increase of $91.5 million over the current adopted budget. Significant changes since adoption of the FY 2020-21 budget include:

- **Appropriations increase $16.2 million.** Notable appropriation increases include $37.9 million in the general fund to support rising cost pressures and expand programs and services and $16.2 million in capital project funds to support new infrastructure, sewer, and water projects. The Resource Planning internal service fund (fund 478) will begin receiving directly the cost plan credit for building depreciation within its Building Improvement Replacement (BIR) sub-fund. This credit was previously received in the general fund and then transferred to the BIR. Also, in FY 2021-22 a new cost plan credit for equipment depreciation in the amount of $1.3 million is budgeted in fund 478. As a result, the internal service fund reflects an overall $20.1 million lower appropriations compared to the current year. Appropriations for Natividad Medical Center (NMC) decrease by $11.6 million due to winding down on capital projects and equipment purchases and appropriations for Laguna

Seca Recreation Area (LSRA) are $2.2 million lower than the current year adopted due to lower capital asset expenditures.

All Funds	2019-20 Actual	2020-21 Adopted	2021-22 Recommended
Expenditures			
Salaries & Benefits	$ 679.4	$ 750.2	$ 788.1
Services & Supplies	386.0	394.2	427.1
Other Charges	204.2	131.2	121.8
Fixed Assets	65.8	95.2	83.6
Op. Transfers Out / Other Financing	376.7	266.3	230.4
Contingencies	0.1	4.9	7.2
Total Expenditures	**$ 1,712.3**	**$ 1,641.9**	**$ 1,658.1**
Revenues			
Taxes	$ 247.1	$ 244.4	$ 255.6
Licenses, Permits & Franchises	23.1	25.7	22.3
Fines, Forfeitures & Penalties	10.9	12.2	10.6
State & Federal Aid	699.3	578.4	660.6
Charges for Current Services	382.0	409.7	424.3
Other Revenues	442.4	318.1	286.8
Total Revenues	**$ 1,804.8**	**$ 1,588.4**	**$ 1,660.2**
Use of Fund Balance	**$ (92.5)**	**$ 53.5**	**$ (2.1)**
FTE Positions	**5,361.5**	**5,407.6**	**5,499.1**

*Numbers may not add up due to rounding.

- **Revenue increases $71.8 million.** Revenue increases $74.9 million in the general fund primarily due to the receipt of ARPA funds, as well as increased federal and State revenues related to social services and health programs responding to the pandemic. NMC's revenue also increases by $14.0 million mainly due to an operating transfer in for capital projects and increase in government funding. Road fund revenue also improves $5.8 million due to increased federal grants for road projects. These increases are offset by a decrease of $37.2 million in the Resource Planning internal service fund, which resulted from a one-time transfer in for vehicle asset replacement funds and depreciation funds which were budgeted as revenue from the general fund in the current year but are budgeted as a cost plan credit in FY 2021-22.

- **Rising labor costs**. Next fiscal year, salary and benefit costs for the County's workforce totals $788.1 million, a $37.9 million increase over the adopted budget. This increase does not account for future wage increases pending labor negotiations. NMC and the general fund account for the largest increases as these funds have the greatest number of employees. The cost drivers within the salary and benefits category include pension contributions and health insurance premiums increasing a combined $17.1 million over the current year adopted budget (all funds). Next fiscal year, the County adds 91.5 positions, accounting for a majority of the $19.3 million increase in employee compensation. Most of the added positions are at NMC, supported with program revenue.

- **Recommended use of fund balance.** The general fund uses fund balance to support department programs with restricted fund balance and to fund one-time expenses ($9.2 million). Other funds utilizing fund balance include capital project funds ($20.6 million), Behavioral Health ($5.0 million) for construction of a new clinic, and realignment funds ($4.3 million) to meet State-County Realignment commitments for public safety, health, and social services programs. Other funds expecting to improve their fund balance include NMC adding $24.8 million and the internal service resource planning fund adding $18.3 million.

- **Infrastructure replacement.** The Recommended Budget provides $50.2 million in appropriations for capital projects such as re-roofing the jail and the public safety building occupied by the Sheriff, building temporary parking at Church St and Gabilan St. near the Government Center, the Carmel River and Carmel Lagoon floodplain projects, and solid waste and water projects throughout the County's park system and at LSRA.

Recommended Budget – General Fund

The general fund supports 3,352 authorized positions in 22 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:

General Fund	2019-20 Actual	2020-21 Adopted	2021 -22 Recommended
Expenditures			
Salaries & Benefits	$ 399.8	$ 450.2	$ 464.0
Services & Supplies	155.8	145.8	186.1
Other Charges	44.5	42.4	54.4
Fixed Assets	5.1	5.5	5.7
Op. Transfers Out	34.8	67.2	36.3
Contingencies	0.1	4.9	7.2
Total Expenditures	**$ 640.2**	**$ 716.0**	**$ 753.8**
Revenues			
Taxes	$ 227.1	$ 225.1	$ 235.6
Licenses, Permits & Franchises	22.4	22.8	21.8
Fines, Forfeitures & Penalties	10.0	9.8	9.8
State & Federal Aid	194.3	211.0	272.9
Charges for Current Services	64.4	72.0	76.5
Other Revenues	129.0	129.0	128.2
Total Revenues	**$ 647.1**	**$ 669.8**	**$ 744.7**
Use of Fund Balance	**$ (6.9)**	**$ 46.2**	**$ 9.2**
FTE Positions	**3,354.7**	**3,357.0**	**3,352.2**

*Numbers may not add up due to rounding.

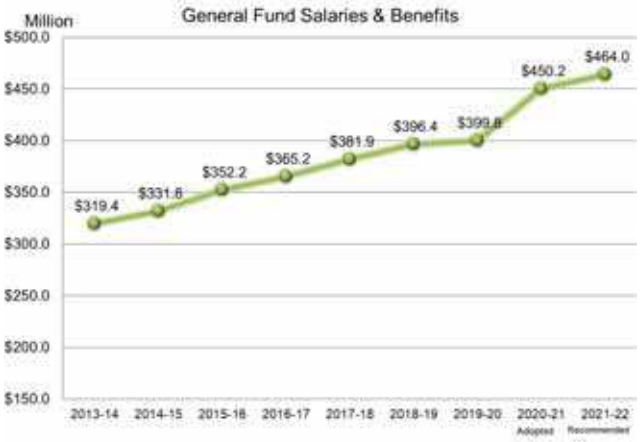
- **General fund appropriations total $753.8 million next fiscal year, an increase of $37.9 million over the current year adopted budget.** Major cost drivers include employee pension contributions, health insurance premiums, and general liability costs. In addition to these countywide cost drivers, health and social services programs have appropriation increases to continue or implement programs related to the pandemic response and expanded rental assistance and homeless programs.
- **Revenue increases $74.9 million over the current year adopted budget.** A significant factor in revenue is the ARPA funds, of which the County is recognizing $24.0 million next fiscal year for qualified uses. The remaining revenue increase is mostly attributed to program growth in social services and health programs. Social services' revenue increases $24.2 million due to increased rental assistance, rapid rehousing, and public assistance programs, while Health Department revenues increase $14.7 million to support expanded services in clinic services and public health. Discretionary revenues are also projected to improve by $8.9 million from the current year adopted budget, primarily due to continued improvement in property taxes and higher cannabis taxes. Transient Occupancy tax is projected to improve by $1.3 million from the adopted budget, while sales tax is projected to decrease by $800,000.
- **Fund balance use totals $9.2 million to support capital expenditures and support department programs by using restricted fund balance.** Major uses include $3.4 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. Social Services also uses $583,209 in restricted fund balance to support veteran services. Other fund balance utilization includes $2.8 million from the cannabis assignment for the purchase of the Sheriff's radios and for the loan to the Water Resources Agency for a well destruction project. The IT department is funding its capital improvement projects with a release of $1.6 million of assigned funds.
- **Utilizes $24.0 million in American Rescue Plan Act (ARPA) funds to backfill revenue loss due to the pandemic, to continue COVID response effort, and to invest in infrastructure.** The ARPA legislation has a provision to back fill revenue reductions affected by the pandemic. The County is

utilizing the back fill of qualified revenue loss primarily of TOT and sales tax to augment $11.0 million to departments that were at risk of losing employees and ending critical programs. An additional $13.0 million was identified primarily for solid waste and water system projects throughout the County's park system, the jail, and Laguna Seca.

- **Continues the plan to save for the future replacement of ERP system.** The Recommended Budget includes charges of $4.0 million of which $2.5 million is to general fund departments to save for the future ERP system upgrade.
- **Includes funding for maintenance and operations of the new jail addition.** The County undertook a project to add 576 beds to the jail, which is pending final signoffs for occupancy. The Recommended Budget assumes the jail addition is fully operational and includes an additional $170k over the current adopted budget to address increased utilities cost, equipment, and building maintenance.
- **Eliminates parks fees.** The Recommended Budget backfills $275,000 estimated in parks day use fees to allow residents free access to County day use parks.
- **Provides funding to the road fund to support road maintenance.** $5.5 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**. The Recommended Budget for next fiscal year includes contributions to Development Set Aside (DSA) Agencies, fire agencies, and 911 user agencies per current policy and formula, however, utilizes FY 2018-19 as a base year. In the current year, contributions to outside agencies were modified to be capped at a certain level. Contributions to the DSA's and the Monterey County Business Council total $2.7 million next fiscal year, an increase of $1.4 million over the current year. Discretionary contributions of Proposition 172 funds (Public Safety Sales Tax) to the fire agencies and 9-1-1 dispatch center user agencies total $3.3 million and $1.8 million respectively, an increase of $151,328 and $82,874 from the current year adopted, respectively.

Fiscal Pressures Shaping the General Fund Budget

Revenue growth has been consumed by rising cost pressures centered in growing employee compensation and benefits cost, general liability and worker's compensation programs, and contributions to outside agencies.

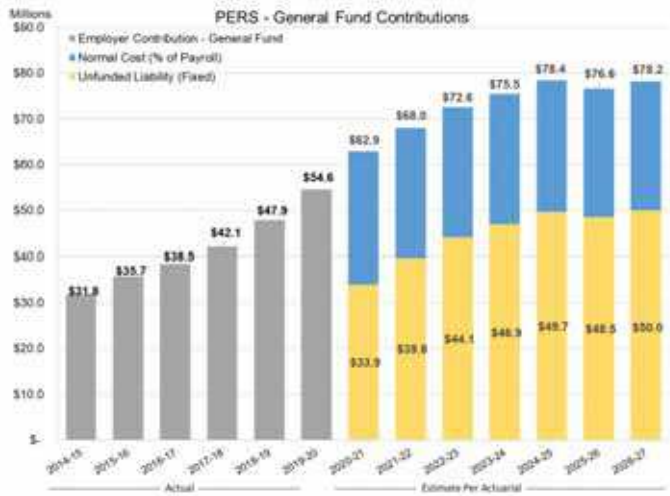


Employee compensation and growing workforce. The Recommended Budget does not include a provision for wage increases as labor negotiations are not finalized. The Recommended Budget includes compensation at the FY 2020-21 level, accounting for step increases and added positions. FY 2020-21 was the final year of labor agreements where most miscellaneous and safety units received a 3.0% wage increase. It is unknown what impact labor agreements will have, but based on the existing general fund costs, a 1% increase in wages, would translate to

added costs of $3.5 million, independent of position growth.

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 61.5% of the general fund budget. The cost has grown from $319.4 million in FY 2013-14 to $464.0 million in FY 2021-22, an increase of $144.6 million over the last eight fiscal years. Over the same period, authorized positions in the general fund grew by 151.7. The FY 2021-22 recommended salaries and benefits increase $13.8 million over the adopted budget.

Pension contributions continue to increase. Pension contributions are a primary cost driver for most local government agencies in California. Contributions to the CalPERS pension fund have increased significantly since FY 2017-18 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. Part of the pension contributions go toward paying down unfunded liabilities; since FY 2017-18, this portion of the payment is fixed and not based on payroll, protecting the pension fund in situations where employers have declining payroll.



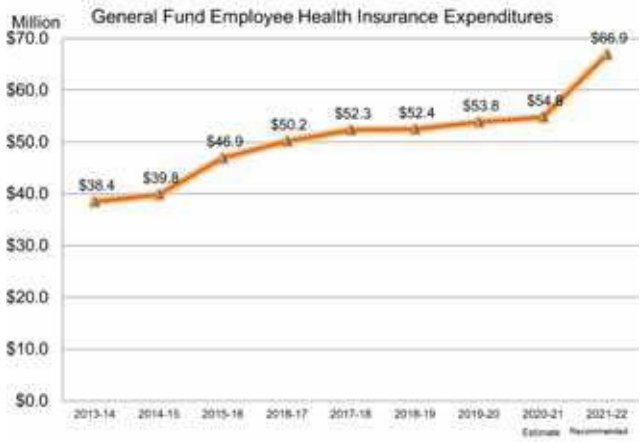
The projections in the chart are based on CalPERS actuarial valuations, which are built on actual payroll data obtained by CalPERS, therefore, based on existing staffing levels. These estimates are based on current pension plans and assumptions and assume no gains or losses to the current portfolio. Changes in any of the preceding matters will impact required contributions. The chart above reflects the projected fixed contributions (general fund) going toward unfunded liabilities, which are about 57% of the total contributions. The Recommended Budget includes funding for required employer contributions for normal cost and unfunded liability. An estimated $39.8 million in the General Fund and $58.7 million including all funds goes toward paying down the County's unfunded pension liability.

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 $21.1 million in general fund and $31.9 million for all funds into the miscellaneous and safety pension plans. Considering employer and

employee contributions, an estimated $89.2 million from the general fund ($134.3 million all funds), will go toward employee pensions next year.

Unfunded pension liabilities. Despite changes in methodology used by CalPERS to align contributions with realistic market returns and accelerate unfunded liability payments, the County continues to have a large unfunded pension liability totaling $762.5 million for both its Miscellaneous and Safety plans. The Board has given direction to staff to implement a plan for to address pension costs. A recommendation included as part of the Recommended Budget is that the County places funds into a Section 115 trust fund to prefund employer contributions and begin to address this significant cost driver in the future. The California Employers' Pension Prefunding Trust (CEPPT) is an investment vehicle allowing the opportunity to generate investment income with the market, but also has a risk of contraction of funds. If authorized by the Board, the County will implement a funding policy to utilize the trust to fund contributions and / or supplemental payments to unfunded liabilities. The benefit of this strategy is to reduce future employer cash flow requirements for pension cost, which can be beneficial during hard economic times, and can avert reductions of critical programs. This investment reduces the reliance on discretionary and program revenues to meet this obligation and prepares the County to address unfunded liabilities in the future.

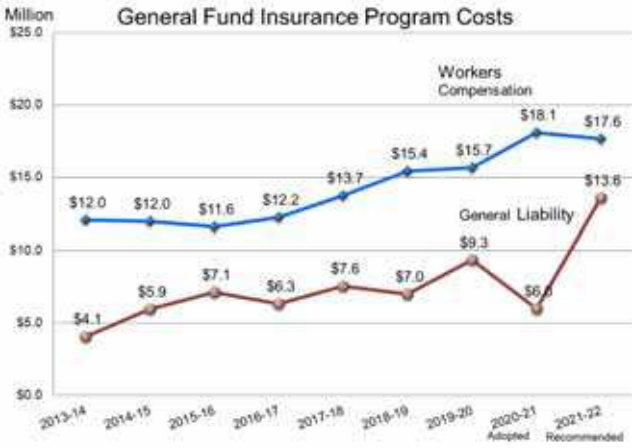
A recommendation to release $8.0 million from the Compensated Absences Assignment to start the trust fund is included with the Recommended Budget. Over the last four fiscal years, departments have been overcharged for pension contributions and excess funds remain in a liability account. The County plans to place those excess funds into the trust fund and will continue to work with the Auditor Controller's Office to determine that amount.



Health insurance premiums continue to rise. Healthcare costs have grown $16.4 million in the general fund since FY 2013-14. Next fiscal year, cost increases an additional $12.1 million. The increase in premiums has been absorbed by the County, making it a significant cost pressure every year.

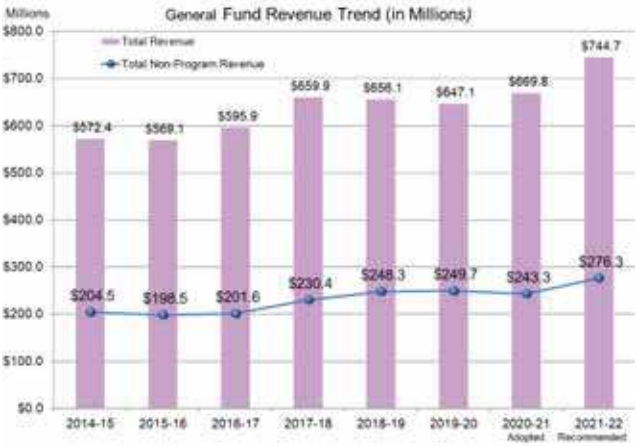
The County saw a 21% rise in premiums in January 2016, which can be seen in the trend chart, reflecting increases in FY 2015-16 and FY 2016-17. Premiums increased 8.9% in January 2021. The Human Resources Department anticipates 6% growth beginning January 2022 based on historical experience. The Recommended Budget includes $66.9 million, an increase of $12.1 million,

assuming all positions are filled. Furthermore, it is possible that the COVID-19 pandemic will increase costs in the future, however, impacts remain unknown at this time.



Higher insurance program costs. General liability program costs have increased each year and were set to increase by $5.7 million in the current fiscal year mainly due to an increase in "non-recoverable" general liability charges based on actuarially determined amounts for legal settlements. However, due to risk of losing critical programs, the County suspended estimated non-recoverable general liability program contributions in FY 2020-21 to fund $9.0 million to avert layoffs and continue programs. This budget solution came with the risk of underfunding the internal programs and was considered a one-time solution. Next fiscal year, the practice of charging for these programs resumes, and totals $13.6 million, with the $7.6 million increase representing non-recoverable liability payments. Charges for workers' compensation decrease slightly in the general fund and are 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.

General Fund Revenue

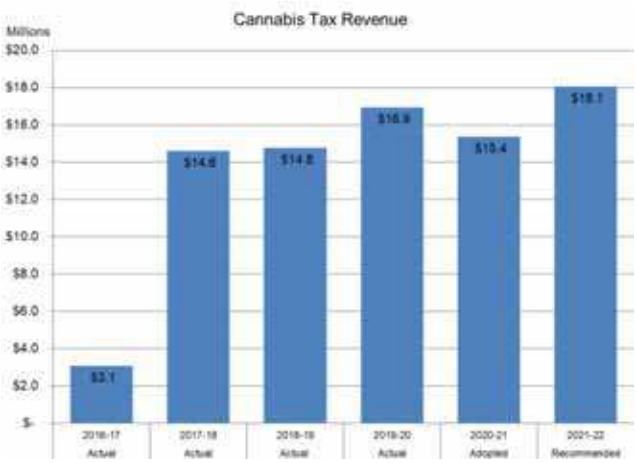


Overall, general fund revenue increases next fiscal year by $74.9 million; however, most of the increase is not revenue growth resulting from a positive economy, but mostly federal and state aid being pumped into local governments to offset the impact of the pandemic. Next fiscal year the County anticipates recognizing $24 million of the $84 million ARPA funds it will receive for qualified expenditures and investments. Additionally, health and social services programs experience revenue increase of $37.6 million combined as they receive additional federal and state aid to expand services in response to the pandemic. The general fund revenue is composed of about two-thirds of program revenue generated by departments for their specific programs, and about one-third (excluding federal aid) discretionary revenue.

Discretionary revenue increases $32.9 million, of which $24.0 million is the ARPA funds. Excluding federal aid, the remaining revenue growth of $8.9 million represents an increase of 3.7% over the adopted budget and is driven by improved property taxes given the strong real estate market and higher cannabis taxes. TOT is also anticipated to improve as travel is less restrictive and the State moves toward reopening industries, although it should be noted that even with the improvement, TOT is still estimated to be below pre-pandemic levels. Sales tax is projected to be below the current year adopted budget, as the projection for current year budget was built before the COVID-19 emergency.

Revenue	2019-20 Actual	2020-21 Adopted	2021-22 Recommended	Change from Rec. to Adopt.
Property Tax	173,819,705	177,860,663	185,424,950	7,564,287
Transient Occupancy Tax	21,773,829	16,390,728	17,700,009	1,309,281
Cannabis Tax	16,941,614	15,369,466	18,065,492	2,696,026
Vehicle License Fees	294,336	178,524	222,154	43,630
Sales & Use Tax	11,423,123	12,062,884	11,264,238	(798,646)
Franchise Fees	6,319,652	5,195,888	5,195,888	-
Tobacco Settlement	4,082,238	4,110,021	4,082,238	(27,783)
Other	15,087,310	12,177,751	34,304,463	22,126,712
Total	**249,741,808**	**243,345,925**	**276,259,432**	**32,913,507**

Cannabis Revenue and Assignment



Previously cannabis revenues were utilized for the cannabis regulation program only with excesses reserved in assignment for Board directed purposes. Beginning FY 2020-21, the Board approved all ongoing cannabis revenue as discretionary revenue providing departments funds to continue programs that were at risk due to insufficient funding. The Recommended Budget continues this practice and includes $18.1 million to address critical needs ($15.4 million in baseline funding and $2.7 million to fund budget augmentations). Based on collections, the cannabis program estimates revenue will come in at $19.4 million, an increase of $4 million over the current year adopted budget and $1.3 million over the FY 2021-22 recommended amount.

The chart illustrates the history of cannabis revenue in the County since its inception in FY 2016-17. As previously mentioned, prior to the current year, the excess cannabis revenue not utilized for the cannabis program was placed into an assignment. The assignment has been used to fund Board directed programs. The balance of the cannabis assignment is $26.9 million as of June 30, 2020; however, the funds are fully commited in the FY 2020-21 adopted budget and beyond including $3.1 million that the Board utilized to restore programs during the FY 2020-21 Budget Hearings, $20.3 million approved in current year modifications with significant utilization for pandemic response, and $3.5 million to be utilized next fiscal year and beyond including the second installment for the Sheriff Office radios purchase and a three year loan to the Water Resources Agency to implement a well destruction project under Proposition 1 Implementation Grant. With these actions, the assignment has been depleted. Programs that were approved in response to the pandemic include: $3.0 million for the community outreach pilot program; $2.3 million to Social Services to carry out food assistance program and redirected staff to pandemic response; $1.1 million to the Sheriff for overtime and increased coroner's costs; $1.8 million to the RMA to backfil revenue loss; $900,000 for the small business grant program; and other costs such as alternate housing sites, personal protective equipment, workplace preparedness, and communication

and outreach. If the Board approves the ARPA plan as recommended by staff, these programs would instead be funded by ARPA and the cannabis assignment would not be utilized.

Pandemic related Federal Aid

The County has faced significant revenue reductions in FY 2019-20 and FY 2020-21 because of the pandemic, mainly from TOT revenue, Sales Tax, and Public Safety Sales Tax, and other program revenue that would have impacted critical county programs. Fortunately, the County was a recipient of the Coronavirus Aid, Relief, and Economic Security Act (CARES) funding that allowed the County to use $45.0 million to fund critical pandemic response costs that included but were not limited to redirected staff to pandemic response, investing in workplace technology and equipment to allow employees to work remotely, and aid to residents in the form of food, rental assistance, and grants to businesses, among other costs. The County is projecting to end the current fiscal year with a balanced budget due to the CARES funding it received. The Recommended Budget cautiously estimates improvements in revenue on the assumption of increased travel and consumer spending as emergency orders become less restrictive. However, there is an element of uncertainty in the future as new strains of the virus emerge and as we move forward with vaccination.

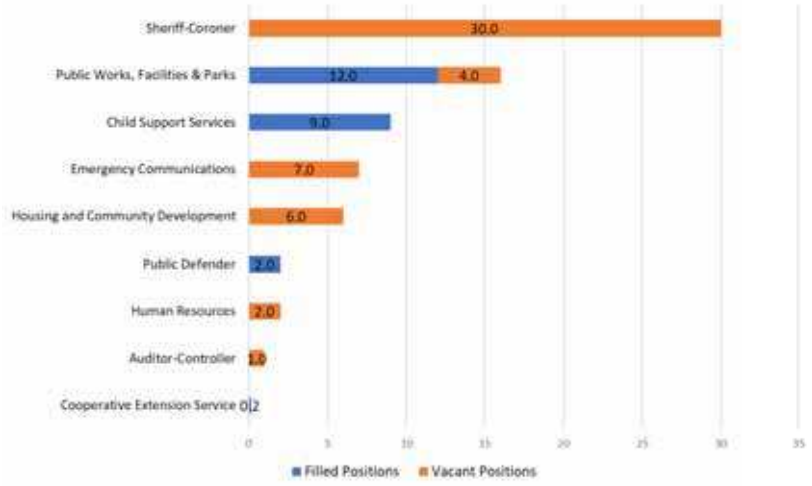
ARPA Funds

The County estimates receiving $84.3 million under the most recent stimulus legislation, the American Rescue Plan Act (ARPA). It is estimated the final amount will be known by the end of the current fiscal year. Under this legislation, the County must use the funds for specific purposes including response to the COVID-19 pandemic, premium pay to eligible workers providing essential work, to back fill revenue reductions due to COVID-19, and to make necessary investments in water, sewer, or broadband infrastructure. The County must utilize these funds by December 31, 2024. The Recommended Budget includes $24.0 million of these funds. Staff have prepared a plan for utilizing the funds by category and by year. If the Board approves the plan, the County will utilize $23.8 million in the current year for qualified pandemic response costs previously authorized by the Board to be funded from the Strategic Reserve, Cannabis Assignment, and the Contingencies appropriation. Therefore, this plan allows reserves to remain unaffected and instead uses ARPA funding for qualified expenditures. Next fiscal year, the plan allocates $34.2 million of funding, of which $24.0 million is included in the Recommended Budget, with remaining funds used for other qualified uses that may come up during the year. By FY 2022-23 the plan calls for using $17.3 million and FY 2023-24 using $9.0 million, with anticipated funding being used mostly to offset revenue loss, invest in water and sewer projects, provide business assistance and employment programs, and to continue the pandemic response. See Attachment A for further details.

Baseline Budgets and Requested Augmentations

In February, staff forecasted a budget deficit of $40.7 million due to inflationary cost pressures, anticipated revenue shortfalls, 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 start out with a base level GFC which was adjusted for increased workers compensation and general liability payments that are reinstated next fiscal year. Additionally, GFC was adjusted for the swings in cost-plan charges so that it remained budget neutral. Finally, these adjustments were offset by a pro-rated reduction as there was insufficient estimated discretionary revenue to cover all adjustments.

Departments initially identified funding gaps for 23.15 filled positions and 50.0 vacant positions next fiscal year. In some cases, departments also reduced non-personnel operating budgets to balance to current funding levels. The following table reflects position related impacts by department:



The Sheriff's Office was the most impacted due to cost drivers experienced countywide, particularly the reinstatement of non-recoverable general liability is a significant cost pressure for the department, in addition to the department's reliance on GFC. Other departments with significant gaps included Public Works, Facilities, and Parks, Child Support Services, Emergency Communications, Housing & Community Development, as well as other departments to a lesser extent.

During the April 6, 2021 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 and potential funding sources. The workshop gave the Board an opportunity to provide feedback on prioritization of funding augmentations and general direction for next year's budget.

Departments requested augmentations to continue existing staffing levels and operations. In some cases, departments did not request to restore positions. For example, Child Support Services eliminated 9.0 vacant positions it had strategically frozen to align operations with existing levels of revenue. There are no layoffs in the Recommended Budget. Departments also submitted augmentation requests to expand programs or to complete capital improvements. Augmentation requests totaled $43.7 million for all funds. Position related augmentations included:

	Requested		Recommended	
Filled Positions	23.15	2,013,961	23.15	2,013,961
Vacant Positions	50	6,022,175	32	3,298,357
New Positions	55.5	4,460,256	31	2,166,733
Total Positions	**128.65**	**12,496,392**	**86.15**	**7,479,051**

- $2.0 million to keep 23.15 filled positions, primarily in Public Works, Facilities & Parks and Child Support Services.
- $6.0 million to keep 50.0 vacant positions primarily in the Sheriff's Office, Emergency Communications, Housing & Community Development, and Public Works, Facilities & Parks.

- $4.5 million to add 55.5 new positions including 19.0 with their own revenue sources (primarily in the Health Department and Social Services). New positions were requested for health and social services programs, park operations, planning and building programs, emergency planning and communications, and human resources.

Other augmentation requests included the following:

	Requested	Recommended
Status Quo Other	7,662,372	2,425,393
Capital Improvements	16,960,986	15,336,256
Contribution to Other Funds	758,142	363,351
New Mandated Programs with General Funds	1,421,338	774,338
New Programs with General Funds	4,556,053	3,196,108
Total	**31,358,891**	**22,095,446**

- $7.7 million to maintain non-personnel "status-quo" operations, such as contracted services, jail operations overtime and COVID related expenses, homeless shelter, housing trust fund, and other services and supplies.
- $17.0 million for capital improvements, such as solid waste and water systems throughout the parks system and Laguna Seca Recreation Area, jail sewer and water projects, radio purchases and upgrades to communications network systems supporting Public Safety and First Responders, and other information technology projects.
- $7.0 million for new or expanded services and contributions to other funds and agencies such as unscheduled maintenance projects, contributions to county sanitation districts, lake operations, flood plain management, communications and outreach to community regarding COVID-19, supervisorial redistricting, mobile spay and neuter clinics, and contributions to community based organizations in support of early childhood development, among others.

Recommended Augmentations

At the April 6 budget workshop, the Board gave direction to maintain filled positions and supported new or expanded programs. All discretionary revenue has been allocated to departments in baseline budget, thus discretionary revenue was not available for augmentations. However, staff identified funding sources including cannabis revenue growth beyond what was included in the baseline budget, ARPA funding, and other one-time funds such as assignments or other restricted fund balance. ARPA funds have restrictions and are considered one-time funds that will be available to spend until December 31, 2024. The funding sources for recommended augmentations include:

- **Cannabis Revenue Growth.** The baseline budget included a cannabis revenue estimate of $15.4 million, mirroring the adopted budget. Due to historical and year-to-date collections, the Cannabis Program has updated the revenue estimate to $19.4 million. The difference of $2.7 million is included in the Recommended Budget and funds augmentations and $1.3 million is currently unallocated.
- **The Recommended Budget utilizes $24.0 million in ARPA funds to augment departmental budgets and fund solid waste and water system projects.** As part of the plan to utilize ARPA funds, staff identified augmentations that qualified for ARPA funding and is recommending $24.0 million to be utilized. ARPA legislation restricts what the funds can be used for. One of the categories is revenue loss. The County experienced revenue loss such as TOT and sales tax that was triggered by the pandemic. The County is then utilizing the back fill of qualified revenue loss to augment $11.0 million to departments that were at risk of losing employees and ending critical

programs. An additional $13.0 million was identified primarily for solid waste and water system projects throughout the County's park system, the jail, and Laguna Seca.

- **Utilization of one-time assignment funds.** Next fiscal year, the budget includes use of $1.6 million from the IT assignment to fund building improvements and network upgrades, as well as $1.25 million from the Cannabis Assignment that was committed (as approved by the Board last fiscal year) to the Sheriff's Office to pay for the second installment of the Motorola public safety radios.

In reviewing requests for augmentation, staff prioritized recommendations based on feedback received at the budget workshop. Staff prioritized augmentation requests that could qualify under ARPA funds, leverage sustainable revenue from other agencies, and meet critical infrastructure needs. In total, staff recommend $29.6 million in augmentations in the General Fund as summarized in the following table and discussed below.

Department	CAO Recommended - General Fund				
	Rec. Augmentations	Restore Filled	Restore Vacancies	New Positions	Total Positions
Agricultural Commissioner	222,353	-	-	-	**-**
Auditor-Controller	352,197	-	1.0	1.0	**2.0**
Child Support Services	358,828	9.0	-	-	**9.0**
Civil Rights Office	69,000	-	-	-	**-**
Cooperative Extension	12,600	0.15	-	-	**0.2**
County Administrative Office	14,077,048	-	-	3.0	**3.0**
County Counsel	107,494	-	-	-	**-**
District Attorney	485,187	-	-	1.0	**1.0**
Emergency Communications	257,224	-	7.0	-	**7.0**
Health	921,209	-	-	8.0	**8.0**
Housing and Community Development	1,770,661	-	6.0	2.0	**8.0**
Human Resources	630,440	-	2.0	2.0	**4.0**
Information Technology	1,627,635	-	-	-	**-**
Probation	371,012	-	-	-	**-**
Public Defender	504,002	2.0	-	-	**2.0**
Public Works, Facilities, Parks	3,450,727	12.0	3.0	9.0	**24.0**
Sheriff-Coroner	3,891,527	-	13.0	-	**13.0**
Social Services	386,394	-	-	5.0	**5.0**
Treasurer Tax Collector	78,959	-	-	-	**-**
Totals	**$ 29,574,497**	**23.2**	**32.0**	**31.0**	**86.2**

Recommended augmentations provide funding for all 23.15 filled positions at a cost of $2.0 million, 32 vacant positions at a cost of $3.3 million, and 31 new positions, of which 14 are fully funded by departmental program revenue and the remaining $2.2 million is general fund contribution. In addition to position related augmentations, other augmentations for capital improvements, new programs, and other operational costs are recommended at a total of $22.1 million, bringing the total recommended augmentations to $29.6 million. Recommended augmentations include:

- $14.1 million to the County Administrative Office including $11.3 million for transfers out to capital project funds for solid waste and water projects throughout the County's park system and Laguna Seca. Other augmentations include: the addition of three new positions including an emergency services planner, a media analyst to improve critical communications during the pandemic, and a management analyst in finance; operational expenditures for the Sustainability Program; funding for a contract to assist with communications and messaging during the pandemic; live wall monitors for the Emergency Operations Center; County redistricting plan; cannabis joint powers authority; cannabis contingency fund; housing and economic development consultant; Carmel Lagoon sandbar

management; and contributions to the San Jerardo and Boronda county sanitation districts to support operations.

- $3.9 million to the Sheriff's Office to restore 13 vacant support positions primarily for the jail ($1.4 million); fund the second installment of Motorola radio purchase ($1.25 million); and fund the jail backup sewer water project ($1.2 million).
- $3.5 million to Public Works, Facilities & Parks to restore 12 filled positions at risk in planning, parks, and administrative areas as well as restore three vacant positions including a litter guard and two groundskeeper positions. Recommended augmentations also include nine new positions, including five parks services aides for Lake San Antonio, a new maintenance worker to support the jail housing addition, a RMA Services Manager to better align management responsibilities within the Architectural Services Unit, and two positions in the Road Fund including a civil engineer and engineering technician. Additionally, the department received augmentations to fill additional vacancies by eliminating the vacancy factor previously budgeted, funding to address unscheduled maintenance throughout the County, fire fuel abatement and tree work projects, and the parking citation program.
- $1.8 million to the Housing and Community Development Department to restore six vacant positions including a building inspector, a code compliance inspector, an engineering aide, a permit technician, a civil engineer, and a planner. Additionally, two new planners were added to improve workload. Recommended augmentations also include funding to the Housing Trust fund, funding for the administrator of the HUD housing program, on-call planning consultants, and fire fuel mitigation.
- $1.6 million from the IT assignment to fund information technology projects such as updates to the microwave network supporting Public Safety and First Responders communications and building improvements to make the IT building more efficient.
- $921,209 to Health for the Face Covering Ordinance enforcement, funding for Bright Beginnings in support of the School Readiness Assessment and pandemic response coordination for children and families, continued cannabis compliance efforts, and mobile spay / neuter clinics. The department also received augmentations to add a new chronic disease prevention coordinator funded with general funds and adds seven new positions funded with program revenue including one in administration, five positions in clinics, and one in public health.
- $630,440 to restore two vacant personnel analysts and add two new personnel analysts in the Human Resources Department.
- $504,002 to restore two filled trial court attorneys in the Public Defender.
- $485,187 to the District Attorney to add one new conviction integrity attorney to review claims of innocence after a criminal conviction, and to restore funding for trial expenses, temporary attorneys, and other operational costs.
- $386,394 to Social Services for operational costs of the Seaside homeless shelter and for the match to the Whole Person Care program providing homeless support services. The department also added three new social workers funded with realignment revenue in Aging and Adult Services and a finance manager and management analyst were also added, offset by the elimination of two vacant employment training workers.
- $371,012 to Probation for increased costs related to housing and medical care of juvenile wards.

- $358,828 to restore nine filled positions in Child Support Services that has been impacted by rising costs and stagnant allocations from the State. The augmentation will allow the department to leverage additional federal and State aid to support the restored positions.
- $352,197 to the Auditor-Controller to restore a vacant payroll accountant and add a new auditor controller analyst position to support the cannabis program (funded with cannabis revenue). Augmentations also provided funding for a lease software.
- $257,224 to the Emergency Communications Department, representing the County's share of cost to restore seven vacant dispatcher positions. The Department leverages county contributions and bills user agencies approximately 70% of their operational costs.
- $490,406 to five departments to restore ag related programs in the Agricultural Commissioner, trainings and operational expenses in Civil Rights, restoring a partial position (0.15) in Cooperative Extension, providing funds to County Counsel to allow for promotions of attorneys to higher classifications, and funding to the Treasurer-Tax Collector to offset increasing costs for cannabis tax collection and upgrade security cameras.

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 $13.9 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 $2.7 million in requested funding to fund 18 vacant positions. One vacant position (accounting technician) is within the Public Works, Facilities and Parks, while the remaining 17 vacant positions are in the Sheriff's Office. The 17 vacant safety positions represent unfunded positions in the current year adopted budget consisting of 14 deputies and three sergeants.

New position requests. Departments submitted augmentations for 55.5 new positions, of which 24.5 were not recommended ($2.3 million cost). Public Works, Facilities, and Parks requested 12 new positions that are not recommended including: six positions related to increased maintenance work resulting from the former Ford Ord properties that were transferred to the County; five administrative positions including a finance manager, a personnel analyst, a principal office assistant, a management analyst, and an administrative operations manager; and a groundskeeper position. The Sheriff requested six new positions that are not recommended including two office assistants, two management analysts, and two digital forensic investigators. Additional new position requests that were not recommended include a multimedia specialist and personnel technician in Human Resources; two accounting technicians and a public guardian position in Health; a departmental information systems position in the District Attorney; and a new management analyst for the sustainability program within the County Administrative Office.

Small Business Grant Program. This program was approved by the Board in the current fiscal year with funding from CARES Act and Cannabis and is not recommended to continue next fiscal year ($800,000).

Unfunded Capital Projects. The Recommended Budget does not include funding for $1.6 million in capital projects including the Laguna Seca sewer project and equipment to replace fingerprint (livescan) system and related maintenance in the Sheriff's Office.

Sheriff COVID related requests. The Sheriff submitted several COVID related augmentations that are not recommended totaling $4.4 million for overtime in the jail and patrol, increased food service cost, cleaning and sanitation, COVID testing in the jail, and increased coroner's costs.

Other unfunded needs. An estimated $1.8 million in requests are not included in the Recommended Budget for items related to operational expenses and expanded programs. The Sheriff has unfunded temporary help ($150,000) and operations and maintenance costs for the public safety radios ($359,200). Probation and Housing and Community Development have unfunded leave buyback requests ($126,379) and on-call building plan services ($200,000). Public Works, Facilities and Parks requested $647,000 for a floodplain management program, COVID related maintenance and disinfection costs related to workplace facilities, and food composting processing to meet a new mandate, which were not included. Requests totaling $209,945 for park maintenance of San Lorenzo Park and operating costs for San Antonio Lake are also not included. Additionally, the request for $394,791 to the Pajaro Sanitation District to support personnel and utilities is not included.

Other remaining unfunded needs are described in detail in the departmental budget narratives of the Recommended Budget book.

Next Steps

The Recommended Budget will be presented at the Budget Hearings commencing on June 2nd, 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, reductions or modifications to the recommended spending plan. Financing sources for potential modifications are discussed below.

- **Cannabis Revenue.** The recommended budget includes $2.7 million in cannabis revenue growth to fund augmentations, but there are additional funds estimated at $1.3 million.
- **ARPA Funds.** Staff is presenting a plan to utilize ARPA funds for eligible expenditures under various categories within ARPA. The Board may direct staff to modify the spending under ARPA.
- **Contingencies appropriation.** In accordance with Board policy, the budget includes 1% of estimated general fund revenues ($7.2 million for FY 2021-22) 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

Natividad Medical Center	Actuals 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Recommend 2021-22
A. Beginning Fund Balance	$ 120,981,858	$ 124,712,392	$124,712,392	$ 149,445,411
B. Revenue	360,135,419	350,655,299	369,485,656	364,677,253
C. Use of Fund Balance	-	-	-	-
D. Total Financing, A+B+C	481,117,277	475,367,691	494,198,048	514,122,664
E. Expenditures	355,288,059	351,495,795	344,752,637	339,889,694
F. Assignments to Fund Balance	-	-	-	-
G. Total Financing Uses, E+F	355,288,059	351,495,795	344,752,637	339,889,694
H. Ending Fund Balance, D-G	$ 125,829,218	$ 123,871,896	$149,445,411	$ 174,232,970

The Recommended Budget for the Natividad's enterprise fund totals $339.9 million in expenditures, financed by $364.7 million in revenue and an increase of $24.8 million in estimated increase fund balance. Overall appropriations decrease $11.6 million due to lower capital asset expenditures and lower debt service.

Personnel costs and medical operating costs are the largest cost drivers. Personnel costs are budgeted at $231.0 million, an increase of $26.0 million from the FY 2020-21 Adopted Budget. The increase includes an additional 110.3 FTEs with growth 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 $77.6 million, a decrease of $17.5 million over the FY 2020-21 Adopted Budget, largely due to anticipated decrease in temporary help and professional services usage as NMC added positions to reduce reliance of external staffing.

The $14.0 million increase in revenue is largely attributed to an increase in capital operating transfers and government funding. Revenues from patient and other services are budgeted at $272.4 million, a decrease of $2.4 million from the current year adopted budget due to a change in payor mix resulting in a less favorable collection rate. The 1115 Waiver ending in December 31, 2020 has been extended to the end of calendar year 2021 and DSH cuts are delayed. Additionally, DHCS released a proposal for a five-year extension of the GPP program under a larger AIM 1115 Waiver to the end of calendar year 2026. Based on these assumptions, Natividad expects to see an increase in fund balance of $24.8 million, for an ending fund balance of $174.2 million.

The funding levels and regulations for Medicaid funding continues to be evaluated by the Centers for Medicaid and Medicare. Natividad will be monitoring the CAiAIM initiative (California Advancing and Innovating Medi-Cal) that may impact utilization of inpatient/outpatient hospital services and reimbursement. CalIAIM may become the proposed model for a new five-year Medicaid waiver through the federal Centers for Medicare and Medicaid Services (CMS) with different reporting requirements and new payment methodology.

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.

Road Fund

The Recommended Budget for the Road Fund includes $66.3 million in expenditures: $31.9 million in road fund projects, $11.0 million in non-road projects, $18.6 million in road and bridge maintenance, and $4.8 million for general engineering, administration, and support to other funds. These expenditures are supported by an estimated $68.4 million in revenues, resulting in an estimated $2.0 million increase to fund balance.

Road Fund	Actuals 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Recommended 2021-22
A. Beginning Fund Balance	$17,552,103	$24,679,273	$24,679,273	$ 16,580,458
B. Revenue	40,997,391	62,529,400	47,160,122	68,366,286
C. Total Financing, A+B	58,549,494	87,208,673	71,839,395	84,946,744
D. Expenditures	33,870,221	69,975,741	55,258,937	66,335,907
E. Ending Fund Balance, C-D	$24,679,273	$17,232,932	$16,580,458	$ 18,610,837

The Road Fund has multiple funding sources, which include: Highway User Tax Account (HUTA); Road Maintenance and Rehabilitation Account (RMRA)/Senate Bill 1 (SB 1); local sales tax Measure X; and funding through grants and programs like the Federal Highway Administration (FHWA) and State/Regional Transportation Improvement Program (STIP). HUTA, SB 1, and Measure X are allocated based on various factors, but generally remain consistent; however, grant funding varies depending on project activity.

The Road Fund also receives a contribution from Transient Occupancy Tax (TOT), which is used to meet HUTA, SB 1 and Measure X Maintenance of Effort (MOE) requirements, which stipulate the County provide General Fund resources for street and highway purposes, so that these state/local funds are used to supplement, not supplant transportation expenditures. The MOE calculation for Measure X was modified in FY 2019-20 to be the greater of the SB 1 and HUTA MOE calculation, which is the average annual expenditures from FY 2009-10, FY 2010-11 and FY 2011-12 ($2.3 million), or the amount expended in FY 2016-17 when Measure X passed ($4.9 million). The $4.9 million is greater and thus is the baseline for MOE, which is then indexed annually to the Engineering News Record construction index. The Recommended Budget includes a contribution of $5.5 million in TOT.

Road maintenance expenditures include the annual Pavement Management Seal Coat for $2.0 million and $16.6 million in road and bridge maintenance in District's 1-4 (San Miguel, Monterey, Greenfield, and San Ardo). The Road Fund also includes $1.1 million in planned storm repair projects funded by disaster assistance grants for emergency repair and replacement of storm damaged infrastructure including Emergency Repair funding from the Federal Highway Administration (FHWA), Federal Emergency Management Agency (FEMA) funding, and State Office of Emergency Services (CalOES) funding.

Notable infrastructure projects include: construction of Countywide Roadway Safety Signage ($1.4 million); design of Old Stage Road Rehab from Alisal Road to Iverson Road ($1.5 million); construction of Nacimiento Lake Drive Bridge ($3.8 million); complete design and initiate construction of Davis Road Bridge and Road Widening ($14.0 million); construction of Bradley Road Bridge Scour Repair ($3.0 million); construction of Hartnell Road Bridge Replacement ($2.4 million); and design of Palo Colorado MP 4.0 to 7.8 Emergency ($1.2 million). Non-road projects include: construction of Las Lomas Bicycle and Pedestrian Lane ($1.4 million); design and construction of Monterey Bay Sanctuary Scenic Trail ($2.2 million); construction of Las Lomas Drainage ($1.6 million); construction of Community Street Repairs in various locations ($1.5 million); construction of the Community Road Maintenance Program ($1.4 million); and construction of River Road Emergency Storm Damage Repair ($1.2 million).

Overall, the estimated beginning fund balance of $16.6 million, is projected to increase to $18.6 million as revenue streams, Measure X and SB 1, continue to outpace project expenditures. Maintaining a strong fund balance allows the Road Fund to respond to emergency and unknown conditions and weather economic cycles.

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.

The Fiscal Year (FY) 2021-22 Recommended Budget includes $11.2 million in expenditures financed by $11.1 million in anticipated revenues and $31,950 use of fund balance. Expenses increased by $766,826 due to increase in pension and health insurance cost, general liability insurance, cost plan charges, the planned purchase of a Library bookmobile and costs for the partial completion of the Bradley library. Revenue increases $808,672 from the current year adopted budget due to overall improvement in property taxes, as well as grant revenue to fund the bookmobile purchase, and transfers from CIP funding for the Bradley library.

Monterey County Free Library	Actuals 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Recommend 2021-22
A. Beginning Fund Balance	$ 1,874,071	$ 3,480,006	$ 3,480,006	$ 4,251,709
B. Revenue	11,002,106	10,332,852	11,138,217	11,141,524
C. Total Financing, A+B	12,876,177	13,812,858	14,618,223	15,393,233
D. Expenditures	9,396,171	10,406,648	10,366,514	11,173,474
E. Ending Fund Balance, C-D	$ 3,480,006	$ 3,406,210	$ 4,251,709	$ 4,219,759

Most of the Library's revenues are derived from property taxes which account for $9.8 million of the total estimated $11.1 million in revenues. Revenue also includes the mandated $262,025 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. One of the private philanthropy grants include a $75,000 to fund a landscaping grant.

The Library continues to apply for and receive multiple grants to support essential programs such as Lunch at the Library, California Library Literacy Services, workforce development, technology to bridge the digital divide, and a variety of smaller grants. In addition, the Foundation for Monterey County Free Libraries continues to fund Homework Centers, Summer Reading Program, and Literacy with ongoing flexibility to the evolving operations under COVID and changing community needs. The Library also continues to leverage federal E-rate funds to continue technological and connectivity upgrade of facilities, including new cabling in branches, higher connectivity for Big Sur, and adding the new Parkfield Library.

Local Revenue Fund 2011

The local revenue fund supports public safety, behavioral health, and social services programs. For next fiscal year, the revenue increases to $69.1 million, while expenditures (operating transfers out for the various public safety, health and social services programs) total $72.1 million, exceeding revenues by $3.1 million. The use of fund balance is primarily to cover authorized uses in probation and social services programs.

Local Revenue Fund 2011	Actuals 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Recommend 2021-22
A. Beginning Fund Balance	$30,013,211	$31,788,336	$31,788,336	$30,485,961
B. Revenue	64,294,373	67,621,883	67,232,814	69,064,327
C. Total Financing, A+B	94,307,584	99,410,219	99,021,150	99,550,288
D. Expenditures	62,519,248	69,454,083	68,535,189	72,161,188
E. Ending Fund Balance, C-D	$31,788,336	$29,956,136	$30,485,961	$27,389,100

Behavioral Health Fund

The Recommended Budget for the Behavioral Health Fund maintains expenditures and revenues at similar levels as the previous year, $162.7 million and $157.7 million, respectively, resulting in an increase in expenditures of $357,852 and an increase in revenue of $1.9 million. The increase in revenue is manly attributed to a $2.1 million construction grant from Central California Alliance for Health (CCAH) for the construction of a new Sanborn Clinic. The budget for Behavioral

Behavioral Health	Actuals 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Recommend 2021-22
A. Beginning Fund Balance	$42,410,810	$40,345,625	$40,345,625	$40,472,872
B. Revenue	130,941,706	155,747,555	142,876,857	157,694,582
C. Total Financing, A+B	173,352,516	196,093,180	183,222,482	198,167,454
D. Expenditures	133,006,891	162,360,888	142,749,610	162,718,740
E. Ending Fund Balance, C-D	$40,345,625	$33,732,292	$40,472,872	$35,448,714

Health provides resources for capital project costs associated with the new Sanborn Clinic. The Recommended Budget provides for a sustained level of programmatic expenditures. The fund anticipates $5.0 million in fund balance use of which $4.5 is for the construction of the new Sanborn Clinic and remainder is for Whole Person Care use. Overall, revenue in this fund helps support the provision of an array of strong behavioral health and substance use disorder 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 expenditures of $68.7 million and revenues of $67.4 million, anticipating a $1.2 million reduction to fund balance in FY 2021-22.

Health & Welfare Realignment	Actuals 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Recommend 2021-22
A. Beginning Fund Balance	$32,399,526	$29,716,210	$29,716,210	$35,684,210
B. Revenue	65,991,538	67,564,453	74,622,049	67,488,576
C. Total Financing, A+B	98,391,064	97,280,663	104,338,259	103,172,786
D. Expenditures	68,674,854	68,057,431	68,654,049	68,737,670
E. Ending Fund Balance, C-D	$29,716,210	$29,223,232	$35,684,210	$34,435,116

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 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. The Recommended Budget for Emergency Communications includes an augmentation of $257,224 to continue 7 vacant dispatcher positions. The augmentation represents the County's share; user agencies will fund $574,621 for a total cost of $831,845.

Emergency Communications	Actuals 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Recommend 2021-22
A. Beginning Fund Balance	$ -	$ 1,034,510	$ 1,034,510	$ 1,370,720
B. Revenue	12,813,873	12,883,165	12,855,382	12,883,555
C. Total Financing, A+B	12,813,873	13,917,675	13,889,892	14,254,275
D. Expenditures	11,779,363	12,545,458	12,519,172	12,544,055
E. Ending Fund Balance, C-D	$ 1,034,510	$ 1,372,217	$ 1,370,720	$ 1,710,220

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. In FY 2021-22, the Fund expects an additional reserve contribution of $339,500 with an estimated ending fund balance of $1,710,220.

Parks Lake & Resort Operations

The Nacimiento Resort & Recreation Enterprise Fund's Recommended Budget for Fiscal Year (FY) 2021-22 includes an estimated $1.4 million beginning fund balance. In FY 2020-21, the General Fund contributed $1.4 million to Lake Nacimiento to cover prior years' operating losses, which allowed the department to restore restricted funds that were not intended for operations, including

Parks Lake & Resort Operations	Actuals 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Recommend 2021-22
A. Beginning Fund Balance	$ (2,733,381)	$ (470,279)	$ (470,279)	$ 1,427,453
B. Revenue	5,644,573	4,268,676	5,357,340	4,345,157
C. Total Financing, A+B	2,911,192	3,798,397	4,887,061	5,772,610
D. Expenditures	3,381,471	3,674,584	3,459,608	3,892,651
E. Ending Fund Balance, C-D	$ (470,279)	$ 123,813	$ 1,427,453	$ 1,879,959

$700,000 for Zebra/Quagga Mussel Inspection Program and $263,633 for trailer fire insurance proceeds, and to subsidize the FY 2019-20 loss of $470,279. This $1.4 million contribution is included in the FY 2020-21 revenue estimate that includes operating revenues of $4.0 million. Revenues and expenditures in FY 2021-22 are expected to increase steadily to $4.3 million and $3.9 million, respectively, as visitorship is projected to increase as more people receive the COVID-19 vaccine. This will result in a $452,506 net gain for the year, increasing the FY 2021-22 ending fund balance to $1.9 million.

Lake Nacimiento Resort and Recreation area is operated under a third-party agreement with Basecamp, with strict County oversight. After a year of varying restrictions on operations due to the COVID-19 pandemic, Basecamp is planning on operating at normal capacity. Basecamp operates the entry gate, marina, store, service station, campgrounds, and lodges. The Recommended Budget, which primarily includes Basecamp revenues and expenditures, assumes there will be no COVID-19 restrictions and the Lake will remain open for the duration of the year. Revenue patterns are anticipated to return to pre-pandemic levels, where revenues are strongest during months of warmer weather and decline during the winter. During the slower months, Basecamp reduces staffing to minimize costs. Other County expenditures include personnel costs for operational and fiscal oversight, capital repairs, insurance, utilities, vehicle replacement, and the annual loan repayment.

With the accumulation of deferred maintenance at the Resort and Recreation area, future investments in facilities and infrastructure are needed to maintain services and attract visitors. Strategically investing in revenue-generating areas, such as the rental fleet, will improve customer experience and increase patronage. Currently, staff is not requesting an augmentation. Instead, it will work towards building fund balance to make future capital investments.

Laguna Seca Recreation Area

Laguna Seca Recreation Area	Actuals 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Recommend 2021-22
A. Beginning Fund Balance	$ -	$ -	$ -	$ 1,387,440
B. Revenue	-	23,067,082	10,530,850	22,092,402
C. Total Financing, A+B	-	23,067,082	10,530,850	23,479,842
D. Expenditures	-	23,038,220	9,143,410	20,805,898
E. Ending Fund Balance, C-D	$ -	$ 28,862	$ 1,387,440	$ 2,673,944

Laguna Seca Recreational Area (LSRA) transitioned operations to an Enterprise fund, effective FY 2020-21. LSRA is owned by the County and functions as a fee-for-service enterprise. Under normal conditions, LSRA is open every day and includes camping, daily track rentals, venue rentals, corporate team-building packages, and special events accessed through the purchase of a ticket. COVID-19 severely impacted LSRA, causing cancellation of events and elimination of all revenue streams relating to social gatherings. The facility is managed through a private contractor who is driven to run the facility as a business. Special events range from small local gatherings to international events televised worldwide on major networks.

The Recommended Budget includes a beginning fund balance of $1.4 million and projected revenues and expenditures of $22.1 million and $20.8 million, respectively. Fund balance is projected to increase by $1.3 million for an ending fund balance of $2.7 million in FY 2021-22.

Budget Hearings

Budget hearings to consider the FY 2021-22 Recommended Budget are scheduled to begin on Wednesday, June 2, 2021. The budget hearing schedule will be available online at the Monterey County Clerk of the Board's website on or around Friday, May 21, 2021.

Appropriation Limits

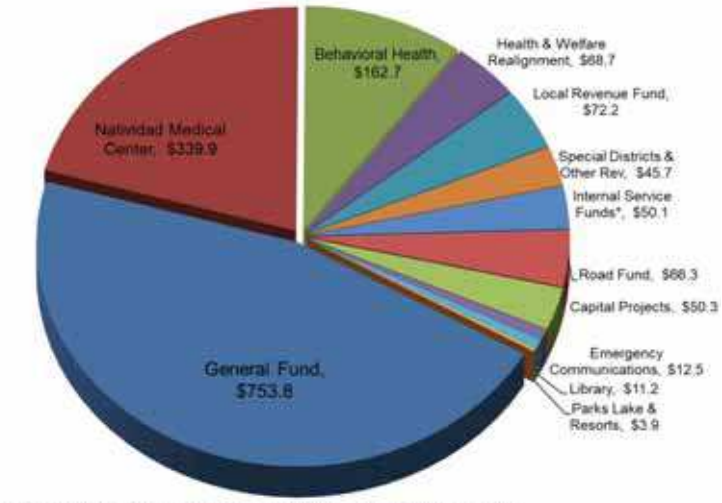
Article XIIIB of the California State Constitution, Proposition 4, or the Gann Limitation, requires local agencies to calculate an appropriations limit, compile revenues that are subject to this limit, and make a comparison between the two. If the local agency's revenues (tax proceeds) exceed the limit,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

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

Supplemental Charts

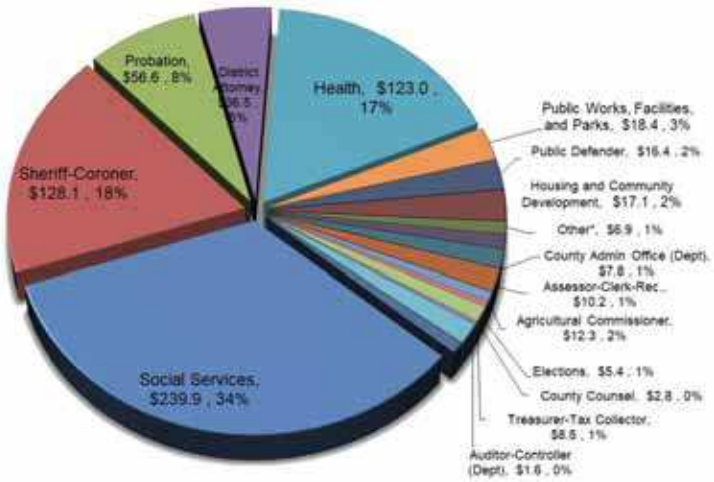
This section provides supplemental information on the Recommended Budget including recommended appropriations by fund and department, general fund expenditures and revenue, general fund contributions, information on the County's strategic reserve, and countywide positions.

Chart 1. Recommended Appropriations by Fund, All Funds (Millions)



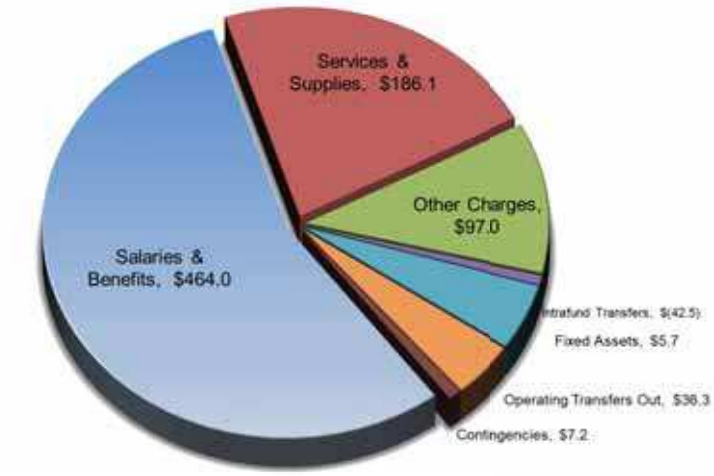
* Includes programs for general liability, workers' compensation, and employee benefits.

Chart 2. General Fund Appropriations by Department (Millions)



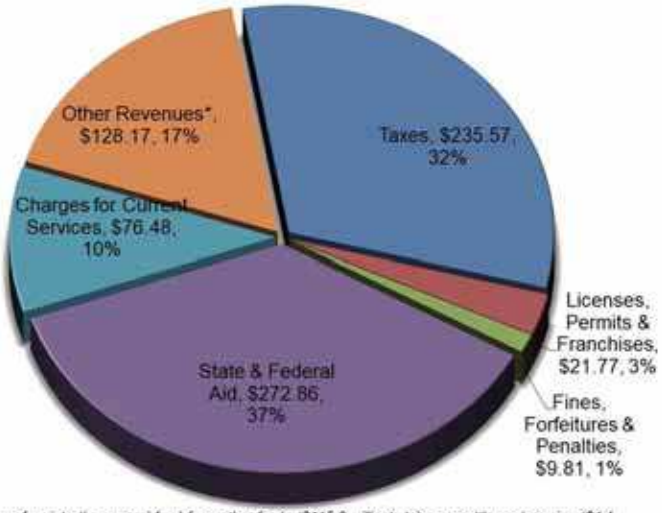
Excludes non-departmental costs.
*Includes Human Resources, Board of Supervisors, Clerk of the Board, Civil Rights Office, & Cooperative Extension. Chart excludes non-departmental costs such as bond payments, trial courts, contributions to fire districts and other agencies, and various

Chart 3. General Fund Expenditures by Category (Millions)



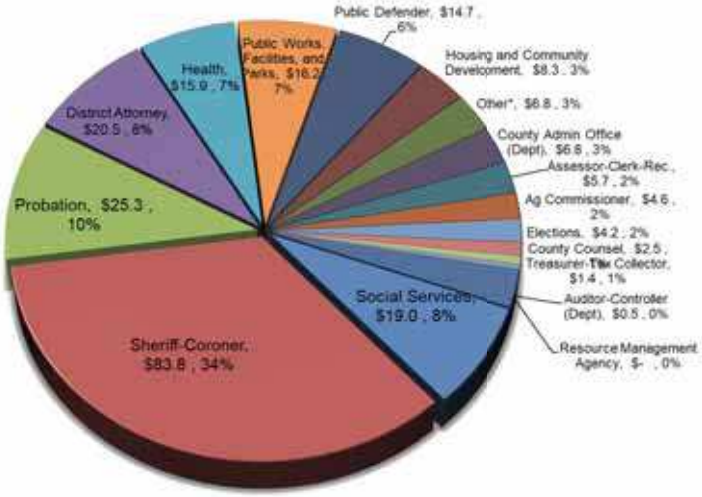
* Other Charges include $72.5 million for public assistance & out of home care payments. Intrafund Transfers of $42.5 million are reflected as negative expenditures and represent transfers to County departments for support of various programs/projects from other funds for reimbursement for services provided to non-general fund departments.

Chart 4. General Fund Sources of Revenue (Millions)



* Includes operating transfers into the general fund from other funds ($115.0 million), tobacco settlement monies ($4.1 million), investment income ($3.0 million), and various miscellaneous revenues.

Chart 5. General Fund Contributions by Department (Millions)



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

Strategic Reserve

The chart below reflects funds set aside in the strategic reserve. The general fund portion of $67.0 million represents 9.0% of estimated revenues in the FY 2021-22 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	2020-21 Adopted	2021-22 Recommended	Change
Natividad Medical Center	1,325.1	1,435.4	110.3
Health	1,117.0	1,104.2	(12.8)
Social Services	877.0	882.0	5.0
Sheriff-Coroner	473.0	456.0	(17.0)
Probation	288.0	288.0	-
Resource Management Agency*	283.0	-	(283.0)
Housing & Community Development*	-	99.0	99.0
Public Works, Facilities, & Parks*	-	194.0	194.0
District Attorney	156.0	157.0	1.0
Child Support Services	92.0	83.0	(9.0)
Information Technology	109.0	109.0	-
Ag Commissioner	74.5	74.5	-
Emergency Communications	75.0	75.0	-
Library	66.0	66.0	-
Assessor	69.0	69.0	-
CAO	119.5	117.5	(2.0)
Public Defender	57.5	57.5	-
Treas-Tax Collector	49.0	49.0	-
Auditor-Controller	43.0	43.0	-
County Counsel	54.0	54.0	-
Human Resources	35.0	41.0	6.0
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	**5,407.6**	**5,499.1**	**91.6**

*Resource Management Agency was split in two departments, Housing & Community Development and Public Works, Facilities & Parks

Attachment A

ARPA Funds Utilization	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Totals
Direct Funding of Infrastructure Water, Sewer or Broadband Projects	$ -	$ 12,458,621	$ 1,805,862	$ 375,524	$ 14,640,007
Economic Recovery	$ -	$ 4,541,487	$ 3,188,659	$ 1,750,000	$ 9,480,146
Pandemic Response - Qualified Funding	$21,984,647	$ 2,587,568	$ 1,685,349	$ -	$ 26,257,564
Revenue Loss - Qualified Services	$ 1,814,761	$ 14,647,589	$ 10,597,091	$ 6,874,103	$ 33,933,544
Total ARPA Fund Utilization	**$ 23,799,408**	**$ 34,235,265**	**$ 17,276,961**	**$ 8,999,627**	**$ 84,311,261**

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COUNTY OF MONTEREY
APPROPRIATION LIMITS FOR THE 2021 - 22 FISCAL YEAR
Pursuant to Article XIIIB of the California Constitution

FUND	1978-79 Base Year	Appropriation Limit	Estimated Tax proceeds
County General and Library Funds	$ 33,688,425	$ 772,602,925	$ 255,478,786
Special Districts			
052 CSA # 9 Oak Park	42,702	441,104	45,096
053 CSA # 10 Laguna Seca Ranch	9,658	99,765	-
055 CSA # 14 Castroville	530,743	5,482,482	-
056 CSA # 15 Serra Village, Toro Park	87,250	901,277	162,788
059 CSA # 20 Royal Estates	4,977	51,412	2,299
062 CSA # 25 Carmel Valley Country Club	9,339	96,470	43,200
063 CSA # 26 New Moss Landing Heights	1,026	10,598	3,161
066 CSA # 32 Green Valley Acres	1,836	18,966	3,946
069 CSA # 35 Paradise Park	5,283	54,572	6,283
072 CSA # 41 Gabilan Acres	2,727	28,169	9,782
076 CSA # 47 Carmel Views	5,013	51,783	20,393
077 CSA # 50 Rioway Track	944	9,751	1,357
079 CSA # 52 Cerro Del Oso	2,055	21,228	4,999
081 CSA # 54 Manzanita	219	2,262	1,242
085 CSA # 58 Vista Corado	1,406	14,524	2,422
086 CSA # 62 Rancho Del Monte	5,363	55,399	10,013
151 Pajaro County Sanitation District	254,092	2,624,726	272,306

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Recommendations

It is recommended that the Board of Supervisors:

1. Hold a Public Hearing on June 2, 2021 at 9:00 a.m. to consider adopting the Fiscal Year (FY) 2021-22 Appropriation Limits pursuant to Article XIIIB of the California State Constitution.
2. Commence Budget Hearings with the County Administrative Office summary presentation of the FY 2021-22 Recommended Budget on June 2, 2021 at 9:00 a.m. and continue Budget Hearings on June 3, 2021 beginning at 9:00 a.m. if necessary.
3. Authorize and direct the County Administrative Office to prepare the FY 2021-22 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 adjust, if needed, position counts, appropriations, revenues, fund balances, etc. to correct clerical and inadvertent errors due to erroneous entries in the County's budget system.
5. Authorize the County Administrative Office to amend the FY 2021-22 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 using the same percentages of FY 2018-19 audited actual TOT ($28,607,881) as the base, resulting in contributions of $1,716,473, $566,436 and $271,775 respectively. Authorize and direct the County Administrative Office to incorporate this change in the FY 2021-22 Adopted Budget.
6. Authorize the County Administrative Office to amend the General Financial Policies by adjusting the contribution of TOT revenue to the Road Fund from the current rate of 25.0% of County TOT revenue based on prior year audited actuals to $5,486,766, the FY 2021-22 maintenance of effort (MOE) requirement, effective July 1, 2021. Authorize and direct the County Administrative Office to incorporate in the FY 2021-22 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 the same percentage of FY 2018-19 ($36,098,066) resulting in a contribution amount of $1,804,903. Authorize and direct the County Administrative Office to incorporate this change in the FY 2021-22 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 the same percentage of FY 2018-19 ($36,098,066) resulting in a contribution amount of $3,295,753. Authorize and direct the County Administrative Office to incorporate this change in the FY 2021-22 Adopted Budget.
9. Authorize the County Administrative Officer or designee, to take all actions necessary to establish a 115 Trust with the Public Agency Retirement Service (PARS) for creation of a pension rate stabilization program for Miscellaneous and Safety retirement prefunding.
10. Authorize the County Administrative Office, in the event that any unbudgeted/unassigned fund balance is available at year-end FY 2020-21, to allocate in the following order of priority:
    a. For support of the *Strategic Reserve* (3111), not to exceed established Board policy of 10% of estimated FY 2020-21 General Fund revenues (excluding NMC

Strategic Reserve) as prescribed in the County of Monterey General Financial Policy.

b. For the General Fund Contingency Assignment (3113) to help cover unanticipated events or emergencies as prescribed in the County General Financial Policy.

c. For funding of a 115 Trust for pension rate stabilization up to 10% of estimated FY 2020-21 General Fund revenues. Authorize the County Administrative Officer or designee to determine initial deposit of allocations between the Miscellaneous and Safety plans**.**

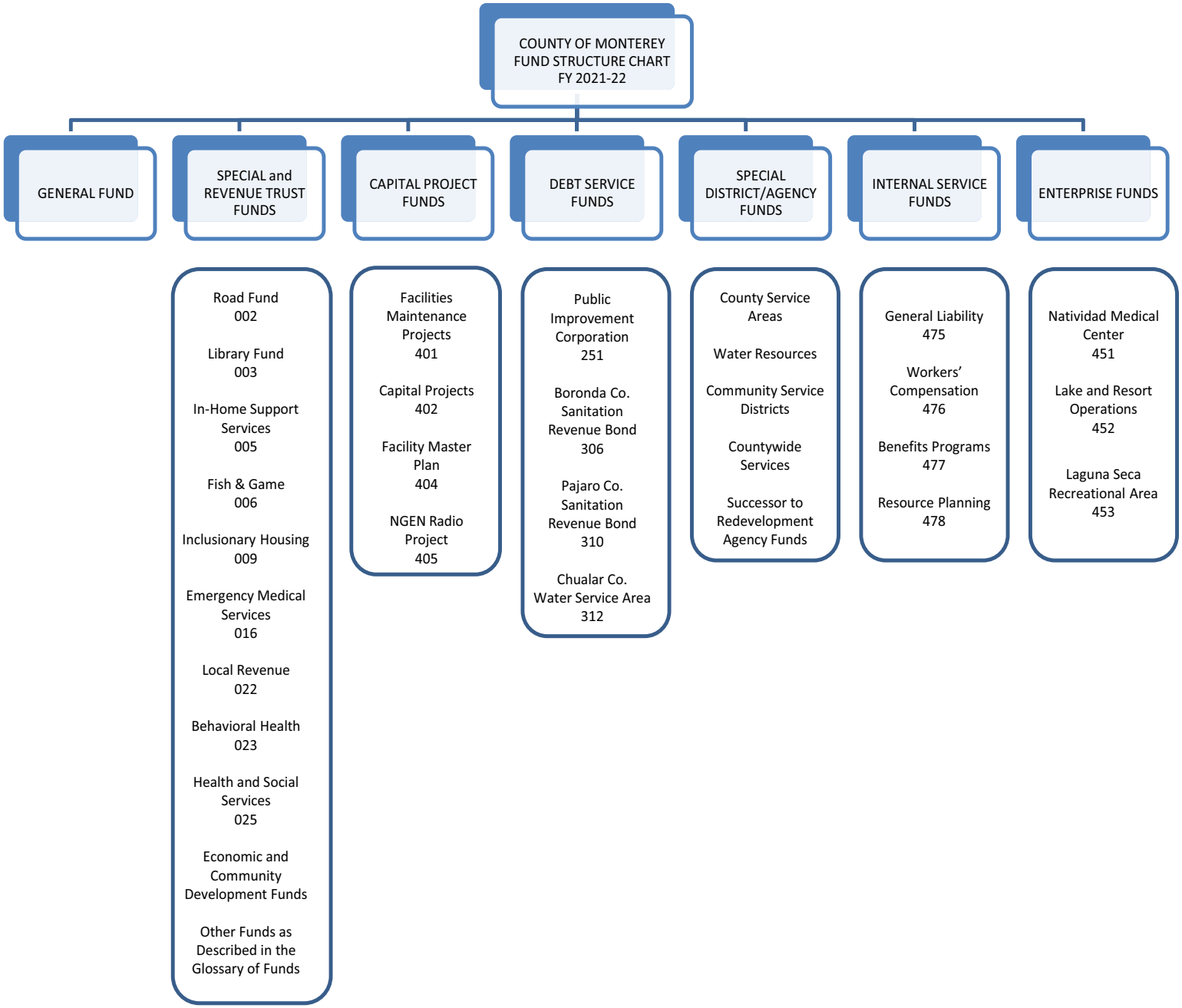
11. Authorize the County Administrative Office to transfer or release to/from assignments associated with the following self-funded programs in the event they require additional funds or have excess funds at the end of FY 2020-21:

    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).

12. Authorize the County Administrative Office to adjust the FY 2021-22 Adopted Budgets for the other funds under the authority of the Board of Supervisors to reflect the FY 2020-21 year-end final available fund balance.

13. Consider approval and adoption of the *Public Works, Facilities & Parks Department Annual Work Program* for the Road Fund for Fiscal Year 2021-22. 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.

Fund Structure



Fund and Organizational Structure Relationship

Department	Governmental Funds																												Proprietary Funds						
	General Fund	Special Revenue Funds																								Debt Service Funds	Capital Projects Funds		Enterprise Funds			Internal Service Funds			
	001	002	003	005	006	008	009	011	013	016	021	022	023	024	025	026	027	028	029	175*	176*	180*	181*	182*	CSAs/CDS* (051-093,151-157)	251	402	404	451	452	453	475	476	477	478
Board of Supervisors	X																																		
County Administrative Office	X							X			X			X																	X				X
Human Resources	X																																	X	
Civil Rights Office	X																																		
Auditor-Controller	X																									X									
Treasurer-Tax Collector	X																																		
Assessor-County Clerk-Recorder	X																X																		
County Counsel	X																															X	X		
Clerk of the Board	X																																		
Elections	X																																		
Emergency Communications																X		X																	
Information Technology	X																																		
District Attorney	X											X																							
Child Support Services	X																																		
Public Defender	X											X																							
Sheriff-Coroner	X											X																							
Probation	X											X																							
Agricultural Commissioner	X																																		
Housing and Community Dev.	X						X		X										X	X	X			X											
Public Works, Facilities & Parks	X	X			X																	X	X		X		X	X		X					
Health	X									X		X	X		X										X										
Social Services	X			X		X						X			X																				
Library			X																																
Cooperative Extension Service	X																																		
Natividad Medical Center																												X	X						

* includes funds that are component units of Monterey County

Three Year Forecast

Introduction

The County Administrative Office is pleased to present the financial forecast for the County of Monterey. The forecast is the first step of the annual budget development cycle, which concludes with the adoption of a balanced budget by July 1 of each year. To meet this timeline, staff conducts a comprehensive mid-year review of planned spending and anticipated revenues for the current fiscal year (FY 2020-21), budget year (FY 2021-22), 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 Results Prior Fiscal Year

The general fund supports core governmental functions related to public safety, land use and environment, public assistance, health and sanitation, recreation and education, and finance and administration. The FY 2019-20 adopted budget included $687.5 million in appropriations, matched by an equivalent amount of financing. Throughout the year, subsequent modifications increased appropriations by $24.9 million, financed by additional revenue and fund balance for one-time expenditures. The County ended the fiscal year with a favorable performance compared to the final budget.

Through the Board's leadership, and departments' responsible financial oversight, the general fund ended the prior year with a preliminary operating surplus of $1.5 million (since FY 2019-20 CAFR was not available as of the date of this publication, final results are preliminary until the CAFR is published). The Board judiciously invested this surplus by adding $0.5 million to the Strategic Reserve which resulted in meeting the Board's policy of 10% of estimated general fund revenue. While the prior year ended in a surplus, the unassigned fund balance includes $0.6 million that was obligated in the FY 2020-21 adopted budget to fund one-time expenditures. Therefore, only $0.4 million of the unassigned fund balance is truly available in the current year. Also, an additional $5.7 million was added towards the cannabis assignment in FY 2019-20. Investments in the County's reserves are a strong indicator of the County's commitment to weathering future unforeseen events and meet emerging needs.

General Fund Outlook through 2023-24

	FY 2019-20	FY 2020-21			FY 2021-22	FY 2022-23	FY 2023-24
	Actual	Adopted	Modified	Year-End Estimate	Forecast		
Financing Sources:							
Beg. Unassigned Fund Balance	$ 2.4	$ 0.6	$ 0.6	$ 0.6	$ -	$ -	$ -
Cancellation of Restricted Fund Balance	5.5	5.3	5.3	5.3	-	-	-
Cancellation of Assignments	12.9	40.3	48.9	49.0	-	-	-
Cancellation of Strategic Reserve	-	-	-	-	-	-	-
Revenues	647.2	669.8	679.8	663.5	662.1	670.2	681.5
Total Financing Sources	**$ 667.9**	**$ 716.0**	**$ 734.6**	**$ 718.4**	**$ 662.1**	**$ 670.2**	**$ 681.5**
Financing Uses:							
Restricted Fund Balance	$ 6.9	$ -	$ -	$ -	$ -	$ -	$ -
Assignments	19.3	-	-	-	-	-	-
Strategic Reserve	0.5	-	-	-	-	-	-
Expenditures	640.2	716.0	734.6	718.0	702.9	713.8	727.1
Adjustment - Est Salary Savings	-	-	-	-	-	-	-
Total Financing Uses	**$ 666.9**	**$ 716.0**	**$ 734.6**	**$ 718.0**	**$ 702.9**	**$ 713.8**	**$ 727.1**
Ending unassigned fund balance	**$ 1.0**	**$ -**	**$ 0.0**	**$ 0.8**	**$ (40.7)**	**$ (43.6)**	**$ (45.6)**

Current Fiscal Year Estimated Results

Positive results are expected in the current Fiscal Year in the middle of unprecedented economic constraints. The Board's vision and support along with responsible stewardship of County departments is evident in the current year, with the County forecasting a balanced budget for FY 2020-21. This positive result could not have been achieved without the utilization of assignments and CARES revenues to respond to the pandemic; and continuous management of operational budgets by Departments. Estimated expenditures and revenues for the current year (as estimated by Departments) are respectively $16.6 million and $16.3 million below budget. The decrease in expenditures is primarily 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 no funds will be transferred to assignments, however, at year-end, programs that have revenues that are restricted and exceed expenditures for the program will typically transfer funds to assignments.

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. However, a comparison of budgeted versus actual salary costs illustrates that 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 $12.1 million to $12.4 million annually by the end of the forecast period. After making the salary adjustment, the forecast reveals a forecasted deficit of $28.6 million next fiscal year, growing to $33.2 million by FY 2023-24. This forecast assumes no wage increases, so if increases were approved by the Board; the total projected deficit would grow. A significant factor impacting the deficits are higher contribution rates going towards paying down CalPERS' large unfunded pension liabilities and 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 property taxes revenue and one-time CARES revenue, but other revenues decrease. Discretionary revenue is vital as it helps general fund departments cover costs increases and prevent service impacts. Discretionary revenues grow in the current year by $13.7 million over the modified budget; with most of the growth coming from property taxes $0.7

million and CARES revenue $28.1 million. Conversely, sales tax ($1.2 million) and transient occupancy tax ($4.1 million) are estimated to decrease from the modified budget as result the pandemic's impact on the economy. As previously mentioned, the forecast does not estimate any cannabis revenue will be added to the cannabis assignment as all current estimated revenue of $15.4 million was allocated to departments as discretionary revenue during the FY 2020-21 budget cycle. However, if cannabis revenue is higher than the $15.4 million estimate, the cannabis assignment could see growth. It is worth noting, without the receipt of the CARES revenue the County would have ended the year at deficit and would have needed to make reductions to services.

In addition to these revenue impacts, the County also faces potential budget gaps in several departments as result of impacts from the pandemic. Detailed information about these impacts will be presented to the Board of Supervisors (Board) during their February 9 meeting. The results of those impacts and subsequent Board direction are not included in the forecast.

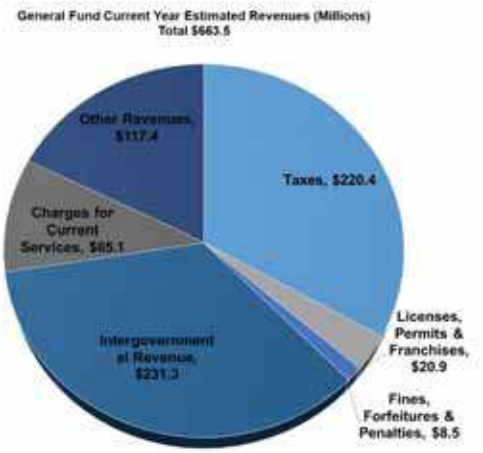
Next year, the County will face the impact of major cost drivers exceeding available funding. This is true even with $15.4 million in cannabis revenues included as part of preliminary general fund contributions (GFC). As of the writing of this report there remained a $6.6 million gap needed for COWCAP and general liability increases.

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. 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 service delivery in unprecedented times created by the global pandemic continues to be an issue of concern for the State as well as local governments considering the U.S. has seen the largest number of infections in the world. 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.

Current year revenues are $16.3 million below budget expectations. The major causes of the decrease in revenue in the current year include:

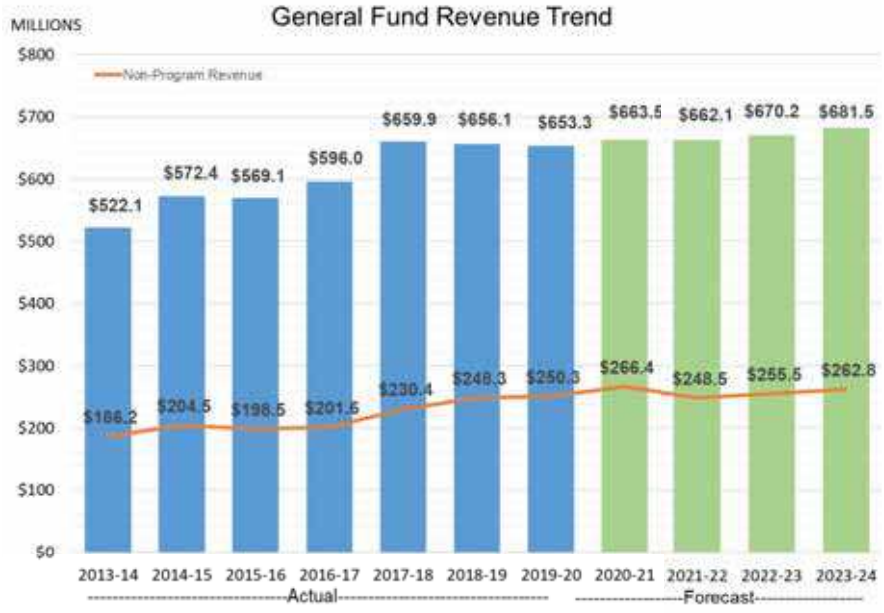
- **Revenue in the Health Department is $11.5 million below budget:** The Health Department is estimating a decrease in health fees and lowered reimbursements due to a lower than anticipated level of service due to vacancies in revenue generating operations and redirection of staff to the pandemic's response.

- **Revenue in Social Services is $14.5 million below budget.** Social Services is estimating revenue below budget due to revenue generating activities being lower than budget and redirection of staff to respond to the pandemic. Examples of these activities include CalWORKS entitlement payments due to caseload decline ($1.0 million), lower maintenance of Effort (MOE) in Home Supportive Services ($600,000), and a decrease in Out of Home due to a smaller foster care caseload and emergency placement costs ($2.9 million).

- **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 $14.2 million increase in other revenue sources, mostly due to the receipt of federal funding to aid the County on the response to the pandemic. 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.

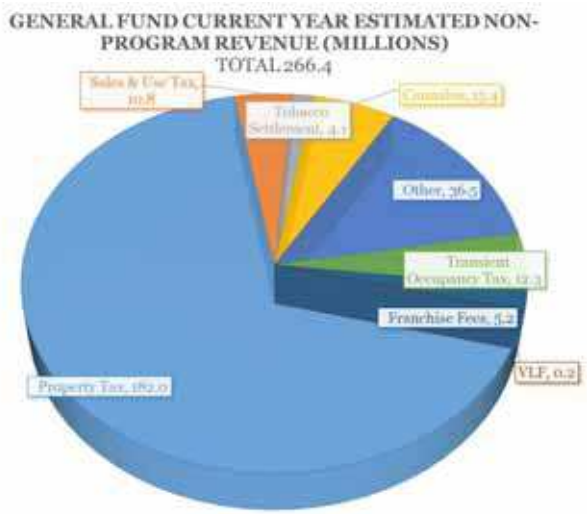


Since FY 2013-14 the County's program revenues have mostly grown under state-county realignment and the Affordable Care Act to support increased responsibilities and associated costs, including mandated public assistance and health and public safety programs. For FY 2021-22, general fund revenues decline $1.4 million, 0.2% under current year expectations. The decrease is mostly attributed to one-time CARES revenue received in FY 2020-21. Adjusting for this one-time revenue, General Fund revenue increases in the forecast years due to State and federal reimbursements, and an increase in non-program revenue, specifically modest growth in property taxes. 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.

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 $266.4 million.

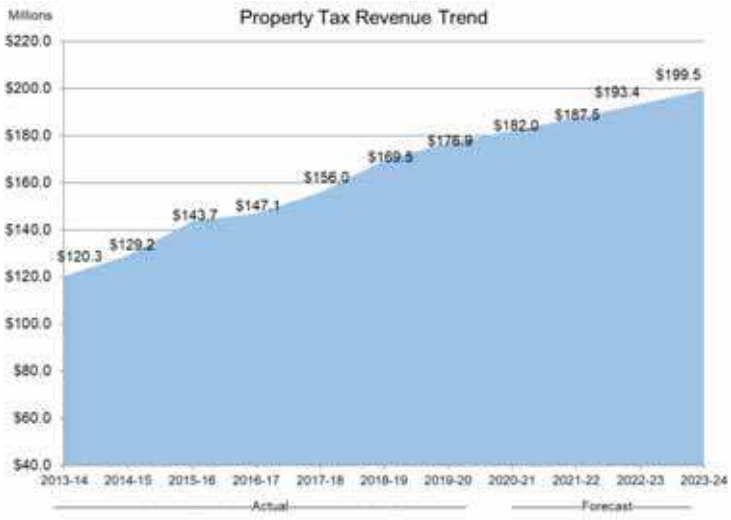


Property tax revenue is the largest source of non-program revenue, projected at $182 million (68%) of total current year estimated non-program revenue. Other significant sources of discretionary revenue include: $36.5 million other revenue (including the General Fund portion of CARES revenue); $12.3 million in TOT; $15.4 million in Cannabis revenue; $10.8 million in sales and use tax revenue; franchise fees of $5.2 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, upcoming budget year (FY 2021-22) and two out years. Projected current year non-program revenue is above budget mostly due to the recognition of an additional $28.1 million in CARES revenue. The forecast assumes modest continued growth in non-program revenue (after

excluding the one-time CARES revenue received in FY 2020-21) primarily due to positive trends in property tax collections resulting from higher assessments. Next fiscal year, non-program revenue grows $10.1 million over the current year end estimate. However, even with the $10.1 million increase; revenue is projected to contract by $4 million in FY 2021-22 compared to the current year budget. Year over year growth in the two out years is projected at approximately $7 million and $7.3 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.



As seen on the chart, property taxes continue to grow but the rate of growth has declined. Next year, the forecast assumes a lower growth in assessments, currently projected at 3.3% which produces $5.5 million growth in property tax revenue. The two out years include a similar conservative growth assumption of 3.5% each, yielding additional revenue of $5.9 and $6.1 million each year. However, it is important to note that the pandemic may have long term effects in the economy which could be reflected in the out years, so this revenue should be carefully monitored for any potential impacts from changing economic conditions in the County.

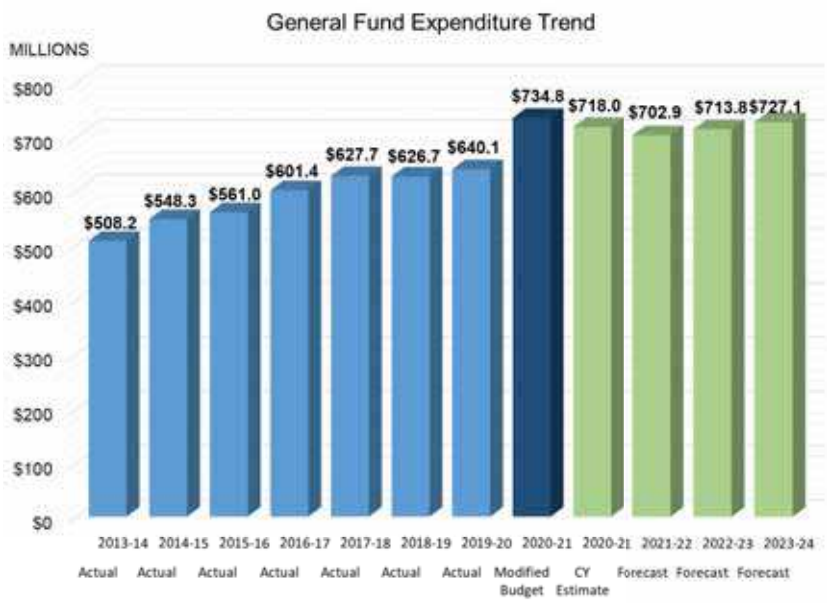
Transient Occupancy Tax trend of positive results impacted by the pandemic. TOT is the County's second largest source of discretionary revenue. Often referred to as the "hotel tax," TOT is the tax applied on hotel/motel accommodations. Various tourist attractions contribute to the County's TOT, including the County's Laguna Seca Recreation Area (LSRA). The tax rate for Monterey County is 10.5%. Last fiscal year, TOT revenues decreased $6.8 million over the prior year. FY

2018-19 included revenue 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. FY 2019-20 revenue was affected by the pandemic and corresponding stay at home orders. The current year estimate conservatively assumes collections of $12.3 million as the pandemic continues to affect the economy with the hospitality industry being affected particularly hard. As of the writing of this report, current year data shows revenue collected for half a year is on track to meet the $12.3 million estimate. This is almost half of what the County would collect on a typical year. This same revenue source is projected to grow slowly next FY and the forecast years as the economy begins to recover from the impacts of the pandemic.

Cannabis revenues to support on-going cannabis program and reduce financing needs in upcoming budget process. The adopted budget included $5.5 million in cannabis revenues to support 26.48 FTEs for the implementation of the County's Cannabis Program and $9.9 million as discretionary revenue supporting all County departments. Services and equipment in various County departments were also funded to carry out the program. In addition, as of the writing of this report, the Board authorized $18.3 million dollars to fund one-time expenses in the current fiscal year from the cannabis assignment. In total, 26.48 positions have been added towards the County's cannabis program. Cannabis revenues are estimated conservatively to remain flat into next fiscal year and the forecast years at $15.4 million.

General Fund Expenditures

The FY 2020-21 adopted budget included appropriations of $715.9 million. The modified budget is $734.8 million. Some of the changes include modifications of $18.6 million to the Office of Emergency Services budget to address the Emergency Operations Center costs to respond to the pandemic. Some of that increase was funded by the cannabis assignment and some was funded by CARES revenue. In addition, a modification of $3.4 million occurred in the Sheriff's Office funded by CARES revenue for the departmental response to the pandemic.



Three Year Forecast

Current year expenditures are estimated at $718 million, or $16.8 million below budgeted expenditures. The primary factor decreasing expenditures in the current year is salary and benefit savings of $22.1 million resulting from vacancies across the County. At the writing of this report, the County had an overall 11% vacancy rate in the general fund. There are an estimated 372 vacancies in the general fund, with an estimated annualized value of $48 million next fiscal year. Of these vacancies, approximately 54% reside within two departments: 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, 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 2020-21 adopted budget included $46.2 million use of fund balance to cover one-time and on-going expenditures. These uses of fund balance includes $26 million for two programs including building depreciation and the vehicle replacement program that moved from the General Fund to the Resource Planning fund. The first transfer is to the Building Improvement and Replacement (BIR) subfund; reserving $15.5 million for the COWCAP amounts designated for this program. The second transfer in the amount of $10.5 million accounts for the Vehicle Replacement Program (VRP) funds which were initially accounted for in the general fund and are being transferred to the VRP subfund. Other fund balance uses inlcude $4.5 million in cannabis assignment to cover one time priorities funded by the Board during budget adoption, and $7.1 million from the general capital assignment to cover general fund depreciatiion expense associated with the COWCAP.

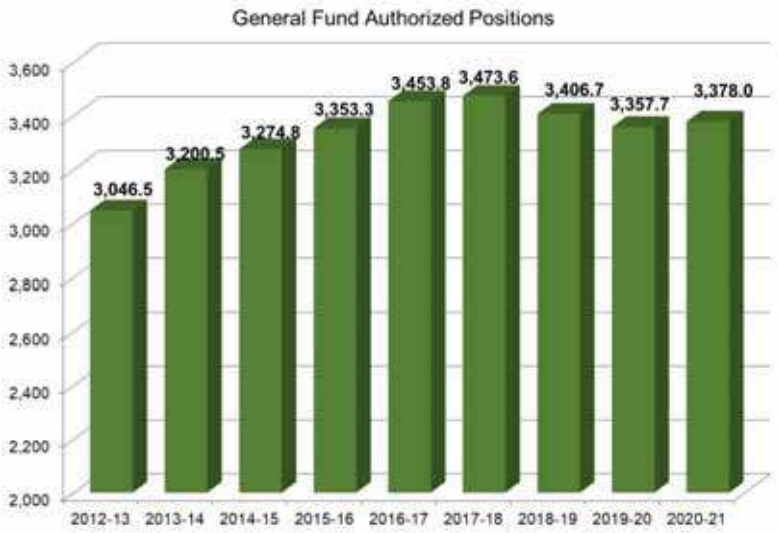
While one-time expenditures go away in the upcoming year, salary increases related to the Board approved bargaining agreements for FY 2019-20 and FY 2020-21 and other major cost drivers such as pension contributions, healthcare costs, general liability, and workers' compensation consume next year's expected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

Prior and current fiscal year 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 prior year and 3.0% in FY 2020-21. Most safety bargaining units received increases of 2.0% in the FY 2019-20 and 3.0% in FY 2020-21. Independent of position growth, wage increases approved for the two fiscal years had and estimated impact of $12.5 million in cost to the

general fund. The forecast does not account for any potential wage increases in FY 2021-22 as most labor contracts expire by the end FY 2020-21 and no new agreement is in place. If wage increases were to occur for FY 2021-22, the County's general fund could face additional unfunded expenditures.



Along with increases 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; but positions grew again in FY 2020-21.

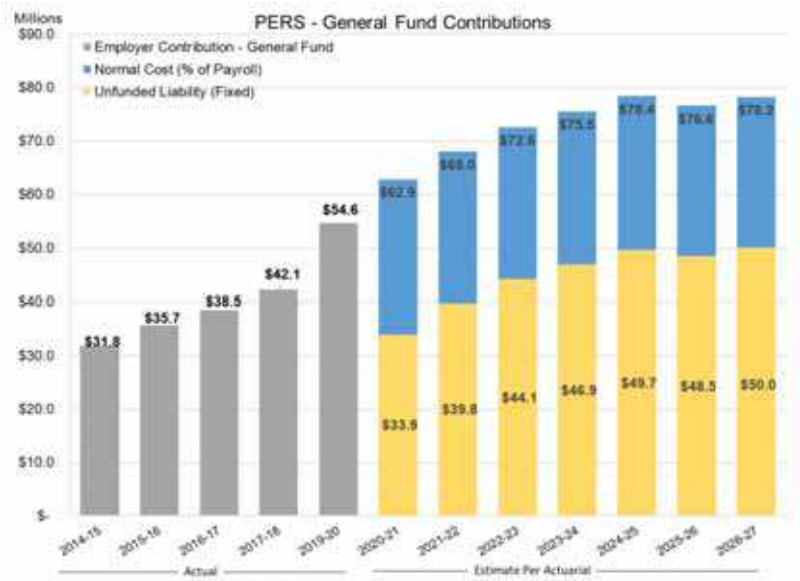
Departments estimate salary expenditures increase $14.8 million, from $244.5 million in the prior year to $259.3 million in the current year. As mentioned earlier in the report, departments generally forecast all vacancies are filled and at top step. Departments manage their budgets to anticipated funding 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 illustrate prior years' experience in salary expenditures. Taking the salary adjustment into consideration, salary expenditures increase to $273.3 million by FY 2023-24. The forecast does not include future wage increases for labor agreements beyond FY 2020-21 as labor agreements are set to expire by the end of that fiscal year.

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 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 those elements will have a direct impact on required contributions.



General fund contributions increase sharply in the forecast years with an increase of $5.1 million next fiscal year bringing the total contribution to $68 million, more than double the FY 2014-15, and grow $15.3 million by FY 2026-27. 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 CALPERS 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 2020-21 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 $762.5 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 $13.4 million since FY 2013-14 and are forecasted to increase another $16.9 million over the next four fiscal years. In the current year, health costs are estimated at $54.8 million, or $3 million over last fiscal year. The Human Resources Department is anticipating a 6.0% annual growth for FY 2021-22 and the remainder of the forecast period based on historical experience, resulting in a $7.6 million increase in FY 2021-22 assuming all positions are filled. Additionally, the forecast projects a $3.1 and $3.2 million increase in FY 2022-23 and FY 2023-24 respectively. In addition to rate increases, the liability for retiree health expenses continues to be a concern as is currently estimated at $33.6 million.

Sharp increases in costs to run internal service fund programs. The workers' compensation program continues its trend of increasing projected allocated costs. FY 2020-21 costs are estimated at $18.1 million and project a small decrease to $17.6 million before continuing to grow to $19.5 in FY 2023-24. This type of growth represents a $7.5 million increase from FY 2013-14 costs. The general liability (GL) program's allocated costs to departments also continue to increase as shown in the forecast. Costs for this program were $4.1 million in FY 2013-14 but are estimated to grow to $18.2 million by FY 2023-24. That represents growth of 448% in ten years.

The chart to the right, shows recoverable general liability costs decreasing in FY 2020-21. That decrease is a result of the suspension of the charges of GL recoverable costs to general fund departments due to budgetary constraints. If costs for that period were included, GL costs would have increased to $9 million, instead of the half million shown in the chart.

Funding Commitments

In addition to operational cost drivers, County policy provides for funding towards external agencies and

to the Road Fund. Funding agreements are based on percentage formulas, which have generally resulted in increased annual contributions in recent years. These commitments total $11.2 million in FY 2020-21 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. Contributions to these endeavors has varied over time as the County's contribution adapts to the economic conditions facing the community. For example, 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 and in FY 2020-21 the contribution was budgeted on a formula driven approach amount but with a cap reflecting the anticipated decline of TOT revenue. Accordingly, the amount included in the FY 2020-21 budget for this purpose is $1.2 million. Next year, contributions are estimated at the same contribution percentages as indicated in the financial policies to keep consistency of forecasting assumptions throughout the forecast. However, when the recommended budget is prepared the Board will decide in these distribution percentages for this funding continues or not based on current economic conditions.

- **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 2020-21 contributions to user agencies of the 911 center total $1.7 million and the allocation to the fire districts is $3.1 million. Both amounts are the same as those amounts contributed the prior year as the Board of Supervisors directed to keep the amount fixed due budgetary constraints. 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. In FY 2020-21 the amount was kept at the minimum MOE required. Based on current formulas, next fiscal year, the estimated contribution to the Road Fund to meet MOE is $5.5 million.

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. The known costs total $20.9 million in the current year and $7.3 million in the general fund next fiscal year.

Emerging Needs	FY 2020-21	FY 2021-22
Worker's Compensation, GL Increase		$ 7,332,483
Decrease in Progranm Revenue	$ 1,814,000	
PERS Contribution Increase		
Pandemic Response Costs	$ 19,171,000	TBD
Total	$ 20,985,000	$ 7,332,483

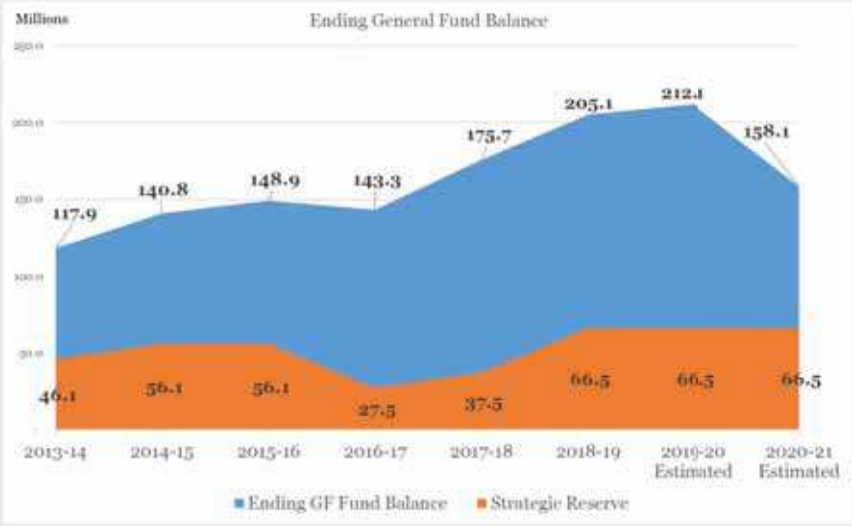
Worker's Compensation and General Liability. Preliminary GFC contributions include and adjustment to account for the GL and WC projected increases in the new fiscal year, but non program revenue increases are not enough to cover all the increase in costs. The combined costs increase for all two cost drivers is $7.3 million.

Pandemic Impacts. The pandemic has had a significant impact in program revenue for multiple departments. The figure in the table above reflects the program revenue reduction resulting from the pandemic in the former RMA department. This revenue reduction impact was presented to the budget committee and the Board of Supervisors. After the presentation of this need, the Board approved one-time revenue to cover the gap in FY 2020-21, but FY 2021-22 could see a similar gap in funding in the economy does not recover next fiscal year.

Pandemic Response. Impact to County operations will likely continue into FY 2021-22. Specific impacts will be estimated during the budget preparation cycle, but if impacts are like FY 2020-21; the County could face significant economic impacts. As such, the evolution of the pandemic will continue to be monitored so that early action could be taken once specific impacts are identified.

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.



Three Year Forecast

The FY 2020-21 adopted budget includes $54 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 2020-21 is $158.1 million. It is worth nothing that at the time this report was written, the Comprehensive Audited Financial Statements (CAFR) was not available; therefore, fund balance figures for FY 2019-20 are estimated.

The County has 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 has been 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 four years, the County was able to invest reaching 10% of estimated annual general fund meeting the Board' strategic reserve policy ceiling.

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. As of the writing of this report, the Board was considering potential use the strategic reserve to mitigate some of the impacts resulting from the pandemic to its FY 2020-21 budget. 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: Health, Probation, former RMA Department, Social Services, Treasurer Tax Collector, and the Sheriff's Office. It is worth noting that if CARES revenues are accounted, deficits in most departments would be eliminated.

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 the following adjustments:

- Worker's Compensation & General Liability Increase Adjustments – ongoing cannabis revenue continues to be combined with discretionary revenue up to the $15.4 million limit approved by the Board during the FY 2020-21 budget.

- 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 was distributed to departments to include an adjustment for COWCAP. Per the Board's prior direction, updated GFC estimates redistributed preliminary GFC allocations across general fund departments to make the updated COWCAP a budget-neutral event (to the extent of available resources) and minimize the COWCAP's impact to general fund departments.

- Since discretionary revenues were not enough to cover all cost increases a reduction of $6.6 million was made to the Departments GFC allocations.

Departmental Forecasts

Departmental forecasts assume general fund contribution (GFC) is static in fiscal years 2022-23 and 2023-24. As such, the upcoming budget year 2021-22 includes preliminary GFC figures as approved by the Board for adopted levels of staffing and services and assumes growth in discretionary revenue is distributed using the same priorities in the forecast years.

Agriculture Commissioner	Modified Budget 2020-21	Year-End Estimate 2020-21	Forecast		
			2021-22	2022-23	2023-24
A. Operational Expenditures	$10,760,100	$10,760,100	$11,566,427	$11,922,430	$12,199,964
B. COWCAP	1,117,424	1,117,424	1,117,424	1,117,424	1,117,424
C. Total Expenditures	11,877,524	11,877,524	12,683,851	13,039,854	13,317,388
D. Revenue	7,801,848	7,871,848	7,577,957	7,362,779	7,362,779
E. Financing Need, C-D	4,075,676	4,005,676	5,105,894	5,677,075	5,954,609
F. Preliminary GFC	4,075,676	4,075,676	4,190,430	4,190,430	4,190,430
G. Surplus/(Deficit), F-E	$ -	$ 70,000	$ (915,464)	$ (1,486,645)	$ (1,764,179)

Agricultural Commissioner – The Agricultural Commissioner's Office expects to end the current year with $11.9 million in expenditures, $7.9 million in revenues, and a general fund contribution of $4.0 million resulting in a year-end surplus of $70,000. The surplus is primarily due to an increase in fines. In the forecast years, the projected expenses increase due to increased salary and benefit costs, loss of the Produce Inspection Program's portion of overhead costs reimbursement, and an increase in non-recoverable liability insurance. Additionally, revenues decrease in the forecast years due to the end of a three-year deferred gas tax payment which will conclude in FY 2020-21 and the elimination of the Produce Inspection Program.

Auditor-Controller	Modified Budget 2020-21	Year-End Estimate 2020-21	Forecast		
			2021-22	2022-23	2023-24
A. Operational Expenditures	$ 6,846,214	$ 6,633,643	$ 7,111,900	$ 7,334,915	$ 7,462,590
B. COWCAP	(5,935,635)	(5,935,635)	(5,935,635)	(5,935,635)	(5,935,635)
C. Total Expenditures	910,579	698,008	1,176,265	1,399,280	1,526,955
D. Revenue	517,754	516,912	514,653	514,653	514,653
E. Financing Need, C-D	392,825	181,096	661,612	884,627	1,012,302
F. Preliminary GFC	392,825	392,825	399,188	399,188	399,188
G. Surplus/(Deficit), F-E	$ -	$ 211,729	$ (262,424)	$ (485,439)	$ (613,114)

Auditor-Controller – The table summarizes the finances for departmental operations. The Auditor-Controller estimates ending the fiscal year with expenditures of $698,015 and revenues of $516,912, resulting in a projected surplus of $211,722. 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 2020-21	Year-End Estimate 2020-21	Forecast		
			2021-22	2022-23	2023-24
A. Operational Expenditures	$ 8,503,948	$ 7,827,536	$ 8,666,201	$ 8,894,305	$ 9,073,599
B. COWCAP	1,346,476	1,346,476	1,346,476	1,346,476	1,346,476
C. Total Expenditures	9,850,424	9,174,012	10,012,677	10,240,781	10,420,075
D. Revenue	4,243,748	4,510,960	4,312,123	4,362,123	4,412,123
E. Financing Need, C-D	5,606,676	4,663,052	5,700,554	5,878,658	6,007,952
F. Preliminary GFC	5,606,676	5,606,676	5,413,482	5,413,482	5,413,482
G. Surplus/(Deficit), F-E	$ -	$ 943,624	$ (287,072)	$ (465,176)	$ (594,470)

Assessor-County Clerk/Recorder – The Assessor-County Clerk/Recorder estimates year-end expenditures of $9.2 million, revenues of $4.5 million, resulting in a surplus of $943,624. The surplus is the result of lower than budgeted expenditures due to unexpected vacancies in the Assessor's office and higher than budgeted revenues due to an unanticipated increase in recordings in the Recorder's office. Projected deficits in the forecasted years are due to estimated step advances and employee benefit costs.

Board of Supervisors	Modified Budget 2020-21	Year-End Estimate 2020-21	Forecast		
			2021-22	2022-23	2023-24
A. Operational Expenditures	$ 3,500,244	$ 3,353,018	$ 3,631,644	$ 3,711,603	$ 3,780,158
B. COWCAP	489,814	489,814	489,814	489,814	489,814
C. Total Expenditures	3,990,058	3,842,832	4,121,458	4,201,417	4,269,972
D. Revenue	-	-	-	-	-
E. Financing Need, C-D	3,990,058	3,842,832	4,121,458	4,201,417	4,269,972
F. Preliminary GFC	3,990,058	3,990,058	3,946,493	3,946,493	3,946,493
G. Surplus/(Deficit), F-E	$ -	$ 147,226	$ (174,965)	$ (254,924)	$ (323,479)

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 $3.8 million compared to a budgeted County contribution of $4.0 million, resulting a year end estimated surplus of $147,226. The estimated surplus is primarily from 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, and general liability insurance.

Child Support Services	Modified Budget 2020-21	Year-End Estimate 2020-21	Forecast		
			2021-22	2022-23	2023-24
A. Operational Expenditures	$10,539,426	$ 9,814,249	$10,229,947	$10,468,710	$10,672,329
B. COWCAP	1,306,497	1,306,497	1,306,497	1,306,497	1,306,497
C. Total Expenditures	11,845,923	11,120,746	11,536,444	11,775,207	11,978,826
D. Revenue	11,404,094	10,920,522	10,556,428	10,556,428	10,556,428
E. Financing Need, C-D	441,829	200,224	980,016	1,218,779	1,422,398
F. Preliminary GFC	441,829	441,829	-	-	-
G. Surplus/(Deficit), F-E	$ -	$ 241,605	$ (980,016)	$ (1,218,779)	$ (1,422,398)

Child Support Services - Child Support Services is typically funded entirely through federal and state subventions for mandated services. However, in FY 2020-21 the department received a lower allocation from the State (compared to the prior fiscal year) due to significant changes to the child support program in response to the fiscal crisis caused by the COVID-19 pandemic and other economic factors. Accordingly, the Board of Supervisors allocated $441,829 of general fund contribution to balance the FY 2020-21 budget.

It is projected that the State Department of Child Support Services will keep the department's funding allocations status quo in the next 3 years, FY 2021-22, FY 2022-23, and FY 2023-24 which is insufficient to cover existing service levels. The forecast assumes elimination of 8 vacant positions that have not been filled due to the insufficient revenue. Even then, the department is anticipating a need for general fund contribution in the upcoming years to maintain currently filled positions, largely due to a stagnant allocation from the State and additional increases in employee salaries and benefits and increases in County Overhead Allocation (COWCAP) costs. 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 2020-21	Year-End Estimate 2020-21	Forecast		
			2021-22	2022-23	2023-24
A. Operational Expenditures	$ 922,572	$ 922,572	$ 932,858	$ 951,284	$ 972,927
B. COWCAP	(1,164,820)	(1,164,820)	(1,164,820)	(1,164,820)	(1,164,820)
C. Total Expenditures	(242,248)	(242,248)	(231,962)	(213,536)	(191,893)
D. Revenue	-	-	-	-	-
E. Financing Need, C-D	(242,248)	(242,248)	(231,962)	(213,536)	(191,893)
F. Preliminary GFC	(242,248)	(242,248)	(253,747)	(253,747)	(253,747)
G. Surplus/(Deficit), F-E	$ -	$ -	$ (21,785)	$ (40,211)	$ (61,854)

Civil Rights – 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 2020-21	Year-End Estimate 2020-21	Forecast		
			2021-22	2022-23	2023-24
A. Operational Expenditures	$ 780,958	$ 683,039	$ 790,762	$ 815,556	$ 834,955
B. COWCAP	161,239	161,239	161,239	161,239	161,239
C. Total Expenditures	942,197	844,278	952,001	976,795	996,194
D. Revenue	20,000	20,000	20,000	20,000	20,000
E. Financing Need, C-D	922,197	824,278	932,001	956,795	976,194
F. Preliminary GFC	922,197	922,197	859,201	859,201	859,201
G. Surplus/(Deficit), F-E	$ -	$ 97,919	$ (72,800)	$ (97,594)	$ (116,993)

Clerk of the Board – The Clerk of the Board estimates year-end expenditures of $844,278 and revenue of $20,000 and ending the year with a surplus of $97,919. The surplus is mainly due to vacancies. In forecasted years, revenues from assessment appeal applications filings are projected to remain static while expenditures are expected to continue rising due to step advances and employee benefit costs resulting in projected deficits.

Cooperative Extension	Modified Budget 2020-21	Year-End Estimate 2020-21	Forecast		
			2021-22	2022-23	2023-24
A. Operational Expenditures	$ 437,489	$ 437,455	$ 438,978	$ 454,129	$ 464,573
B. COWCAP	39,372	39,372	39,372	39,372	39,372
C. Total Expenditures	476,861	476,827	478,350	493,501	503,945
D. Revenue	27,193	27,301	26,626	26,765	26,989
E. Financing Need, C-D	449,668	449,526	451,724	466,736	476,956
F. Preliminary GFC	449,668	449,668	424,515	424,515	424,515
G. Surplus/(Deficit), F-E	$ -	$ 142	$ (27,209)	$ (42,221)	$ (52,441)

Cooperative Extension - The Cooperative Extension estimates ending the current year with $476,827 in expenditures, $27,301 in revenue and a general fund contribution of $449,526. Compared to budget, the Department estimates it will end the year with a negligible surplus. The Cooperative Extension projects a deficit in forecast years due to increases in general liability charges and salary and benefit cost increases driven by higher PERS and employee health insurance premiums. Revenue forecasts are also anticipated to have a slight decrease due to budget constraints from the UC.

County Administrative Office	Modified Budget 2020-21	Year-End Estimate 2020-21	Forecast		
			2021-22	2022-23	2023-24
A. Operational Expenditures	$ 25,598,569	$23,559,564	$10,673,122	$10,903,837	$11,080,721
B. COWCAP	(3,951,658)	(3,951,658)	(3,951,658)	(3,951,658)	(3,951,658)
C. Total Expenditures	21,646,911	19,607,906	6,721,464	6,952,179	7,129,063
D. Revenue	1,358,696	1,252,192	403,291	403,291	403,291
E. Financing Need, C-D	20,288,215	18,355,714	6,318,173	6,548,888	6,725,772
F. Preliminary GFC	20,288,215	20,288,215	6,149,030	6,149,030	6,149,030
G. Surplus/(Deficit), F-E	$ -	$ 1,932,501	$ (169,143)	$ (399,858)	$ (576,742)

County Administrative Office - The table above summarizes the finances for the County's Administration "departmental" operations, including Administration and Finance, Budget and Analysis,

Contracts/Purchasing, Intergovernmental and Legislative Affairs (IGLA), Emergency Services, Community Engagement & Strategic Advocacy, Fleet Administration, and Mail & Courier.

The Department projects year-end expenditures of $19.6 million, revenues of $1.25 million, and a County contribution of $18.36 million. These projections result in a year-end estimated surplus of $1.9 million. The surplus is attributed to salary savings in CAO Admin & Budget, Housing & Economic Development, Fleet Administration, and increased revenue in Contracts-Purchasing related to Fort Ord Reuse Authority.

The Department is projecting deficits in the forecast years driven by cost increases related to higher salaries, health insurance premiums, PERS, and general liability insurance.

County Counsel	Modified Budget 2020-21	Year-End Estimate 2020-21	Forecast		
			2021-22	2022-23	2023-24
A. Operational Expenditures	$ 5,351,987	$ 5,090,850	$ 5,356,520	$ 5,508,136	$ 5,602,114
B. COWCAP	(1,876,909)	(1,876,909)	(1,876,909)	(1,876,909)	(1,876,909)
C. Total Expenditures	3,475,078	3,213,941	3,479,611	3,631,227	3,725,205
D. Revenue	357,000	485,060	370,000	370,000	370,000
E. Financing Need, C-D	3,118,078	2,728,881	3,109,611	3,261,227	3,355,205
F. Preliminary GFC	3,118,078	3,118,078	2,752,603	2,752,603	2,752,603
G. Surplus/(Deficit), F-E	$ -	$ 389,197	$ (357,008)	$ (508,624)	$ (602,602)

County Counsel - County Counsel estimates it will end the current fiscal year with $3.2 million in expenditures, revenue of $485,060 and a $389,197 surplus. The surplus is due to vacancies, and the estimates could change if vacancies are filled or other expenses arise. The deficits emerging in forecast years are driven mainly by cost increases related to salaries, PERS retirement contribution rates, health insurance premiums, and Workers' Compensation.

District Attorney	Modified Budget 2020-21	Year-End Estimate 2020-21	Forecast		
			2021-22	2022-23	2023-24
A. Operational Expenditures	$ 27,651,282	$ 26,756,328	$ 30,095,558	$ 30,693,219	$ 31,289,929
B. COWCAP	7,874,518	7,874,518	7,874,518	7,874,518	7,874,518
C. Total Expenditures	35,525,800	34,630,846	37,970,076	38,567,737	39,164,447
D. Revenue	15,276,205	14,673,812	15,340,721	16,226,428	17,165,774
E. Financing Need, C-D	20,249,595	19,957,034	22,629,355	22,341,309	21,998,673
F. Preliminary GFC	20,249,595	20,249,595	19,303,415	19,303,415	19,303,415
G. Surplus/(Deficit), F-E	$ -	$ 292,561	$ (3,325,940)	$ (3,037,894)	$ (2,695,258)

District Attorney – The Office of the District Attorney (DA) anticipates year-end expenditures of $34.6 million, revenues of $14.6 million and $20 million in County contribution, resulting in a year-end surplus of $292,561. Most of the surplus results from salary savings due to 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 and the increasing costs related to PERS retirement, health insurance premiums and allocated costs such as workers' compensation insurance, without any commensurate increase in revenues.

Elections Department	Modified Budget 2020-21	Year-End Estimate 2020-21	Forecast		
			2021-22	2022-23	2023-24
A. Operational Expenditures	$ 5,521,156	$ 6,082,514	$ 4,512,980	$ 4,615,024	$ 4,684,770
B. COWCAP	1,915,284	1,915,284	1,915,284	1,915,284	1,915,284
C. Total Expenditures	7,436,440	7,997,798	6,428,264	6,530,308	6,600,054
D. Revenue	1,373,229	1,945,144	1,156,500	1,156,500	1,156,500
E. Financing Need, C-D	6,063,211	6,052,654	5,271,764	5,373,808	5,443,554
F. Preliminary GFC	6,063,211	6,063,211	4,875,332	4,875,332	4,875,332
G. Surplus/(Deficit), F-E	$ -	$ 10,557	$ (396,432)	$ (498,476)	$ (568,222)

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 each year. The Department expects to end the current year with expenditures of $8.0 million, revenues of $1.9 million, and a County contribution of $6.1 million. Compared to budget, the Department will end the year with a negligible surplus. Both expenditures and revenues are estimated to be significantly higher compared to the adopted budget due to the execution of the General Presidential Election during a pandemic. While this resulted in higher expenditures, it also brought about increased revenue which was received from a Federal and a private grant.

Projected expenditures and revenues in forecast years reflect estimated charges for one scheduled election per fiscal year: a statewide primary in FY 2021-22, a statewide general in FY 2022-23, and a Presidential Primary in FY 2023-24. Forecasted expenditures and revenues are expected to be lower since they exclude costs and reimbursements of a General Presidential Election, which occurred in the current year. 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. Deficits in forecast years arise from reduced GFC combined with increases in salary and benefit costs.

Health	Modified Budget 2020-21	Year-End Estimate 2020-21	Forecast		
			2021-22	2022-23	2023-24
A. Operational Expenditures	$ 98,790,681	$ 95,343,361	$ 104,811,041	$ 107,463,211	$ 109,931,551
B. COWCAP	10,326,321	10,326,321	10,326,321	10,326,321	10,326,321
C. Total Expenditures	109,117,002	105,669,682	115,137,362	117,789,532	120,257,872
D. Revenue	88,995,738	77,510,221	90,113,960	90,616,634	90,652,090
E. Financing Need, C-D	20,121,264	28,159,461	25,023,402	27,172,898	29,605,782
F. Preliminary GFC	20,121,264	20,121,264	14,673,354	14,673,354	14,673,354
H. Surplus/(Deficit), F-E-G	$ -	$ (8,038,197)	$ (10,350,048)	$ (12,499,544)	$ (14,932,428)

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 $105.7 million, revenues of $77.5 million, and a financing need of $28.2 million.

Year-end expenditures are estimated at $3.4 million lower than budgeted primarily due to salary savings of $8.6 million resulting from a vacancy rate of 17% as the Department experiences challenges finding qualified staff, particularly in the Primary Care Clinics Bureau. These savings were offset by increased outlays for services and supplies and fixed assets totaling $4.3 million attributable to the COVID-19 emergency response efforts, a decrease in intradepartmental reimbursements totaling $1.5 million resulting from redirection of staff from reimbursable activities to emergency response efforts, and a liability

payment to the State totaling $4.07 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 $11.5 million below budget. The high vacancy rate coupled with redirection of staff to the COVID-19 emergency response impacted the amount of services provided, therefore decreasing revenue.

The Department projects ending the current fiscal year with an overall $8.0 million deficit. The projected deficit of is primarily due to estimated expenditures incurred for the Department's direct response to the COVID19 pandemic. There is an expected offset for these expenditures from related shared Federal funding. This shared funding would result in a balanced year-end result. 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 2021.

Human Resources	Modified Budget 2020-21	Year-End Estimate 2020-21	Forecast		
			2021-22	2022-23	2023-24
A. Operational Expenditures	$ 5,362,672	$ 5,333,718	$ 5,664,135	$ 5,824,189	$ 5,946,979
B. COWCAP	(5,238,368)	(5,238,368)	(5,238,368)	(5,238,368)	(5,238,368)
C. Total Expenditures	124,304	95,350	425,767	585,821	708,611
D. Revenue	-	-	-	-	-
E. Financing Need, C-D	124,304	95,350	425,767	585,821	708,611
F. Preliminary GFC	124,304	124,304	146,539	146,539	146,539
G. Surplus/(Deficit), F-E	$ -	$ 28,954	$ (279,228)	$ (439,282)	$ (562,072)

Human Resources – The Human Resources Department projects $28,954 in surplus for the current fiscal year due to position vacancies. A deficit is projected for the forecasted years. The deficit is projected to grow over the next few years primarily due to rising salary and benefit costs, such as position step advances, pension contributions, and health insurance premiums.

Information Technology	Modified Budget 2020-21	Year-End Estimate 2020-21	Forecast		
			2021-22	2022-23	2023-24
A. Operational Expenditures	$21,303,889	$21,303,889	$20,679,505	$21,197,354	$21,624,870
B. COWCAP	(22,534,863)	(22,534,863)	(22,534,863)	(22,534,863)	(22,534,863)
C. Total Expenditures	(1,230,974)	(1,230,974)	(1,855,358)	(1,337,509)	(909,993)
D. Revenue	750,000	750,000	750,000	755,000	768,000
E. Financing Need, C-D	(1,980,974)	(1,980,974)	(2,605,358)	(2,092,509)	(1,677,993)
F. Preliminary GFC	(1,980,974)	(1,980,974)	(2,700,279)	(2,700,279)	(2,700,279)
G. Surplus/(Deficit), F-E	$ -	$ -	$ (94,921)	$ (607,770)	$ (1,022,286)

Information Technology – The Information Technology Department estimates year-end expenditures of $1.2 million, revenue of $750,000, and a general fund contribution of $2.0 million. Expenditures and revenues are projected to meet the budget. The forecasted years assume a growing deficit, mainly due to nominal growth in operating revenue and larger increases in salary and benefit costs, general liability, and operating costs.

Probation	Modified Budget 2020-21	Year-End Estimate 2020-21	Forecast		
			2021-22	2022-23	2023-24
A. Operational Expenditures	$51,142,528	$51,142,528	$53,056,563	$54,237,676	$55,142,820
B. COWCAP	4,194,506	4,194,506	4,194,506	4,194,506	4,194,506
C. Total Expenditures	55,337,034	55,337,034	57,251,069	58,432,182	59,337,326
D. Revenue	29,930,747	29,337,251	29,867,575	29,979,840	30,082,215
E. Financing Need, C-D	25,406,287	25,999,783	27,383,494	28,452,342	29,255,111
F. Preliminary GFC	25,406,287	25,406,287	24,331,063	24,331,063	24,331,063
G. Surplus/(Deficit), F-E	$ -	$ (593,496)	$ (3,052,431)	$ (4,121,279)	$ (4,924,048)

Probation – The Department's FY 2020-21 year-end estimate reflects expenditures of $55.3 million, revenue of $29.3 million and a general fund contribution of $26 million. The projected deficit of $593,496 is primarily due to estimated expenditures incurred in the amount of $796,884 from Probation's direct response to the COVID19 pandemic. These expenditures include workplace preparedness purchases of personal protective equipment, sanitation and disinfectant supplies and personnel costs for redirected staff due to mandated shift coverage and contact tracing efforts. There is an expected offset for these expenditures from related shared Federal funding. This shared funding would result in a Departmental adjusted current year end surplus of $203,388. The forecast for FY 2021-22 through FY 2023-24 indicates deficits ranging from $3.1 to $4.9 million. Contributing factors to the forecasted deficits are increases to salaries and benefits related to step increases, rising PERS contribution rates, employee health insurance and general liability insurance.

Public Defender	Modified Budget 2020-21	Year-End Estimate 2020-21	Forecast		
			2021-22	2022-23	2023-24
A. Operational Expenditures	$13,827,147	$13,874,438	$14,501,929	$14,841,502	$15,111,161
B. COWCAP	2,178,576	2,178,576	2,178,576	2,178,576	2,178,576
C. Total Expenditures	16,005,723	16,053,014	16,680,505	17,020,078	17,289,737
D. Revenue	1,348,242	1,398,400	1,330,913	1,330,913	1,330,913
E. Financing Need, C-D	14,657,481	14,654,614	15,349,592	15,689,165	15,958,824
F. Preliminary GFC	14,657,481	14,657,481	14,240,340	14,240,340	14,240,340
G. Surplus/(Deficit), F-E	$ -	$ 2,867	$ (1,109,252)	$ (1,448,825)	$ (1,718,484)

Public Defender - The FY 2020-21 year-end estimate for the Public Defender consists of $16 million in expenditures, $1.4 in revenue, and a General Fund Contribution (GFC) of $14.6 million. The Department projects a surplus of $2,867 attributed to salary savings from a vacant position. The Department projects a shortfall in the forecasted years driven by estimated cost increases related to salary and benefits, health insurance premiums, PERS, and general liability allocations. The forecasted revenues and expenditures will continue to fluctuate depending on trial related costs and service agreements that maintain the operations of the Department.

Resource Management Agency	Modified Budget 2020-21	Year-End Estimate 2020-21	Forecast		
			2021-22	2022-23	2023-24
A. Operational Expenditures	$34,134,420	$33,536,847	$34,625,567	$35,807,519	$36,848,899
B. COWCAP	(1,956,612)	(1,956,612)	(1,956,612)	(1,956,612)	(1,956,612)
C. Total Expenditures	32,177,808	31,580,235	32,668,955	33,850,907	34,892,287
D. Revenue	12,847,684	10,073,803	10,264,276	10,244,276	10,204,276
E. Financing Need, C-D	19,330,124	21,506,432	22,404,679	23,606,631	24,688,011
F. Preliminary GFC	19,330,124	19,330,124	19,356,599	19,356,599	19,356,599
G. Surplus/(Deficit), F-E	$ -	$ (2,176,308)	$ (3,048,080)	$ (4,250,032)	$ (5,331,412)

Housing and Community Development Department & Department of Public Works, Facilities, and Parks (formerly Resource Management Agency) - The Resource Management Agency (RMA) dissolved on November 30, 2020, and in its place, two new departments were formed: Housing and Community Development Department (HCD) and Department of Public Works, Facilities, & Parks (PWFP). The RMA adopted General Fund budget was kept intact in FY 2020-21 and the two departments jointly managed to the bottom line. Beginning in FY 2021-22, HCD & PWFP will have separate budgets.

The current year estimate projects expenditures of $31.6 million, revenues of $10.1 million and a general fund contribution of $19.3 million, for a net estimated deficit of $2.2 million. This reflects a decrease in estimated revenues versus budget of $2.5 million and $0.3 million less in expenditures. Both departments rely on customer support through fees, which came to a halt in mid-March when COVID-19 reached Monterey County. Building revenues declined, as construction was shut down for six weeks and although development activity was steady, it was mostly made up of smaller projects. Parks also saw a decline with both COVID-19 restrictions and the 2020 fires. This, ultimately, resulted in all facility rentals and events being cancelled and complete closure of the parks for multiple months.

The forecasted deficits in outlying years are directly related to non-discretionary cost increases such as pension contributions, employee health insurance premiums, general liability and property insurance premiums. The deficit is also impacted by stagnant revenue.

Sheriff-Coroner	Modified Budget 2020-21	Year-End Estimate 2020-21	Forecast		
			2021-22	2022-23	2023-24
A. Operational Expenditures	$116,151,346	$118,090,381	$122,774,534	$123,163,917	$124,950,508
B. COWCAP	6,394,670	6,394,670	6,394,670	6,394,670	6,394,670
C. Total Expenditures	122,546,016	124,485,051	129,169,204	129,558,587	131,345,178
D. Revenue	41,226,579	42,374,145	40,613,700	41,015,493	41,382,961
E. Financing Need, C-D	81,319,437	82,110,906	88,555,504	88,543,094	89,962,217
F. Preliminary GFC	81,319,437	81,319,437	77,236,500	77,236,500	77,236,500
G. Surplus/(Deficit), F-E	$ -	$ (791,469)	$ (11,319,004)	$ (11,306,594)	$ (12,725,717)

Sheriff-Coroner – The Sheriff's Office projects ending the current fiscal year with a deficit estimated at $791,469. Expenditures are estimated at $124.5 million or $1.9 million higher than budget, while revenues are estimated at $42.4 million or $1.1 million higher than budget. The General Fund Contribution is estimated to be $82.1 million.

The increase in expenditures and revenues is due to the unbudgeted COVID-19 response, including additional staffing and pandemic safety measures in the jail and State Hold revenues from halted inmate intake. The Department was allocated $7.7 million in CARES Act funding to offset the redirection of

resources to address the pandemic; which could result in the department ending the year with an adjusted surplus.

The Sheriff's Office projects growing deficits in the forecast years increasing from $11.3 million in FY 2021-22 to $12.7 million by FY 2023-24 due to significant increases in general liability and workers compensation insurance in the next three years and the remaining half of the purchase costs of Motorola radios due in FY 2021-22. The forecast assumes status quo salaries and benefits.

Social Services	Modified Budget 2020-21	Year-End Estimate 2020-21	Forecast		
			2021-22	2022-23	2023-24
A. Operational Expenditures	$ 207,476,773	$ 197,391,676	$ 203,397,310	$ 205,409,215	$ 209,545,902
B. COWCAP[1]	5,662,394	5,662,394	5,613,489	5,613,489	5,613,489
C. Total Expenditures	213,139,167	203,054,070	209,010,799	211,022,704	215,159,391
D. Revenue	196,100,882	181,555,366	188,231,206	187,399,729	189,796,026
E. Financing Need, C-D	17,038,285	21,498,704	20,779,593	23,622,975	25,363,365
F. Preliminary GFC	17,038,285	17,038,285	15,480,052	15,480,052	15,480,052
G. Surplus/(Deficit), F-E	$ -	$ (4,460,419)	$ (5,299,541)	$ (8,142,923)	$ (9,883,313)

Social Services – The Department of Social Services (DSS) estimates year-end expenditures of $203.1 million, revenue of $181.6 million and General Fund Contribution of $21.5 million, resulting in a deficit of $4.5 million. When accounting for the CARES revenue received by the County, this estimated deficit is eliminated. Year-end expenditures are estimated to decrease by $10.0 million from the modified budget mainly due to salary saving from vacancies ($6.1 million), less CalWORKS entitlement payments due to caseload decline ($1.0 million), lower maintenance of Effort (MOE) in Home Supportive Services ($600,000), and a decrease in Out of Home due to a smaller foster care caseload and emergency placement costs ($2.9 million). Year-end revenues are estimated to be $14.5 million below the modified budget correlating with the decrease in expenditures previously mentioned and non-revenue generating Covid-19 expenditures. It should be noted that the year-end estimate was completed at a time when only one quarter of fiscal data was available to estimate earned revenues, where these estimates may change before year-end closing.

The estimated deficits for the forecast years are directly related to the increases in Pers, health insurance, general liability, and loss of Whole Person Care revenues for grant ending December 31, 2021. For the entitlements, there is a 4% ongoing inflation factor applied annually to the In -Home Support Services (IHSS) Maintenance of Effort (MOE) and an increase in Out of Home Care costs due to an estimated 2.5% colas. Realignment funding is not yet known and was assumed to remain "flat" for the forecast.

Treasurer-Tax Collector	Modified Budget 2020-21	Year-End Estimate 2020-21	Forecast		
			2021-22	2022-23	2023-24
A. Operational Expenditures	$ 8,843,572	$ 7,799,382	$ 8,213,056	$ 8,454,145	$ 8,678,803
B. COWCAP	(1,800,850)	(1,800,850)	(1,800,850)	(1,800,850)	(1,800,850)
C. Total Expenditures	7,042,722	5,998,532	6,412,206	6,653,295	6,877,953
D. Revenue	7,123,535	6,058,206	6,229,690	6,372,923	6,505,922
E. Financing Need, C-D	(80,813)	(59,674)	182,516	280,372	372,031
F. Preliminary GFC	(80,813)	(80,813)	(19,332)	(19,332)	(19,332)
G. Surplus/(Deficit), F-E	$ -	$ (21,139)	$ (201,848)	$ (299,704)	$ (391,363)

Treasurer-Tax Collector – The Treasurer-Tax Collector (TTC) projects year end expenditures of $6.0 million, revenue of $6.1 million, and a general fund contribution (GFC) of ($59,674). Use of GFC is estimated to exceed budget by $21,139. Total salaries and benefits expenditures are projected at $765,797 below budget, primarily due to vacancies, delayed recruitments, and reorganization of management positions in the Revenue Division. Services and supplies costs are forecast at $331,472 below budget largely resulting from COVID-19 related temporary suspensions in services from third-party collectors in the Revenue Division and cost-reduction efforts to offset projected shortfalls in departmental revenue. Overall expenditures are expected to be under budget by $1.0 million . Revenue is projected to be $1.1 million below budget as a result of lower levels of reimbursable expenditures and reduced collections due to the COVID-19 pandemic closures and related financial impacts. Estimated expenditures in the forecast years assume earned step increases, 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. The Road Fund's primary funding sources for road and bridge projects and maintenance are State Highway User Tax Allocation (HUTA or Gas Tax), the Transportation Agency for Monterey County (TAMC) retail transaction and use tax ordinance (Measure X), the Road Repair and Accountability Act of 2017 (Senate Bill 1 [SB1]), and Transient Occupancy Tax (TOT). Measure X and SB1 are newer revenue streams that produce annual revenues of $7.1 and $7.7 million, respectively.

Fund 002 Road Fund	Modified Budget 2020-21	Year-End Estimate 2020-21	Forecast		
			2021-22	2022-23	2023-24
A. Beginning Fund Balance	$ 24,679,274	$ 24,580,891	$ 16,482,076	$ 23,085,473	$24,397,598
B. Revenue	62,529,400	47,160,122	62,196,878	70,849,133	35,951,093
C. Cancellation of Assignments	-	-	-	-	-
D. Total Financing, A+B+C	87,208,674	71,741,013	78,678,954	93,934,606	60,348,691
E. Expenditures	69,975,741	55,258,937	55,593,481	69,537,008	44,000,556
F. Provisions for Assignments	-	-	-	-	-
G. Total Financing Uses, E+F	69,975,741	55,258,937	55,593,481	69,537,008	44,000,556
H. Ending Fund Balance, D-G	$ 17,232,933	$ 16,482,076	$ 23,085,473	$ 24,397,598	$16,348,135

Revenues. The FY 2020-21 revenue estimate is $15.4 million less than budget due to construction phases of federally funded projects shifting to FY 2021-22. Examples of these projects include the Monterey Bay Sanctuary Scenic Trail, Bradley Road Bridge, Robinson Canyon Road Bridge Scour Repair, Hartnell Road Bridge, Las Lomas Bicycle, Las Lomas Drainage, and Nacimiento Lake Drive.
Accordingly, revenues for FY 2021-22 are projected to increase by $15.0 million over the current year estimate. Revenues are expected to increase by $8.7 million in FY 2022-23 and projected to decrease by $34.9 million in FY 2023-24 as federally funded projects are anticipated to decrease that fiscal year.

Expenditures. Estimated expenditures are $14.7 million under budget as several large project construction phases were deferred until FY 2021-22. Variances between budget and estimate are primarily derived from changes to project timelines and/or scope of work due to the COVID-19 pandemic, 2020 Fires, weather, permitting, and staffing constraints. Expenditures in FY 2022-23 are projected to increase by $13.9 million

due to major projects scheduled for that FY which include Davis Road Bridge, Monterey Bay Sanctuary Scenic Trail, and Johnson Road Bridge Replacement.

Fund Balance. Over the last few fiscal years, expenditures have not increased at the same pace as revenues, resulting in a growing fund balance. This same pattern is projected to continue in FY 2021-22 and 2022-23 as Measure X and SB1 are forecasted to increase over that period. However, fund balance is projected to decrease in FY 2023-24 as the fund is projected to have a reduction in federally funded projects and Measure X and SB1 revenues and restricted fund balance will be a financing source for projects such as the Old Stage Road Rehabilitation (Alisal Road to Iverson Road), Elkhorn Road Rehabilitation, and Alisal Road Rehabilitation (Salinas to Hartnell Road).

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.

Fund 003 Monterey County Free Libraries	Modified Budget 2020-21	Year-End Estimate 2020-21	Forecast		
			2021-22	2022-23	2023-24
A. Beginning Fund Balance	$ 3,480,007	$ 3,480,007	$ 4,251,710	$ 4,545,463	$ 4,974,388
B. Revenue	10,332,852	11,138,217	10,572,215	10,807,244	11,008,213
C. Cancellation of Assignments	-	-	-	-	-
D. Total Financing, A+B+C	13,812,859	14,618,224	14,823,925	15,352,707	15,982,601
E. Expenditures	10,406,648	10,366,514	10,278,462	10,378,319	10,452,430
F. Provisions for Assignments	-	-	-	-	-
G. Total Financing Uses, E+F	10,406,648	10,366,514	10,278,462	10,378,319	10,452,430
H. Ending Fund Balance, D-G	$ 3,406,211	$ 4,251,710	$ 4,545,463	$ 4,974,388	$ 5,530,171

For the current fiscal year end, the Library Department is projecting addition of approximately $771,000 in Fund Balance primarily due to a CARES allocation that funded COVID related expenses. The department had savings in other areas and did not have to increase appropriations to accommodate COVID related expenses.

The department experienced salary and benefit savings due to unfilled vacancies as in-person libraries were closed due to COVID. Other expenditures such as Other Professional & Special Services, Office Supplies, Conference/Travel, Staff Training, due to the suspension of library in person operations (due to COVID19). However, the department experienced higher expenditures than initially budgeted related to COVID19, such as PPE supplies, expenses for distance learning through Library by Mail, added content and online resources such as OverDrive and Brainfuse, and expenses on janitorial and deep cleaning expenses for worksites.

Current year property tax revenue is slightly higher than budget. Next fiscal year, property tax is projected to increase 3.75%, aligning with County projections. The subsequent two years are projected more conservatively at 2% increase. Current year end revenue also includes the anticipated reimbursement from the CARES Act Fund, in the amount of $746,426 for redirected staff, staff leave reimbursements, and other expenditures due to COVID. State grants are anticipated to maintain the level of what was originally budgeted for. Library Services revenue is anticipated to experience a decline by at least 33% due to the suspension of library in person services which began during the onset of COVID19, in March of 2020. Contributions are anticipated to maintain the same level, pending finalization of State funding via the California Library Services Act, and Federal funding via Library Services and Technology Act and E-rate

Program funding. At this time, only the California Library Services Act funds are in jeopardy, with a 50% reduction in the proposed Governor's budget, which are anticipated to take effect next fiscal year.
The forecast projects fund balance continues to increase due to favorable property tax revenue and control of expenditures.

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.

Fund 023 Behavioral Health	Modified Budget 2020-21	Year-End Estimate 2020-21	Forecast		
			2021-22	2022-23	2023-24
A. Beginning Fund Balance	$40,345,623	$40,345,623	$40,472,870	$29,196,583	$13,501,411
B. Revenue	155,747,555	142,876,857	130,949,749	121,562,370	125,219,509
C. Cancellation of Assignments	-	-	-	-	-
D. Total Financing, A+B+C	196,093,178	183,222,480	171,422,619	150,758,953	138,720,920
E. Expenditures	162,360,888	142,749,610	142,226,036	137,257,542	138,598,573
F. Provisions for Assignments	-	-	-	-	-
G. Total Financing Uses, E+F	162,360,888	142,749,610	142,226,036	137,257,542	138,598,573
H. Ending Fund Balance, D-G	$33,732,290	$40,472,870	$29,196,583	$13,501,411	$ 122,347

For the current fiscal year, MCHB estimates year-end expenditures of $142.7 million, which is approximately $19.7 million below the modified budget of $162.4 million. The lower expenditures are attributable to a higher than budgeted vacancy rate generating $5.1 million in salary and benefit savings, lower than anticipated operating transfer in the Whole Person Care program in the amount of $10.6 million and lower than anticipated Capital Costs of approximately $3.0 million. Current year-end revenue is estimated at $142.9 million, which is approximately $12.9 million below the modified budget of $155.7. The decrease in revenues is attributable to lower Whole Person Care program revenues.

The forecast years depict a decrease in expenditures and revenues due to the phase out of the Whole Person Care program, which was previously estimated to end on December 2020, but was extended an additional year to December 2021. The program accounted for approximately $10.0 to $11.0 million per year. Excluding this significant change, increases in salary and benefits, operating cost increases such as insurance costs and contracted services are projected to increase. This combined with anticipated impacts to revenue streams in realignment and Mental Health Services Act (MHSA) project a significant decrease in fund balance. MCHB will monitor these impacts as it prepares its FY 2021-22 budget and adjust as needed to minimize 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.

Fund 028 Emergency Communications	Modified Budget 2020-21	Year-End Estimate 2020-21	Forecast 2021-22	Forecast 2022-23	Forecast 2023-24
A. Beginning Fund Balance	$ 1,034,510	$ 1,034,510	$ 1,370,720	$ 1,427,367	$ 1,477,317
B. Revenue	12,883,165	12,855,382	12,426,926	12,720,908	12,829,320
C. Cancellation of Assignments	-	-	-	-	-
D. Total Financing, A+B+C	13,917,675	13,889,892	13,797,646	14,148,275	14,306,637
E. Expenditures	12,545,458	12,519,172	12,370,279	12,670,958	12,702,843
F. Provisions for Assignments	-	-	-	-	-
G. Total Financing Uses, E+F	12,545,458	12,519,172	12,370,279	12,670,958	12,702,843
H. Ending Fund Balance, D-G	$ 1,372,217	$ 1,370,720	$ 1,427,367	$ 1,477,317	$ 1,603,794

The department received approximately 710,000 phone calls and processed 520,000 calls for service for Law, Fire and EMS events in calendar year 2020. The department is operating under a special revenue fund and expects to end the current year with expenditures totaling $12.5 million and revenue totaling $12.9 million, including a County General Fund Contribution (GFC) of $1.9 million. The department estimates a planned surplus of $336,210 in the current year. The surplus was planned through the annual budgeting process and will be added to the department's reserve, which is used for future replacement and upgrades to equipment, systems, and building. The reserve is not intended to pay for ongoing operating costs.

Costs are expected to rise in the forecast years due to escalating salaries, pension, healthcare, and insurance costs as well as rising costs of service agreements that maintain the operations at the department. This forecast assumes a flat GFC and in order to cover operations in future years at a status quo level, an increased GFC is required. This GFC represents the cost of the dispatch and emergency call taking services provided to the Sheriff and Probation Departments pursuant to the terms of the 9-1-1 Services Agreement. The department anticipates continuing to build its reserves through the forecast years using the cost sharing ratio in the 9-1-1 Services Agreement. The annual reserve contribution is forecasted at lower levels than the current year because of the flat GFC and the department's fund balance is anticipated to be $1.6 million by the close of FY 2023-24.

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

Fund 451 Natividad Medical Center	Modified Budget 2020-21	Year-End Estimate 2020-21	Forecast 2021-22	Forecast 2022-23	Forecast 2023-24
A. Beginning Fund Balance	$ 38,868,721	$ 38,868,721	$ 63,601,740	$ 70,625,025	$ 77,101,758
B. Revenue	350,655,299	369,485,656	367,658,873	371,263,836	375,175,459
C. Cancellation of Assignments	-	-	-	-	-
D. Total Financing, A+B+C	389,524,020	408,354,377	431,260,613	441,888,861	452,277,217
E. Expenditures	351,495,795	344,752,637	360,635,588	364,787,103	371,663,319
F. Provisions for Assigments	-	-	-	-	-
G. Total Financing Uses, E+F	351,495,795	344,752,637	360,635,588	364,787,103	371,663,319
H. Ending Fund Balance, D-G	$ 38,028,225	$ 63,601,740	$ 70,625,025	$ 77,101,758	$ 80,613,898

Revenue: Net revenue for the current year is expected to be $18.8 million higher than budget. The COVID-19 pandemic continues to impact both operating revenues and expenses. The expected average daily census (ADC) was 112, while the actual has been 127. The primary driver to the increase in the ADC has been

Expenditure/Revenue History by Department for All Funds

Department		FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimated	FY 2021-22 Recommended
Board of Supervisors								
1000	Expenditures	$ 3,063,579	$ 3,866,229	$ 3,760,068	$ 3,927,926	$ 3,860,835	$ 3,842,832	$ 4,410,985
	Revenue	$ -	$ -	$ -	$ -	$ 10	$ -	$ -
	GF Contribution	$ 3,063,579	$ 3,866,229	$ 3,760,068	$ 3,927,926	$ 3,860,825	$ 3,842,832	$ 4,410,985
County Administrative Office								
1050	Expenditures	$ 54,329,509	$ 55,762,872	$ 78,537,390	$ 70,217,348	$ 79,333,628	$ 126,739,508	$ 86,667,615
	Revenue	$ 209,534,602	$ 208,646,864	$ 279,314,659	$ 288,471,074	$ 290,974,629	$ 336,083,164	$ 323,931,698
	GF Contribution/Fund Balance	$ (155,205,093)	$ (152,883,992)	$ (200,777,269)	$ (218,253,726)	$ (211,641,001)	$ (209,343,656)	$ (237,264,083)
County Administrative Office								
Departmental	Expenditures	$ 7,415,365	$ 2,883,992	$ 7,910,710	$ 7,701,514	$ 14,590,950	$ 37,440,130	$ 37,448,331
1050_CAO_BR	Revenue	$ 636,707	$ 551,140	$ 6,783,914	$ 8,009,962	$ 8,363,075	$ 18,105,358	$ 31,927,118
	GF Contribution	$ 6,778,658	$ 2,332,852	$ 1,126,796	$ (308,448)	$ 6,227,875	$ 19,334,772	$ 5,521,213
County Administrative Office								
Nondepartmental	Expenditures	$ 46,914,144	$ 52,878,880	$ 70,626,680	$ 62,515,834	$ 64,742,678	$ 89,299,378	$ 49,219,284
1050_CAON_BR	Revenue	$ 208,897,894	$ 208,095,724	$ 272,530,746	$ 280,461,112	$ 282,611,555	$ 317,977,806	$ 292,004,580
	GF Contribution/Fund Balance	$ (161,983,750)	$ (155,216,844)	$ (201,904,066)	$ (217,945,278)	$ (217,868,877)	$ (228,678,428)	$ (242,785,296)
Human Resources								
1060	Expenditures	$ 12,058,163	$ 10,190,178	$ 12,817,763	$ 11,704,919	$ 11,548,066	$ 18,943,759	$ 14,827,913
	Revenue	$ 9,099,346	$ 9,547,901	$ 11,309,682	$ 11,821,329	$ 12,270,471	$ 11,623,651	$ 12,039,448
	GF Contribution/Fund Balance	$ 2,958,817	$ 642,277	$ 1,508,081	$ (116,410)	$ (722,405)	$ 7,320,108	$ 2,788,465
Human Resources								
Departmental	Expenditures	$ 2,784,241	$ 909,328	$ 909,328	$ (851,332)	$ (919,550)	$ 95,350	$ 943,447
1060_HRB_BR	Revenue	$ 27	$ 172	$ 172	$ -	$ -	$ -	$ -
	GF Contribution	$ 2,784,214	$ 909,156	$ 909,156	$ (851,332)	$ (919,550)	$ 95,350	$ 943,447
Human Resources								
Nondepartmental	Expenditures	$ 9,273,922	$ 9,280,850	$ 9,280,850	$ 12,556,251	$ 12,467,616	$ 18,848,409	$ 13,884,466
1060_HRN_BR	Revenue	$ 9,099,318	$ 9,547,729	$ 9,547,729	$ 11,821,329	$ 12,270,471	$ 11,623,651	$ 12,039,448
	Fund Balance	$ 174,604	$ (266,879)	$ (266,879)	$ 734,922	$ 197,145	$ 7,224,758	$ 1,845,018
Economic Development*								
1070	Expenditures	$ 12,403,550	$ 14,823,637	$ 10,761,686	$ 7,813,551	$ (904)	$ -	$ -
	Revenue	$ 10,084,736	$ 13,387,750	$ 7,894,518	$ 5,087,666	$ 18,233	$ -	$ -
	GF Contribution/Fund Balance	$ 2,318,814	$ 1,435,887	$ 2,867,168	$ 2,725,885	$ (19,137)	$ -	$ -
Civil Rights Office								
1080	Expenditures	$ 792,199	$ (8,499)	$ (206,384)	$ 43,642	$ (178,221)	$ (242,248)	$ 77,778
	Revenue	$ 5	$ -	$ -	$ -	$ -	$ -	$ -
	GF Contribution	$ 792,194	$ (8,499)	$ (206,384)	$ 43,642	$ (178,221)	$ (242,248)	$ 77,778
Auditor-Controller								
1110	Expenditures	$ 17,330,663	$ 23,060,616	$ 128,845,450	$ 16,976,937	$ 51,358,067	$ 16,648,436	$ 17,673,452
	Revenue	$ 18,313,951	$ 22,169,172	$ 124,484,043	$ 22,098,301	$ 50,550,903	$ 16,428,687	$ 16,516,553
	GF Contribution/Fund Balance	$ (983,288)	$ 891,444	$ 4,361,407	$ (5,121,364)	$ 807,164	$ 219,749	$ 1,156,899
Auditor-Controller								
Departmental	Expenditures	$ 5,294,163	$ 1,499,620	$ (9,112)	$ 458,040	$ 1,195,336	$ 698,008	$ 1,618,868
1110_AUDC_DV	Revenue	$ 443,828	$ 493,538	$ 499,290	$ 497,350	$ 535,564	$ 516,912	$ 514,653
	GF Contribution	$ 4,850,335	$ 1,006,082	$ (508,402)	$ (39,310)	$ 659,772	$ 181,096	$ 1,104,215
Auditor-Controller								
Nondepartmental	Expenditures	$ 12,036,500	$ 21,560,995	$ 128,854,562	$ 16,518,896	$ 50,162,731	$ 15,950,428	$ 16,054,584
1110_ACNO_DV	Revenue	$ 17,870,123	$ 21,675,634	$ 123,984,754	$ 21,600,951	$ 50,015,339	$ 15,911,775	$ 16,001,900
	GF Contribution/Fund Balance	$ (5,833,623)	$ (114,639)	$ 4,869,808	$ (5,082,055)	$ 147,392	$ 38,653	$ 52,684
Treasurer-Tax Collector								
1170	Expenditures	$ 6,674,084	$ 6,418,547	$ 6,997,213	$ 7,081,120	$ 6,140,429	$ 5,998,532	$ 8,471,985
	Revenue	$ 5,174,106	$ 5,638,955	$ 5,455,113	$ 6,109,579	$ 5,501,902	$ 6,058,206	$ 7,076,486
	GF Contribution	$ 1,499,978	$ 779,592	$ 1,542,100	$ 971,541	$ 638,527	$ (59,674)	$ 1,395,499
Assessor-County Clerk-Recorder								
1180	Expenditures	$ 7,824,883	$ 8,628,783	$ 8,477,647	$ 8,420,070	$ 8,846,844	$ 9,524,012	$ 10,550,698
	Revenue	$ 3,932,640	$ 4,258,377	$ 6,182,701	$ 3,774,007	$ 4,464,344	$ 4,860,960	$ 4,804,541
	GF Contribution	$ 3,892,243	$ 4,370,406	$ 2,294,946	$ 4,646,063	$ 4,382,500	$ 4,663,052	$ 5,746,157
County Counsel								
1210	Expenditures	$ 30,872,925	$ 29,698,578	$ 33,454,057	$ 44,260,706	$ 49,699,262	$ 41,335,344	$ 49,617,486
	Revenue	$ 28,904,752	$ 29,540,327	$ 34,306,977	$ 40,652,689	$ 47,038,552	$ 41,249,039	$ 47,149,796
	GF Contribution/Fund Balance	$ 1,968,173	$ 158,251	$ (852,920)	$ 3,608,017	$ 2,660,710	$ 86,305	$ 2,467,690
County Counsel								
Departmental	Expenditures	$ 4,247,026	$ (743,607)	$ (873,768)	$ 213,602	$ 578,165	$ 2,616,335	$ 2,177,119
1210_COUN_BR	Revenue	$ 294,846	$ 262,005	$ 357,308	$ 458,330	$ 541,615	$ 485,060	$ 370,000
	GF Contribution	$ 3,952,180	$ (1,005,612)	$ (1,231,076)	$ (244,728)	$ 36,550	$ 2,131,275	$ 1,807,119
County Counsel								
Nondepartmental	Expenditures	$ 26,625,899	$ 30,442,185	$ 34,327,825	$ 44,047,104	$ 49,121,097	$ 38,719,009	$ 47,440,367
1210_CCND_BR	Revenue	$ 28,609,906	$ 29,278,322	$ 33,949,668	$ 40,194,360	$ 46,496,938	$ 40,763,979	$ 46,779,796
	GF Contribution/Fund Balance	$ (1,984,007)	$ 1,163,863	$ 378,157	$ 3,852,744	$ 2,624,159	$ (2,044,970)	$ 660,571
Clerk of the Board								
1300	Expenditures	$ 737,242	$ 865,040	$ 916,390	$ 783,508	$ 754,012	$ 844,278	$ 941,820
	Revenue	$ 22,436	$ 21,984	$ 23,431	$ 19,365	$ 21,944	$ 20,000	$ 20,000
	GF Contribution	$ 714,806	$ 843,056	$ 892,959	$ 764,143	$ 732,068	$ 824,278	$ 921,820

Department		FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimated	FY 2021-22 Recommended
Elections								
1410	Expenditures	$ 4,680,339	$ 5,163,795	$ 4,473,705	$ 3,662,061	$ 5,203,287	$ 7,997,798	$ 5,396,754
	Revenue	$ 1,106,439	$ 2,505,786	$ 914,004	$ 1,929,851	$ 1,053,587	$ 1,945,144	$ 1,180,229
	GF Contribution	$ 3,573,900	$ 2,658,009	$ 3,559,701	$ 1,732,210	$ 4,149,700	$ 6,052,654	$ 4,216,525
Emergency Communications								
1520	Expenditures	$ 12,824,361	$ 15,226,574	$ 12,498,468	$ 13,391,864	$ 12,505,357	$ 13,973,803	$ 14,150,056
	Revenue	$ 17,123,794	$ 11,574,868	$ 12,131,358	$ 11,993,511	$ 13,965,878	$ 14,461,383	$ 14,489,556
	GF Contribution/Fund Balance	$ (4,299,433)	$ 3,651,706	$ 367,110	$ 1,398,353	$ (1,460,521)	$ (487,580)	$ (339,500)
Information Technology								
1930	Expenditures	$ 64,436	$ 734,610	$ 14,301,817	$ 14,259,950	$ 4,827,175	$ (1,230,974)	$ (6,145,859)
	Revenue	$ 756,108	$ 1,127,690	$ 1,259,139	$ 1,554,389	$ 1,310,338	$ 750,000	$ 550,000
	GF Contribution	$ (691,672)	$ (393,080)	$ 13,042,678	$ 12,705,561	$ 3,516,837	$ (1,980,974)	$ (6,695,859)
District Attorney								
2240	Expenditures	$ 23,844,084	$ 24,783,159	$ 25,038,490	$ 26,322,084	$ 28,315,528	$ 35,340,846	$ 37,167,430
	Revenue	$ 12,042,643	$ 12,913,326	$ 16,351,414	$ 13,170,749	$ 14,414,844	$ 15,383,812	$ 16,640,018
	GF Contribution/Fund Balance	$ 11,801,441	$ 11,869,833	$ 8,687,076	$ 13,151,335	$ 13,900,684	$ 19,957,034	$ 20,527,412
Child Support Services								
2250	Expenditures	$ 10,824,994	$ 10,733,175	$ 10,429,115	$ 10,590,050	$ 10,482,528	$ 11,120,746	$ 11,414,946
	Revenue	$ 10,879,019	$ 10,759,248	$ 10,641,081	$ 10,169,044	$ 10,178,573	$ 10,920,522	$ 11,056,118
	GF Contribution	$ (54,025)	$ (26,073)	$ (211,966)	$ 421,006	$ 303,955	$ 200,224	$ 358,828
Public Defender								
2270	Expenditures	$ 11,359,375	$ 11,775,230	$ 12,926,204	$ 12,135,080	$ 14,977,196	$ 16,383,773	$ 16,802,801
	Revenue	$ 654,766	$ 863,693	$ 1,121,086	$ 1,883,390	$ 1,289,427	$ 1,673,354	$ 2,072,271
	GF Contribution/Fund Balance	$ 10,704,609	$ 10,911,537	$ 11,805,118	$ 10,251,690	$ 13,687,769	$ 14,710,419	$ 14,730,530
Sheriff-Coroner								
2300	Expenditures	$ 95,201,493	$ 103,201,919	$ 109,831,647	$ 111,811,340	$ 119,965,917	$ 131,025,768	$ 134,723,032
	Revenue	$ 42,535,617	$ 39,877,323	$ 42,847,951	$ 42,829,522	$ 44,748,600	$ 48,914,862	$ 50,849,781
	GF Contribution/Fund Balance	$ 52,665,876	$ 63,324,596	$ 66,983,696	$ 68,981,818	$ 75,217,317	$ 82,110,906	$ 83,873,251
Probation								
2550	Expenditures	$ 55,604,295	$ 56,579,717	$ 62,193,935	$ 66,242,489	$ 72,883,428	$ 79,458,738	$ 81,791,165
	Revenue	$ 39,759,384	$ 39,699,096	$ 41,361,485	$ 44,695,603	$ 47,310,369	$ 51,614,694	$ 54,079,114
	GF Contribution/Fund Balance	$ 15,844,911	$ 16,880,621	$ 20,832,450	$ 21,546,886	$ 25,573,059	$ 27,844,044	$ 27,712,051
Agricultural Commissioner								
2810	Expenditures	$ 10,579,426	$ 11,276,398	$ 10,380,040	$ 11,191,545	$ 11,807,673	$ 11,877,524	$ 12,306,371
	Revenue	$ 6,893,547	$ 7,528,033	$ 6,907,235	$ 7,403,708	$ 7,728,947	$ 7,871,848	$ 7,711,957
	GF Contribution	$ 3,685,879	$ 3,748,365	$ 3,472,805	$ 3,787,837	$ 4,078,726	$ 4,005,676	$ 4,594,414
Resource Management Agency								
3000	Expenditures	$ 71,085,415	$ 82,955,686	$ 145,285,045	$ 129,022,787	$ 113,464,494	$ 117,481,983	$ -
	Revenue	$ 103,011,128	$ 52,464,493	$ 99,120,117	$ 119,068,982	$ 148,745,009	$ 84,022,284	$ -
	GF Contribution/Fund Balance	$ (31,925,713)	$ 30,491,193	$ 46,164,928	$ 9,953,805	$ (35,280,515)	$ 33,459,699	$ -
Housing & Community Development								
3100	Expenditures	$ -	$ -	$ -	$ -	$ -	$ -	$ 22,218,038
	Revenue	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,106,044
	GF Contribution/Fund Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,111,994
Public Works, Facilities, & Parks								
3200	Expenditures	$ -	$ -	$ -	$ -	$ -	$ -	$ 115,062,210
	Revenue	$ -	$ -	$ -	$ -	$ -	$ -	$ 99,822,598
	GF Contribution/Fund Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ 15,239,612
Health								
4000	Expenditures	$ 196,689,205	$ 215,715,616	$ 226,943,008	$ 250,118,036	$ 259,802,463	$ 290,308,205	$ 328,797,078
	Revenue	$ 188,458,034	$ 238,744,032	$ 251,039,616	$ 241,460,912	$ 246,239,510	$ 267,829,561	$ 303,393,535
	GF Contribution/Fund Balance	$ 8,231,171	$ (23,028,416)	$ (24,096,608)	$ 8,657,124	$ 13,562,953	$ 22,478,644	$ 25,403,543
Social Services								
5010	Expenditures	$ 225,943,538	$ 249,145,517	$ 256,966,277	$ 260,516,702	$ 262,561,621	$ 270,990,769	$ 309,628,331
	Revenue	$ 226,437,523	$ 241,602,438	$ 246,843,815	$ 245,491,881	$ 248,404,753	$ 250,089,756	$ 288,868,260
	GF Contribution/Fund Balance	$ (493,985)	$ 7,543,079	$ 10,122,462	$ 15,024,821	$ 14,156,868	$ 20,901,013	$ 20,760,071
Library								
6110	Expenditures	$ 9,179,278	$ 9,450,293	$ 8,407,297	$ 9,159,522	$ 9,396,171	$ 10,366,514	$ 11,173,474
	Revenue	$ 8,474,577	$ 9,228,450	$ 9,269,292	$ 10,021,707	$ 11,002,106	$ 11,138,217	$ 11,141,524
	Fund Balance	$ 704,701	$ 221,843	$ (861,995)	$ (862,185)	$ (1,605,935)	$ (771,703)	$ 31,950
Cooperative Extension Service								
6210	Expenditures	$ 514,574	$ 437,439	$ 388,261	$ 317,288	$ 421,662	$ 476,827	$ 509,538
	Revenue	$ 114,352	$ 25,073	$ 5,249	$ 16,471	$ 9,078	$ 27,301	$ 27,292
	GF Contribution	$ 400,222	$ 412,366	$ 383,012	$ 300,817	$ 412,584	$ 449,526	$ 482,246
Natividad Medical Center								
9600	Expenditures	$ 273,387,094	$ 345,559,834	$ 406,003,584	$ 419,041,137	$ 574,278,014	$ 351,752,637	$ 369,889,694
	Revenue	$ 286,241,021	$ 428,383,838	$ 509,836,533	$ 589,880,809	$ 597,516,658	$ 369,485,656	$ 374,677,253
	Net Position	$ (12,853,927)	$ (82,824,004)	$ (103,832,949)	$ (170,839,672)	$ (23,238,644)	$ (17,733,019)	$ (4,787,559)
Countywide								
Totals	Expenditures	$ 1,158,540,670	$ 1,312,763,669	$ 1,590,428,173	$ 1,509,024,012	$ 1,712,254,532	$ 1,570,959,410	$ 1,520,844,543
	Revenue	$ 1,239,317,532	$ 1,406,086,675	$ 1,719,269,908	$ 1,719,604,539	$ 1,804,758,665	$ 1,552,452,101	$ 1,548,275,430
	GF Contribution/Fund Balance	$ (80,776,862)	$ (93,323,006)	$ (128,841,735)	$ (210,580,527)	$ (92,504,133)	$ 18,507,309	$ (27,430,887)

Effective FY 2016-17, Resource Management Agency (RMA) reorganized its reporting structure. Expenditures & Revenues are now reported at the division level.
Effective FY 2019-20, Economic Development was reorganized and now falls under the County Administrative Office (CAO) and RMA.
Effective FY 2021-22, the Resource Management Agency (RMA) was dissolved and the Public, Works, Facilities & Parks Department and the Housing & Community Development Department were formed.

Monterey County Strategic Initiatives

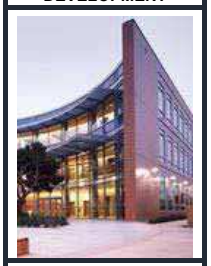
Overview

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

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

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

ECONOMIC DEVELOPMENT


ADMINISTRATION

HEALTH AND HUMAN SERVICES

INFRASTRUCTURE

PUBLIC SAFETY

Strategic Initiatives

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

ECONOMIC DEVELOPMENT

ADMINISTRATION

HEALTH AND HUMAN SERVICES

INFRASTRUCTURE

PUBLIC SAFETY

Key Objectives for Strategic Initiatives

Economic Development

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

Administration

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

Health and Human Services

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

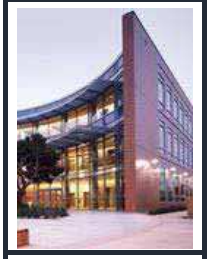
Infrastructure

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

Public Safety

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

ECONOMIC DEVELOPMENT



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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 helps maintain 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 community service level 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 are 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. Maintain and improve infrastructure and capital assets;
d. Sustain adequate 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. Encourage 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 County's financial position and integrity, and provides independent analysis on policy issues. The County Administrative Officer is the fund manager for the General Fund and all other funds. On behalf of the Board, the County Administrative Officer makes independent recommendations regarding all additional funds under their jurisdiction.

3.2 Principal Functions of the County Administrative Office

Principal functions of the County Administrative Office 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

The Budget Committee's principal functions include receiving staff updates on financial issues affecting the County and providing oversight and direction to staff in developing and modifying the budget.

3.5 Principal Functions of the Capital Improvement Committee

The Capital Improvement Committee's principal functions 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 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 and specified capital projects.

Proprietary Funds

a. Enterprise funds are financed and operated like private business enterprises whose services 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; 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; 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 the 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 the 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. Not using 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

The annual budget will provide adequate funding for all retirement systems. The County contracts with the California Public Employees' Retirement System (CalPERS) to provide 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). To provide long-term funding for this benefit, the Board authorized joining CalPERS' California Employers' Retiree Benefit Trust (CERBT) and the pre-funding of the County's OPEB liabilities.

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 (4/5ths vote).

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.

Post budget adoption, a department 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 any appropriation limit. 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 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 (COWCAP), 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 State Controller's Office requirements.

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 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 if additional resources are not provided. Departments may submit "augmentation requests" for additional resources to mitigate potential impacts, increase staffing/services, or 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:

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

The above criteria comprise common points for evaluating resource requests and are 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 implements 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 for 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, elected officials will determine the services 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 the Board) 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 defines 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 Amendments to the Adopted Budget

Amendments approved by the Board by a 4/5ths vote can only modify the Adopted Budget. Amendments to the Adopted Budget will be made in compliance with Board policies.

5.16 Budgetary Basis

The County uses the 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 Three-Year Forecast

Through the Three-Year Forecast, the County utilizes a strategic budgeting and forecasting model that allows policies to be developed, initiated, and where need be, modified in a budgetary context spanning three years. The Three-Year Forecast demonstrates the County's ability to accomplish long-term goals by determining the potential budgetary impacts of current budget decisions. 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 Three-Year Forecast identifies fund balances, revenue patterns, expenditure trends, and cash requirements. It is not a future budget nor recommends services or programs. The Forecast is a guide to assist in making recommendations and building future budgets. The Forecast is designed to facilitate decision-making based on two fundamental questions: "What is the County's financial future without change?" and "What path does the County wish to take for the future?"

The annual Three-Year 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 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

A diversified and stable revenue system will be maintained to shelter community services from short and long-term fluctuations to the extent possible.

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 Recommended 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 that interfund loans are required, or the use of non-appropriated funds is 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 Board's discretion. Fees will generally be set at a level sufficient to cover both direct and indirect costs of the services provided. The service may be subsidized by the County as deemed necessary by the Board. Factors for subsidy consideration include 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 during the baseline 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 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)

Under 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 help fund fire districts and 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 determining 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. The current agreement with user agencies fixed their funding at five percent (5%) of the County's total Proposition 172 revenues for the most recently audited fiscal year (e.g., the FY 2021-22 allocation will be five percent (5%) of FY 2019-20 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 revenue of the most recently audited fiscal year. The various fire agencies allocate the Proposition 172 revenue 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:

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

County Agency Distribution

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

Proposition 172 Distribution Formula

Agency	Prop. 172 Distribution
Local Fire Agencies	9.13%
Emergency Communications	10.0%
Other Public Safety County Depts	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 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 determining when a reduction to outside agencies would be appropriate and obtain authorization from the Board to begin those discussions.

Contributions to the Road Fund

In FY 2013-14, the TOT contribution percentage for the Road Fund was established by the Board at twenty percent (20%) of total TOT revenue. Per annum, the contribution shall increase by one percent (1%) until it reaches a twenty-five percent cap (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 shall develop performance measurements that address best practices, desired outcomes, strategic 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 fiscal year's close will be paid from the current year's 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. It is the difference between total assets and total liabilities in each fund. The Board recognizes that the maintenance of fund balance is essential to preserving the County's 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 non-recurring 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 can exercise flexible financial planning in developing future capital projects and deal with unforeseen emergencies or changes in fiscal conditions. Each fund shall maintain a level of reserves, providing a positive fund balance throughout the fiscal year. The County has chosen to utilize a strategic reserve policy to provide adequate fund balance throughout the year. All other major County funds shall develop a reserve policy and fund a reserve in conformance with their industry's best practices. 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 of 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 County's goal 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 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. The County shall also 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 project 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 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 and set a reasonable interest rate 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).

10. ENTERPRISE FUNDS

The County will establish enterprise funds for County services when:

a. The fund's operations are 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 is the chief advisor to the Board in the creation of an enterprise fund. The County currently has three enterprise funds: 1) Natividad (fund 451), 2) Lake Resort (fund 452); 3) Laguna Seca Recreational Area (fund 453).

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 includes 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 Interest from Funds

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

10.6 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, if any.

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 provide for "recoverable" and "non-recoverable" losses. Both ISFs are currently funded at a 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 asset's life. The fund serves to establish a capital funding process, generating funds over an asset's life, thereby minimizing fiscal impacts to operations.

11.2 Resource Planning Sub-Funds

The Resource Planning Fund's respective sub-funds are the: 1) VAMP-Vehicle Asset Management Program; 2) ERP-Enterprise Resource Planning for Upgrades/Replacement; 3) BIR-Building Improvement and Replacement; and 4) EIR-Equipment Improvement Replacement.

11.3 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.

11.4 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.

11.5 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 Public Works, Facilities, and Parks Department 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 for strategic planning to prioritize countywide capital projects. The CIP includes capital projects that have been implemented, are in the stages of implementation, and 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 Recommended 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, the initial approved and modified budgets, 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

Due to its length and complexity, the Debt Management Policy is reviewed by the Board separately from these policies. The Debt Management Policies are published online: www.co.monterey.ca.us/government/departments-a-h/administrative-office/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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Schedule 1

Schedule 1
County of Monterey
All Funds Summary
Fiscal Year 2021-22

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	282,030	16,464,272	744,510,501	761,256,803	753,822,283	-	753,822,283	7,434,520
Special Revenue Funds	138,406,377	-	403,404,688	541,811,064	404,437,916	-	414,048,046	127,763,018
Capital Project Funds	76,257,835	-	17,250,867	93,508,702	37,973,170	-	37,973,170	55,535,532
Total Governmental Funds	**$ 214,946,242**	**$ 16,464,272**	**$ 1,165,166,056**	**$ 1,396,576,569**	**$ 1,196,233,369**	**$ -**	**$ 1,205,843,499**	**$ 190,733,070**
Other Funds								
Internal Service Fund	52,659,380	-	66,566,160	119,225,540	50,111,771	-	50,111,771	69,113,769
Enterprise	152,241,631	-	391,114,812	543,356,443	363,983,409	-	363,983,409	179,373,034
Special District & Other Agencies								
CSA	9,997,224	-	3,460,839	13,458,063	4,232,341	-	4,232,341	9,225,722
CSD	738,857	-	1,245,512	1,984,369	1,228,607	-	1,228,607	755,762
Successor	4,433,646	-	2,724,738	7,158,384	3,723,425	-	3,723,425	3,434,959
Debt Service Funds	15,212	-	16,001,900	16,017,112	16,001,900	-	16,001,900	15,212
Total Other Funds	**$ 220,085,949**	**$ -**	**$ 481,113,961**	**$ 701,199,910**	**$ 439,281,453**	**$ -**	**$ 439,281,453**	**$ 261,918,458**
Total All Funds	**$ 435,032,191**	**$ 16,464,272**	**$ 1,646,280,017**	**$ 2,097,776,480**	**$ 1,635,514,822**	**$ -**	**$ 1,645,124,952**	**$ 452,651,528**

Schedule 2
County of Monterey
Governmental Funds Summary
Fiscal Year 2021-22

Fund Code	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
001	**General Fund**	282,030	16,464,272	744,510,501	761,256,803	753,822,283	-	753,822,283	7,434,520
	Total General Fund	**282,030**	**16,464,272**	**744,510,501**	**761,256,803**	**753,822,283**	**-**	**753,822,283**	**7,434,520**
Special Revenue Funds:									
002	Road Fund	16,580,459	-	67,940,098	84,520,557	65,909,719	-	65,909,719	18,610,838
003	Library Fund	3,480,485	-	11,173,474	14,653,959	11,141,524	-	11,141,524	3,512,435
005	In-Home Support Services	5,250	-	969,740	974,990	969,740	-	969,740	5,250
006	Fish & Game Propagation Fund	53,823	-	47,517	101,340	42,192	-	42,192	59,148
007	Office Of Employment Training	-	-	-	-	-	-	-	-
008	Community Action Partnership	303,855	-	984,480	1,288,335	984,480	-	984,480	303,855
009	Inclusionary Housing	514,504	-	24,000	538,504	496,036	-	496,036	42,468
011	Economic Development Program	1,000,100	-	150,400	1,150,500	1,150,500	-	1,150,500	-
013	Community Development Fund	2,550,884	-	1,641,288	4,192,172	3,038,343	-	3,038,343	1,153,829
016	Emergency Medical Service Fund	1,371,272	-	670,000	2,041,272	640,000	-	640,000	1,401,272
021	Workforce Development Board	-	-	9,610,130	9,610,130	-	-	9,610,130	-
022	Local Revenue Fund 2011	30,485,961	-	69,064,327	99,550,288	72,161,188	-	72,161,188	27,389,100
023	Behavioral Health	40,472,870	-	155,593,740	196,066,610	162,718,740	-	162,718,740	33,347,870
024	Homeland Security	474,464	-	1,667,194	2,141,658	1,675,361	-	1,675,361	466,297
025	H&W Realignment	24,697,984	-	67,488,576	92,186,559	68,511,154	-	68,511,154	23,675,405
026	NGEN Operations & Maintenance	440,747	-	1,606,001	2,046,748	1,606,001	-	1,606,001	440,747
027	County Clerk Recorder	825,112	-	765,182	1,590,294	350,000	-	350,000	1,240,294
028	Emergency Communications	1,372,217	-	12,883,555	14,255,772	12,544,055	-	12,544,055	1,711,717
029	Habitat Management Program	13,776,391	-	1,124,986	14,901,377	498,883	-	498,883	14,402,494
	Total Special Revenue Funds	**$ 124,629,986**	**$ -**	**$ 402,279,702**	**$ 526,909,687**	**$ 403,939,033**	**$ -**	**$ 413,549,163**	**$ 113,360,524**
Capital Projects Funds:									
402	Capital Projects Fund	3,890,031	-	4,741,037	8,631,068	4,856,144	-	4,856,144	3,774,924
404	Facility Master Plan Implement	71,373,814	-	12,496,691	83,870,505	33,117,026	-	33,117,026	50,753,479
405	NGEN Radio Project	993,990	-	13,139	1,007,129	-	-	-	1,007,129
	Total Capital Projects Funds	**$ 76,257,835**	**$ -**	**$ 17,250,867**	**$ 93,508,702**	**$ 37,973,170**	**$ -**	**$ 37,973,170**	**$ 55,535,532**
	Total Governmental Funds	**$ 201,169,851**	**$ -**	**$1,164,041,070**	**$ 1,381,675,192**	**$ 1,195,734,486**	**$ -**	**$ 1,205,344,616**	**$ 176,330,576**

Schedule 3
County of Monterey
Fund Balance - Governmental Funds
Fiscal Year 2021-22

Fund Name	Total Fund Balance June 30, 2021	Less: Obligated Fund Balances			Fund Balance Available June 30, 2022
		Encumbrances	Nonspendable, Restricted, and Committed	Assigned	
1	2	3	4	5	6
General Fund					
001- General Fund	140,696,835	-	-	-	140,696,835
Total General Fund	**140,696,835**	**-**	**-**	**-**	**140,696,835**
Special Revenue Funds:					
002- Road Fund	121,187	-	-	-	121,187
003- County Library Fund	-	-	-	-	-
005 - In-Home Support Services	-	-	-	-	-
006 - Fish and Game Propagation	-	-	-	-	-
007 - Office of Employment Training	-	-	-	-	-
008 - Community Action Partnership	-	-	-	-	-
009 - Inclusionary Housing	-	-	-	-	-
011 - Economic Development Program	-	-	-	-	-
013 - Community Development	-	-	-	-	-
016 - Emergency Medical Service	-	-	-	-	-
021 - Workforce Development Board	-	-	-	-	-
022 - Local Revenue Fund 2011	-	-	-	-	-
023 - Behavioral Health	-	-	-	-	-
024 - Homeland Security	-	-	-	-	-
025 - H&W Realignment	-	-	-	-	-
026 - NGEN Operatins & Maintenance	-	-	-	-	-
027 - County Clerk Recorder	-	-	-	-	-
028 - Emergency Communications	-	-	-	-	-
029 - Habitat Management Program	-	-	-	-	-
Total Special Revenue Funds	**121,187**	**-**	**-**	**-**	**121,187**
Capital Project Funds:					
402 - Capital Projects	-	-	-	-	-
404 - Facility Master Plan Implementation	-	-	-	-	-
405 - NGEN Radio Project	-	-	-	-	-
Total Capital Projects Funds	**-**	**-**	**-**	**-**	**-**
Total Governmental Funds	**140,818,022**	**-**	**-**	**-**	**140,818,022**

Schedule 4
County of Monterey
Obligated Fund Balances - By Government Funds
Fiscal Year 2021-22

Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2021	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 Inventorie	423,569	-	-	-	-	423,569
001 - 3028 - Prepaid Nonspendabl	150,000	-	-	-	-	150,000
Restricted:						
001 - 3041 - Public Protectior	6,166,589	-	-	-	-	6,166,589
001 - 3042 - General	5,554,501	-	-	-	-	5,554,501
001 - 3043 - Health and Sanitatio	12,376,989	3,456,089	-	-	-	8,920,900
001 - 3045 - Recreation and Culture	153,733	-	-	-	-	153,733
001 - 3046 - Public Assistance	1,232,531	583,209	-	-	-	649,322
Committed:						
001 - 3111 - Strategic Reserve	65,979,016	-	-	-	-	65,979,016
Assigned:						
001 - 3012 - Assigned for Encumbrances	171,305	-	-	-	-	171,305
001 - 3065 - General Capita	7,092,599	-	-	-	-	7,092,599
001 - 3113 - General Fund Contingenc	6,478,013	-	-	-	-	6,478,013
001 - 3115 - Compensated Absences	8,038,138	8,038,138	-	-	-	-
001 - 3120 - Health Clinics	1,520,000	-	-	-	-	1,520,000
001 - 3121 - Social Services	9,743	-	-	-	-	9,743
001 - 3123 - Capital Projec	4,070,894	-	-	-	-	4,070,894
001 - 3124 - IT Charges Mitigatior	3,325,774	1,627,635	-	-	-	1,698,139
001 - 3125 - Productivity Investment Prograr	169,351	-	-	-	-	169,351
001 - 3128 - Revenue Stabilizatio	2,376,910	-	-	-	-	2,376,910
001 - 3132 - Cannabis	15,125,150	2,759,201	-	-	-	12,365,949
Unassigned:						
001 - 3101 - Unassigned Fund Balance	282,030	-	-	-	-	282,030
Total General Fund	**140,696,835**	**16,464,272**	**-**	**-**	**-**	**124,232,563**
Special Revenue Funds						
002 - Road Fund	121,187	-	-	-	-	121,187
003 - County Library Func	-	-	-	-	-	-
005 - In-Home Support Services	-	-	-	-	-	-
006 - Fish and Game Propagation Fun	-	-	-	-	-	-
007 - Office of Employment Training	-	-	-	-	-	-
008 - Community Action Partnership	-	-	-	-	-	-
009 - Inclusionary Housing	-	-	-	-	-	-
011 - Economic Development Prograr	-	-	-	-	-	-
013 - Community Development Fun	-	-	-	-	-	-
016 - Emergency Medical Service Fun	-	-	-	-	-	-
021 - Workforce Development Boar	-	-	-	-	-	-
022 - Local Revenue Fund 201	-	-	-	-	-	-
023 - Behavioral Health	-	-	-	-	-	-
024 - Homeland Security	-	-	-	-	-	-
025 - H&W Realignment	-	-	-	-	-	-
026 - NGEN Operations & Maintenance	-	-	-	-	-	-
027 - County Clerk Recorde	-	-	-	-	-	-
028 - Emergency Communications	-	-	-	-	-	-
029 - Habitat Management Prograr	-	-	-	-	-	-
Total Special Revenue Funds	**121,187**	**-**	**-**	**-**	**-**	**121,187**
Capital Projects Funds						
402 - Capital Projects	-	-	-	-	-	-
404 - Facility Master Plan Implementatio	-	-	-	-	-	-
405 - NGEN Radio Projec	-	-	-	-	-	-
Total Capital Projects Funds	**-**	**-**	**-**	**-**	**-**	-
Total Governmental Funds	**140,818,022**	**16,464,272**	**-**	**-**	**-**	**124,353,750**

Schedule 5
County of Monterey
Summary of Additional Financing Sources by Source and Fund
Governmental Funds
Fiscal Year 2021-22

Source Classification	Actual 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Requested Budget 2021-22	Recommended Budget 2021-22	Recommended Change From Adopted
Summarization by Source						
Current Secured Property Tax	107,729,017	110,615,758	112,629,552	117,520,083	117,520,083	6,904,325
Current Unsecured Property Tax	4,877,364	4,410,533	4,847,898	4,914,530	4,914,530	503,997
Taxes Other than Current Property	131,945,058	126,866,589	119,500,612	130,631,088	130,631,088	3,764,499
Total Taxes:	**$244,551,439**	**$241,892,880**	**$236,978,062**	**$253,065,701**	**$253,065,701**	**$11,172,821**
Licenses, Permits, and Franchises	23,051,640	25,659,270	21,432,304	22,280,810	22,280,810	(3,378,460)
Fines, Forfeitures, and Penalties	10,758,754	10,671,683	8,761,285	10,572,227	10,572,227	(99,456)
Revenue from Use of Money & Property	23,648,595	6,035,252	5,373,437	4,427,015	4,427,015	(1,608,237)
Intergovernmental Revenues	522,897,501	522,541,431	537,084,727	598,358,579	598,358,579	75,817,148
Charges for Services	76,121,973	85,279,557	77,159,943	90,460,215	89,187,741	3,908,184
Miscellaneous Revenues	8,640,493	12,459,172	11,720,913	11,782,721	11,782,721	(676,451)
Other Financing Sources	180,161,717	188,124,364	154,860,969	191,459,824	189,209,824	1,085,460
Grand Total	**$1,089,832,111**	**$1,092,663,609**	**$1,053,371,640**	**$1,182,407,092**	**$1,178,884,618**	**86,221,009**

Schedule 6
County of Monterey
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2021-22

Source Classification	Actual 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Requested Budget 2021-22	Recommended Budget 2021-22	Recommended Change From Adopted
001 - General						
Taxes						
4010 - Property Tax - Current Secured	99,675,023	102,236,605	104,160,399	108,733,337	108,733,337	6,496,732
4015 - Property Tax - Current Unsecured	4,560,346	4,122,196	4,560,346	4,616,195	4,616,195	493,999
4020 - Property Tax In-Lieu of VLF	55,085,510	60,624,446	57,564,358	59,579,110	59,579,110	(1,045,336)
4025 - Property Tax - Prior Secured	910,196	960,065	960,065	910,196	910,196	(49,869)
4030 - Property Tax - Prior Unsecured	31,885	19,413	19,413	23,936	23,936	4,523
4035 - Property Tax - Current Supplemental	1,994,529	2,042,355	2,042,355	1,994,529	1,994,529	(47,826)
4040 - Property Tax - Prior Supplemental	161,966	84,916	84,916	114,450	114,450	29,534
4050 - Sales and Use Taxes	11,423,123	12,062,884	10,830,998	11,264,238	11,264,238	(798,646)
4090 - Other Property Taxes	11,400,251	7,770,667	9,453,197	9,453,197	9,453,197	1,682,530
4100 - Transient Occupancy Tax	21,774,056	16,390,728	12,266,302	17,700,009	17,700,009	1,309,281
4110 - Real Property Transfer Tax	3,118,057	3,371,352	3,118,057	3,118,057	3,118,057	(253,295)
4120 - Other Taxes	100	-	-	-	-	-
4130 - Cannabis Tax	17,537,264	15,369,466	15,369,466	18,065,492	18,065,492	2,696,026
Total Taxes	**$ 227,672,305**	**$ 225,055,093**	**$ 220,429,872**	**$ 235,572,746**	**$ 235,572,746**	**$ 10,517,653**
Licenses, Permits, and Franchises						
4200 - Animal Licenses	112,999	152,000	136,000	152,000	152,000	-
4220 - Business Licenses	4,876,012	5,639,337	5,031,841	5,137,847	5,137,847	(501,490)
4230 - Construction Permits	7,233,920	8,256,817	6,888,575	7,664,844	7,664,844	(591,973)
4250 - Road Privileges and Permits	77,137	128,554	12,165	125,357	125,357	(3,197)
4260 - Zoning Permits	1,664,073	1,682,840	1,820,802	1,688,819	1,688,819	5,979
4270 - Franchises	7,308,255	6,111,122	6,115,348	6,111,122	6,111,122	-
4275 - PEG Fees Received	443,327	-	-	-	-	-
4300 - Other Licenses and Permits	712,897	844,807	854,192	893,307	893,307	48,500
Total Licenses, Permits, and Franchises	**$ 22,428,620**	**$ 22,815,477**	**$ 20,858,923**	**$ 21,773,296**	**$ 21,773,296**	**$ (1,042,181)**
Fines, Forfeitures, and Penalties						
4400 - Vehicle Code Fines	720,761	728,207	834,250	825,682	825,682	97,475
4450 - Other Court Fines	575,689	569,391	512,267	453,475	453,475	(115,916)
4500 - Forfeitures and Penalties	5,629,079	6,020,220	4,635,443	6,036,288	6,036,288	16,068
4550 - Penalties and Costs on Delinquent Taxes	3,097,621	2,495,985	2,495,985	2,492,298	2,492,298	(3,687)
Total Fines, Forfeitures, and Penalties	**$ 10,023,150**	**$ 9,813,803**	**$ 8,477,945**	**$ 9,807,743**	**$ 9,807,743**	**$ (6,060)**
Revenue from Use of Money & Property						
4600 - Investment Income	5,737,495	3,481,651	3,485,086	2,346,618	2,346,618	(1,135,033)
4675 - Rents and Concessions	16,228,124	1,085,414	549,652	667,210	667,210	(418,204)
Total Revenue from Use of Money & Property	**$ 21,965,619**	**$ 4,567,065**	**$ 4,034,738**	**$ 3,013,828**	**$ 3,013,828**	**$ (1,553,237)**
Intergovernmental Revenues						
4820 - Vehicle License Fee	294,366	178,524	178,524	222,154	222,154	43,630
4900 - State Aid - Public Assistance Administration	41,212,965	36,360,955	32,650,932	20,508,447	20,508,447	(15,852,508)
4910 - State Aid - Public Assistance Programs	3,702,345	5,402,435	4,834,539	5,494,948	5,494,948	92,513
4975 - State Aid - Health Programs	4,965,022	3,870,564	3,393,237	13,148,797	13,148,797	9,278,233
4985 - Tobacco Program (Prop 99)	522,349	325,419	276,606	361,370	361,370	35,951
5000 - State Aid - Agriculture	6,077,354	6,297,050	6,297,158	6,297,149	6,297,149	99
5020 - State Disaster Relief	-	-	99,000	-	-	-
5025 - State Veterans' Affairs	142,809	160,918	156,148	156,148	156,148	(4,770)
5030 - Homeowners Property Tax Relief	441,980	445,508	445,508	441,980	441,980	(3,528)
5035 - Public Safety - Sales Tax	32,113,461	33,030,515	32,132,067	32,623,065	32,623,065	(407,450)
5050 - Other State Aid	12,302,795	11,464,120	15,963,497	14,686,337	14,686,337	3,222,217
5075 - SB 90 Reimbursements	(168,657)	-	-	-	-	-
5095 - Peace Officer Training (Post)	54,054	109,000	88,071	90,000	90,000	(19,000)
5100 - Federal - In-Lieu Taxes	1,001,955	918,785	918,785	1,001,955	1,001,955	83,170
5200 - Federal Aid - Public Assistance Administration	50,586,585	65,907,483	59,863,373	89,727,261	89,727,261	23,819,778
5225 - Federal Aid - Public Assistance Programs	22,114,843	24,840,929	23,532,449	24,230,067	24,230,067	(610,862)
5240 - Federal Aid - Health Administration	1,677,032	966,897	2,151,615	1,183,435	1,183,435	216,538
5290 - Federal Aid Other	21,011,891	19,559,213	46,985,987	61,396,784	61,396,784	41,837,571
5350 - Aid - Other Governmental Agencies	1,326,415	1,012,745	1,128,096	1,128,096	1,128,096	115,351
5355 - Aid from City/County	164,000	164,000	164,000	164,000	164,000	-
Total Intergovernmental Revenues	**$ 199,543,564**	**$ 211,015,060**	**$ 231,259,592**	**$ 272,861,993**	**$ 272,861,993**	**$ 61,846,933**
Charges for Services						
5400 - Assessment and Tax Collection Fees	3,317,680	3,654,857	3,511,918	3,620,133	3,620,133	(34,724)
5430 - Auditing and Accounting Fees	1,305,316	1,379,818	1,352,944	1,473,292	1,473,292	93,474
5445 - Communication Services	261,386	146,988	146,988	100,000	100,000	(46,988)
5460 - Election Services	368,479	1,100,000	900,000	900,000	900,000	(200,000)
5475 - Legal Services	525,137	452,000	431,129	431,400	431,400	(20,600)
5505 - Planning and Engineering Services	1,242,291	1,458,813	1,060,499	1,138,745	1,138,745	(320,068)
5520 - Agricultural Services	1,133,946	1,103,891	1,103,891	945,000	945,000	(158,891)
5535 - Civil Process Services	3,106,867	4,501,870	3,548,611	4,357,957	4,357,957	(143,913)

Source Classification	Actual 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Requested Budget 2021-22	Recommended Budget 2021-22	Recommended Change From Adopted
5540 - Court Fees & Costs	1,296	450	-	-	-	(450)
5550 - Estate Fees	34,113	77,000	62,000	53,900	53,900	(23,100)
5560 - Humane Services	6,200	6,000	5,500	6,000	6,000	-
5570 - Law Enforcement Services	3,940,239	4,199,681	2,482,261	4,911,436	4,911,436	711,755
5580 - Recording Fees	2,560,629	2,761,669	3,077,584	3,129,566	3,129,566	367,897
5600 - Health Fees	40,492,497	45,554,336	42,907,330	49,981,953	49,954,953	4,400,617
5640 - Mental Health Fees	956	5,109	4,566	4,579	4,579	(530)
5660 - Children's Services	1,060	637	1,007	450	450	(187)
5685 - Adoption Fees	65,007	80,050	65,000	70,000	70,000	(10,050)
5690 - Institutional Care and Services	766,269	880,700	525,399	915,700	915,700	35,000
5730 - Park and Recreation Services	773,048	915,544	608,417	1,232,939	627,063	(288,481)
5750 - Other Services	4,573,056	3,770,030	3,326,552	3,835,944	3,835,944	65,914
Total Charges for Services	**$ 64,475,471**	**$ 72,049,443**	**$ 65,121,596**	**$ 77,108,994**	**$ 76,476,118**	**$ 4,426,675**
Miscellaneous Revenues						
5800 - Other Taxable Sales	299,186	2,000	2,000	40,000	40,000	38,000
5850 - Developer Reimbursements	4,140	-	-	-	-	-
5855 - Other Reimbursement	1,931,962	1,477,390	1,685,432	2,869,497	2,869,497	1,392,107
5860 - Tobacco Settlement	4,082,238	4,110,021	4,110,021	4,082,238	4,082,238	(27,783)
5870 - Miscellaneous Revenues	524,248	4,697,648	1,979,418	2,895,976	2,895,976	(1,801,672)
5980 - Contributions	477,767	223,968	257,735	220,000	220,000	(3,968)
Total Miscellaneous Revenues	**$ 7,319,541**	**$ 10,511,027**	**$ 8,034,606**	**$ 10,107,711**	**$ 10,107,711**	**$ (403,316)**
Other Financing Sources						
5900 - Sale of Capital Assets	17,534	-	35,066	35,000	35,000	35,000
5940 - Operating Transfers In	99,823,245	113,963,188	105,255,270	115,009,066	115,009,066	1,045,878
Total Other Financing Sources	**$ 99,840,779**	**$ 113,963,188**	**$ 105,290,336**	**$ 115,044,066**	**$ 115,044,066**	**$ 1,080,878**
Total 001 - General	**$ 653,269,049**	**$ 669,790,156**	**$ 663,507,608**	**$ 745,290,377**	**$ 744,657,501**	**$ 74,867,345**
002 - Road Fund						
Taxes						
4050 - Sales and Use Taxes	7,284,754	7,406,000	7,063,092	7,652,168	7,652,168	246,168
Total Taxes	**$ 7,284,754**	**$ 7,406,000**	**$ 7,063,092**	**$ 7,652,168**	**$ 7,652,168**	**$ 246,168**
Licenses, Permits, and Franchises						
4230 - Construction Permits	-	-	448	672	672	672
4250 - Road Privileges and Permits	623,020	2,843,793	572,933	506,842	506,842	(2,336,951)
Total Licenses, Permits, and Franchises	**$ 623,020**	**$ 2,843,793**	**$ 573,381**	**$ 507,514**	**$ 507,514**	**$ (2,336,279)**
Revenue from Use of Money & Property						
4600 - Investment Income	400,666	202,183	320,888	361,005	361,005	158,822
Total Revenue from Use of Money & Property	**$ 400,666**	**$ 202,183**	**$ 320,888**	**$ 361,005**	**$ 361,005**	**$ 158,822**
Intergovernmental Revenues						
4800 - State Highway Users Tax	17,863,902	19,785,870	18,256,581	20,261,870	20,261,870	476,000
5010 - State Aid - Construction Capital Grants	2,580,312	3,041,951	1,894,808	2,044,240	2,044,240	(997,711)
5011 - State Aid - Construction Operating Grants	725,486	725,486	725,486	725,486	725,486	-
5020 - State Disaster Relief	345,550	-	1,210,977	1,088,171	1,088,171	1,088,171
5050 - Other State Aid	-	-	6,755	-	-	-
5250 - Federal Aid - Construction Capital Grants	1,665,907	18,192,436	7,014,846	26,708,991	26,708,991	8,516,555
5260 - Federal Aid - Disaster Relief	1,265,234	445,313	478,125	1,110,938	1,110,938	665,625
5270 - Federal Aid - Forest Reserve Revenue	-	19,000	19,000	19,000	19,000	-
5290 - Federal Aid Other	-	-	58,537	-	-	-
5350 - Aid - Other Governmental Agencies	323,939	-	-	-	-	-
Total Intergovernmental Revenues	**$ 24,770,331**	**$ 42,210,056**	**$ 29,665,115**	**$ 51,958,696**	**$ 51,958,696**	**$ 9,748,640**
Charges for Services						
5750 - Other Services	1,271,906	1,505,963	722,384	1,634,625	995,027	(510,936)
Total Charges for Services	**$ 1,271,906**	**$ 1,505,963**	**$ 722,384**	**$ 1,634,625**	**$ 995,027**	**$ (510,936)**
Miscellaneous Revenues						
5855 - Other Reimbursement	386,556	1,701,187	3,063,142	1,281,810	1,281,810	(419,377)
5870 - Miscellaneous Revenues	16,546	1,958	3,365	4,200	4,200	2,242
Total Miscellaneous Revenues	**$ 403,102**	**$ 1,703,145**	**$ 3,066,507**	**$ 1,286,010**	**$ 1,286,010**	**$ (417,135)**
Other Financing Sources						
5900 - Sale of Capital Assets	6,300	6,050	19,895	9,100	9,100	3,050
5940 - Operating Transfers In	6,275,833	6,652,210	5,728,860	5,596,766	5,596,766	(1,055,444)
Total Other Financing Sources	**$ 6,282,133**	**$ 6,658,260**	**$ 5,748,755**	**$ 5,605,866**	**$ 5,605,866**	**$ (1,052,394)**
Total 002 - Road Fund	**$ 41,035,911**	**$ 62,529,400**	**$ 47,160,122**	**$ 69,005,884**	**$ 68,366,286**	**$ 5,836,886**
003 - Library Fund						
Taxes						
4010 - Property Tax - Current Secured	8,053,994	8,379,153	8,469,153	8,786,746	8,786,746	407,593
4015 - Property Tax - Current Unsecured	317,017	288,337	287,552	298,335	298,335	9,998
4025 - Property Tax - Prior Secured	72,501	72,553	69,763	72,379	72,379	(174)

Source Classification	Actual 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Requested Budget 2021-22	Recommended Budget 2021-22	Recommended Change From Adopted
4030 - Property Tax - Prior Unsecured	2,535	1,613	1,613	1,673	1,673	60
4035 - Property Tax - Current Supplemental	158,550	128,143	121,994	126,568	126,568	(1,575)
4040 - Property Tax - Prior Supplemental	12,750	10,034	9,552	9,910	9,910	(124)
4090 - Other Property Taxes	977,032	551,954	525,471	545,176	545,176	(6,778)
Total Taxes	**$ 9,594,380**	**$ 9,431,787**	**$ 9,485,098**	**$ 9,840,787**	**$ 9,840,787**	**$ 409,000**
Revenue from Use of Money & Property						
4600 - Investment Income	48,569	7,524	7,524	7,561	7,561	37
Total Revenue from Use of Money & Property	**$ 48,569**	**$ 7,524**	**$ 7,524**	**$ 7,561**	**$ 7,561**	**$ 37**
Intergovernmental Revenues						
5030 - Homeowners Property Tax Relief	35,466	35,491	35,491	35,668	35,668	177
5050 - Other State Aid	356,389	90,483	90,483	340,483	340,483	250,000
5290 - Federal Aid Other	-	-	746,426	-	-	-
Total Intergovernmental Revenues	**$ 391,855**	**$ 125,974**	**$ 872,400**	**$ 376,151**	**$ 376,151**	**$ 250,177**
Charges for Services						
5725 - Library Services	77,729	158,247	106,000	120,000	120,000	(38,247)
Total Charges for Services	**$ 77,729**	**$ 158,247**	**$ 106,000**	**$ 120,000**	**$ 120,000**	**$ (38,247)**
Miscellaneous Revenues						
5980 - Contributions	361,216	235,000	455,000	235,000	235,000	-
Total Miscellaneous Revenues	**$ 361,216**	**$ 235,000**	**$ 455,000**	**$ 235,000**	**$ 235,000**	**$ -**
Other Financing Sources						
5940 - Operating Transfers In	528,357	374,320	212,195	562,025	562,025	187,705
Total Other Financing Sources	**$ 528,357**	**$ 374,320**	**$ 212,195**	**$ 562,025**	**$ 562,025**	**$ 187,705**
Total 003 - Library Fund	**$ 11,002,106**	**$ 10,332,852**	**$ 11,138,217**	**$ 11,141,524**	**$ 11,141,524**	**$ 808,672**
005 - In-Home Support Services						
Revenue from Use of Money & Property						
4600 - Investment Income	(3,977)	-	1,309	-	-	-
Total Revenue from Use of Money & Property	**$ (3,977)**	**$ -**	**$ 1,309**	**$ -**	**$ -**	**$ -**
Intergovernmental Revenues						
4910 - State Aid - Public Assistance Programs	439,647	346,055	346,055	413,007	413,007	66,952
5290 - Federal Aid Other	491,043	422,574	413,097	476,106	476,106	53,532
Total Intergovernmental Revenues	**$ 930,690**	**$ 768,629**	**$ 759,152**	**$ 889,113**	**$ 889,113**	**$ 120,484**
Other Financing Sources						
5940 - Operating Transfers In	71,714	187,604	191,016	80,627	80,627	(106,977)
Total Other Financing Sources	**$ 71,714**	**$ 187,604**	**$ 191,016**	**$ 80,627**	**$ 80,627**	**$ (106,977)**
Total 005 - In-Home Support Services	**$ 998,426**	**$ 956,233**	**$ 951,477**	**$ 969,740**	**$ 969,740**	**$ 13,507**
006 - Fish & Game Propagation Fund						
Fines, Forfeitures, and Penalties						
4450 - Other Court Fines	12,401	12,880	20,536	36,394	36,394	23,514
Total Fines, Forfeitures, and Penalties	**$ 12,401**	**$ 12,880**	**$ 20,536**	**$ 36,394**	**$ 36,394**	**$ 23,514**
Revenue from Use of Money & Property						
4600 - Investment Income	885	685	623	623	623	(62)
Total Revenue from Use of Money & Property	**$ 885**	**$ 685**	**$ 623**	**$ 623**	**$ 623**	**$ (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	**$ 23,786**	**$ 24,065**	**$ 31,659**	**$ 47,517**	**$ 47,517**	**$ 23,452**
008 - Community Action Partnership						
Revenue from Use of Money & Property						
4600 - Investment Income	546	250	500	500	500	250
Total Revenue from Use of Money & Property	**$ 546**	**$ 250**	**$ 500**	**$ 500**	**$ 500**	**$ 250**
Intergovernmental Revenues						
5290 - Federal Aid Other	604,295	588,500	977,330	983,026	983,026	394,526
Total Intergovernmental Revenues	**$ 604,295**	**$ 588,500**	**$ 977,330**	**$ 983,026**	**$ 983,026**	**$ 394,526**
Other Financing Sources						
5940 - Operating Transfers In	733	1,103	1,103	954	954	(149)
Total Other Financing Sources	**$ 733**	**$ 1,103**	**$ 1,103**	**$ 954**	**$ 954**	**$ (149)**
Total 008 - Community Action Partnership	**$ 605,574**	**$ 589,853**	**$ 978,933**	**$ 984,480**	**$ 984,480**	**$ 394,627**

Source Classification	Actual 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Requested Budget 2021-22	Recommended Budget 2021-22	Recommended Change From Adopted
009 - Inclusionary Housing						
Revenue from Use of Money & Property						
4600 - Investment Income	18,265	20,000	12,006	12,000	12,000	(8,000)
4650 - Interest on Notes Receivable	94,095	6,000	6,415	6,000	6,000	-
Total Revenue from Use of Money & Property	**$ 112,360**	**$ 26,000**	**$ 18,421**	**$ 18,000**	**$ 18,000**	**$ (8,000)**
Charges for Services						
5750 - Other Services	115,717	4,000	7,500	6,000	6,000	2,000
Total Charges for Services	**$ 115,717**	**$ 4,000**	**$ 7,500**	**$ 6,000**	**$ 6,000**	**$ 2,000**
Miscellaneous Revenues						
5960 - Loan Repayment	162	-	-	-	-	-
Total Miscellaneous Revenues	**$ 162**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total 009 - Inclusionary Housing	**$ 228,239**	**$ 30,000**	**$ 25,921**	**$ 24,000**	**$ 24,000**	**$ (6,000)**
011 - Revolving Loan Fund						
Revenue from Use of Money & Property						
4600 - Investment Income	354	400	156	400	400	-
4650 - Interest on Notes Receivable	33,995	100,000	25,781	100,000	100,000	-
Total Revenue from Use of Money & Property	**$ 34,349**	**$ 100,400**	**$ 25,937**	**$ 100,400**	**$ 100,400**	**$ -**
Charges for Services						
5750 - Other Services	-	50,000	-	50,000	50,000	-
Total Charges for Services	**$ -**	**$ 50,000**	**$ -**	**$ 50,000**	**$ 50,000**	**$ -**
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	17,216	-	4,164	-	-	-
Total Miscellaneous Revenues	**$ 17,216**	**$ -**	**$ 4,164**	**$ -**	**$ -**	**$ -**
Total 011 - Revolving Loan Fund	**$ 51,565**	**$ 150,400**	**$ 30,101**	**$ 150,400**	**$ 150,400**	**$ -**
013 - Community Development Fund						
Revenue from Use of Money & Property						
4600 - Investment Income	41,927	40,000	38,164	35,000	35,000	(5,000)
4650 - Interest on Notes Receivable	97,223	20,000	66,517	17,000	17,000	(3,000)
Total Revenue from Use of Money & Property	**$ 139,150**	**$ 60,000**	**$ 104,681**	**$ 52,000**	**$ 52,000**	**$ (8,000)**
Intergovernmental Revenues						
5290 - Federal Aid Other	829,735	3,629,508	3,629,508	1,589,288	1,589,288	(2,040,220)
Total Intergovernmental Revenues	**$ 829,735**	**$ 3,629,508**	**$ 3,629,508**	**$ 1,589,288**	**$ 1,589,288**	**$ (2,040,220)**
Charges for Services						
5580 - Recording Fees	42	-	-	-	-	-
5750 - Other Services	500	-	1,691	-	-	-
Total Charges for Services	**$ 542**	**$ -**	**$ 1,691**	**$ -**	**$ -**	**$ -**
Total 013 - Community Development Fund	**$ 969,427**	**$ 3,689,508**	**$ 3,735,880**	**$ 1,641,288**	**$ 1,641,288**	**$ (2,048,220)**
016 - Emergency Medical Service Fund						
Fines, Forfeitures, and Penalties						
4450 - Other Court Fines	636,506	745,000	184,714	650,000	650,000	(95,000)
Total Fines, Forfeitures, and Penalties	**$ 636,506**	**$ 745,000**	**$ 184,714**	**$ 650,000**	**$ 650,000**	**$ (95,000)**
Revenue from Use of Money & Property						
4600 - Investment Income	41,173	10,000	10,000	10,000	10,000	-
Total Revenue from Use of Money & Property	**$ 41,173**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ -**
Miscellaneous Revenues						
5855 - Other Reimbursement	22,309	10,000	10,000	10,000	10,000	-
Total Miscellaneous Revenues	**$ 22,309**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ -**
Total 016 - Emergency Medical Service Fund	**$ 699,988**	**$ 765,000**	**$ 204,714**	**$ 670,000**	**$ 670,000**	**$ (95,000)**
021 - Workforce Development Board						
Revenue from Use of Money & Property						
4600 - Investment Income	2,049	-	-	-	-	-
Total Revenue from Use of Money & Property	**$ 2,049**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Intergovernmental Revenues						
5050 - Other State Aid	340,696	608,842	608,842	1,280,000	1,280,000	671,158
5290 - Federal Aid Other	6,515,367	7,211,031	7,382,836	6,825,880	6,825,880	(385,151)
Total Intergovernmental Revenues	**$ 6,856,063**	**$ 7,819,873**	**$ 7,991,678**	**$ 8,105,880**	**$ 8,105,880**	**$ 286,007**
Miscellaneous Revenues						

Source Classification	Actual 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Requested Budget 2021-22	Recommended Budget 2021-22	Recommended Change From Adopted
5870 - Miscellaneous Revenues	50,357	-	-	-	-	-
Total Miscellaneous Revenues	**$ 50,357**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Other Financing Sources						
5940 - Operating Transfers In	669,329	697,136	697,136	1,504,250	704,250	7,114
Total Miscellaneous Revenues	**$ 669,329**	**$ 697,136**	**$ 697,136**	**$ 1,504,250**	**$ 704,250**	**$ 7,114**
Total 021 - Workforce Development Board	**$ 7,577,799**	**$ 8,517,009**	**$ 8,688,814**	**$ 9,610,130**	**$ 8,810,130**	**$ 293,121**
022 - Local Revenue Fund						
Intergovernmental Revenues						
4920 - Realignment - Social Services	19,587,152	21,254,082	20,605,922	21,207,565	21,207,565	(46,517)
4960 - Realignment - Mental Health	17,139,372	17,000,000	17,000,000	17,660,926	17,660,926	660,926
5035 - Public Safety - Sales Tax	27,567,851	24,171,066	24,456,775	24,990,836	24,990,836	819,770
5050 - Other State Aid	-	5,196,735	5,170,117	5,205,000	5,205,000	8,265
Total Intergovernmental Revenues	**$ 64,294,376**	**$ 67,621,883**	**$ 67,232,814**	**$ 69,064,327**	**$ 69,064,327**	**$ 1,442,444**
Total 022 - Local Revenue Fund	**$ 64,294,376**	**$ 67,621,883**	**$ 67,232,814**	**$ 69,064,327**	**$ 69,064,327**	**$ 1,442,444**
023 - Behavioral Health						
Fines, Forfeitures, and Penalties						
4400 - Vehicle Code Fines	86,697	100,000	78,090	78,090	78,090	(21,910)
Total Fines, Forfeitures, and Penalties	**$ 86,697**	**$ 100,000**	**$ 78,090**	**$ 78,090**	**$ 78,090**	**$ (21,910)**
Revenue from Use of Money & Property						
4600 - Investment Income	634,865	500,000	376,334	376,334	376,334	(123,666)
4675 - Rents and Concessions	38,493	38,398	14,767	43,900	43,900	5,502
Total Revenue from Use of Money & Property	**$ 673,358**	**$ 538,398**	**$ 391,101**	**$ 420,234**	**$ 420,234**	**$ (118,164)**
Intergovernmental Revenues						
4820 - Vehicle License Fee	162,007	487,533	162,007	879,960	879,960	392,427
4950 - State Aid - Mental Health	22,853,498	25,680,000	25,680,000	29,639,776	29,639,776	3,959,776
4975 - State Aid - Health Programs	4,561,621	4,061,214	6,772,484	10,003,745	10,003,745	5,942,531
5240 - Federal Aid - Health Administration	3,065,400	5,678,594	7,761,446	3,874,334	3,874,334	(1,804,260)
5290 - Federal Aid Other	61,232,155	67,610,929	63,277,537	72,559,223	72,559,223	4,948,294
5350 - Aid - Other Governmental Agencies	6,824,385	13,226,098	6,959,862	6,069,058	6,069,058	7,157,040
Total Intergovernmental Revenues	**$ 98,699,066**	**$ 116,744,368**	**$ 110,613,336**	**$ 123,026,096**	**$ 123,026,096**	**$ 13,438,768**
Charges for Services						
5600 - Health Fees	150,303	90,000	149,384	108,649	108,649	18,649
5640 - Mental Health Fees	2,106,660	2,150,000	1,778,764	2,428,433	2,428,433	278,433
5750 - Other Services	22,418	10,000	10,720	10,720	10,720	720
Total Charges for Services	**$ 2,279,381**	**$ 2,250,000**	**$ 1,938,868**	**$ 2,547,802**	**$ 2,547,802**	**$ 297,802**
Miscellaneous Revenues						
5855 - Other Reimbursement	303,489	-	144,000	144,000	144,000	144,000
5870 - Miscellaneous Revenues	6,926	-	1,636			-
Total Miscellaneous Revenues	**$ 310,415**	**$ -**	**$ 145,636**	**$ 144,000**	**$ 144,000**	**$ -**
Other Financing Sources						
5900 - Sale of Capital Assets	3,925	-	-	-	-	-
5940 - Operating Transfers In	28,202,387	36,114,789	29,709,826	31,478,360	31,478,360	(4,636,429)
Total Other Financing Sources	**$ 28,206,312**	**$ 36,114,789**	**$ 29,709,826**	**$ 31,478,360**	**$ 31,478,360**	**$ (4,636,429)**
Total 023 - Behavioral Health	**$ 130,255,229**	**$ 155,747,555**	**$ 142,876,857**	**$ 157,694,582**	**$ 157,694,582**	**$ 8,960,067**
024 - Homeland Security Grant						
Revenue from Use of Money & Property						
4600 - Investment Income	8,358	2,000	2,225	2,000	2,000	-
Total Revenue from Use of Money & Property	**$ 8,358**	**$ 2,000**	**$ 2,225**	**$ 2,000**	**$ 2,000**	**$ -**
Intergovernmental Revenues						
5050 - Other State Aid	-	-	9,431	-	-	-
5290 - Federal Aid Other	1,242,804	842,138	842,138	1,665,194	1,665,194	823,056
Total Intergovernmental Revenues	**$ 1,242,804**	**$ 842,138**	**$ 851,569**	**$ 1,665,194**	**$ 1,665,194**	**$ 823,056**
Miscellaneous Revenues						
5855 - Other Reimbursement	6,807	-	-	-	-	-
Total Miscellaneous Revenues	**$ 6,807**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total 024 - Homeland Security Grant	**$ 1,257,968**	**$ 844,138**	**$ 853,794**	**$ 1,667,194**	**$ 1,667,194**	**$ 823,056**
025 - H&W Realignment						
Intergovernmental Revenues						
4820 - Vehicle License Fee	7,385,697	7,591,052	11,045,880	7,591,382	7,591,382	330

Source Classification	Actual 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Requested Budget 2021-22	Recommended Budget 2021-22	Recommended Change From Adopted
4920 - Realignment - Social Services	36,941,566	45,455,517	44,418,113	43,836,797	43,836,797	(1,618,720)
4960 - Realignment - Mental Health	10,300,721	10,630,949	10,630,949	10,301,172	10,301,172	(329,777)
4990 - Realignment - Health	218,549	268,965	3,190,819	422,937	422,937	153,972
Total Intergovernmental Revenues	**$ 54,846,533**	**$ 63,946,483**	**$ 69,285,761**	**$ 62,152,288**	**$ 62,152,288**	**$ (1,794,195)**
Other Financing Sources						
5940 - Operating Transfers In	11,145,004	3,617,970	5,336,288	5,336,288	5,336,288	1,718,318
Total Other Financing Sources	**$ 11,145,004**	**$ 3,617,970**	**$ 5,336,288**	**$ 5,336,288**	**$ 5,336,288**	**$ 1,718,318**
Total 025 - H&W Realignment	**$ 65,991,538**	**$ 67,564,453**	**$ 74,622,049**	**$ 67,488,576**	**$ 67,488,576**	**$ (75,877)**
026 - NGEN Operations & Maintenance						
Revenue from Use of Money & Property						
4600 - Investment Income	5,271	-	-	-	-	-
4675 - Rents and Concessions	26,630	-	-	27,800	27,800	27,800
Total Revenue from Use of Money & Property	**$ 31,901**	**$ -**	**$ -**	**$ 27,800**	**$ 27,800**	**$ 27,800**
Charges for Services						
5750 - Other Services	820,413	1,606,001	1,606,001	1,578,201	1,578,201	(27,800)
Total Other Financing Sources	**$ 820,413**	**$ 1,606,001**	**$ 1,606,001**	**$ 1,578,201**	**$ 1,578,201**	**$ (27,800)**
Total 026 - NGEN Operations & Maintenance	**$ 852,314**	**$ 1,606,001**	**$ 1,606,001**	**$ 1,606,001**	**$ 1,606,001**	**$ -**
027 - County Clerk/Recorder						
Revenue from Use of Money & Property						
4600 - Investment Income	2,718	-	-	-	-	-
Total Revenue from Use of Money & Property	**$ 2,718**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Charges for Services						
5580 - Recording Fees	592,480	350,000	350,000	350,000	350,000	-
Total Charges for Services	**$ 592,480**	**$ 350,000**	**$ 350,000**	**$ 350,000**	**$ 350,000**	**$ -**
Total 027 - County Clerk/Recorder	**$ 595,197**	**$ 350,000**	**$ 350,000**	**$ 350,000**	**$ 350,000**	**$ -**
028 - Emergency Communications						
Revenue from Use of Money & Property						
4600 - Investment Income	(35,891)	-	10,000	-	-	-
4675 - Rents and Concessions	123,600	133,600	134,000	139,246	139,246	5,646
Total Revenue from Use of Money & Property	**$ 87,709**	**$ 133,600**	**$ 144,000**	**$ 139,246**	**$ 139,246**	**$ 5,646**
Intergovernmental Revenues						
5035 - Public Safety - Sales Tax	3,568,162	3,676,859	3,565,418	3,631,177	3,631,177	(45,682)
5050 - Other State Aid	-	4,000	4,000	-	-	(4,000)
5095 - Peace Officer Training (Post)	6,357	-	18,700	-	-	-
5290 - Federal Aid Other	-	-	49,558	-	-	-
Total Intergovernmental Revenues	**$ 3,574,520**	**$ 3,680,859**	**$ 3,637,676**	**$ 3,631,177**	**$ 3,631,177**	**$ (49,682)**
Charges for Services						
5445 - Communication Services	6,309,801	6,914,797	6,914,797	6,803,580	6,803,580	(111,217)
5750 - Other Services	178,533	214,121	214,121	261,013	261,013	46,892
Total Charges for Services	**$ 6,488,334**	**$ 7,128,918**	**$ 7,128,918**	**$ 7,064,593**	**$ 7,064,593**	**$ (64,325)**
Miscellaneous Revenues						
5855 - Other Reimbursement	7,496	-	5,000	-	-	-
Total Miscellaneous Revenues	**$ 7,496**	**$ -**	**$ 5,000**	**$ -**	**$ -**	**$ -**
Other Financing Sources						
5940 - Operating Transfers In	2,655,814	1,939,788	1,939,788	2,048,539	2,048,539	108,751
Total Other Financing Sources	**$ 2,655,814**	**$ 1,939,788**	**$ 1,939,788**	**$ 2,048,539**	**$ 2,048,539**	**$ 108,751**
Total 028 - Emergency Communications	**$ 12,813,873**	**$ 12,883,165**	**$ 12,855,382**	**$ 12,883,555**	**$ 12,883,555**	**$ 390**
029 - Habitat Management Program						
Revenue from Use of Money & Property						
4600 - Investment Income	680	-	212,010	219,763	219,763	219,763
Total Revenue from Use of Money & Property	**$ 680**	**$ -**	**$ 212,010**	**$ 219,763**	**$ 219,763**	**$ 219,763**
Intergovernmental Revenues						
5350 - Aid - Other Governmental Agencies	13,775,711		255,284	905,223	905,223	905,223
Total Intergovernmental Revenues	**$ 13,775,711**	**$ -**	**$ 255,284**	**$ 905,223**	**$ 905,223**	**$ 905,223**
Total 029 - Habitat Management Program	**$ 13,776,391**	**$ -**	**$ 467,294**	**$ 1,124,986**	**$ 1,124,986**	**$ 1,124,986**

Source Classification	Actual 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Requested Budget 2021-22	Recommended Budget 2021-22	Recommended Change From Adopted
401 - Facilities Project Fund						
Revenue from Use of Money & Property						
4600 - Investment Income	36,415	-	-	-	-	-
Total Revenue from Use of Money & Property	**$ 36,415**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total 401 - Facilities Project Fund	**$ 36,415**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
402 - Capital Projects Fund						
Revenue from Use of Money & Property						
4600 - Investment Income	92,576	37,683	75,480	49,055	49,055	11,372
Total Revenue from Use of Money & Property	**$ 92,576**	**$ 37,683**	**$ 75,480**	**$ 49,055**	**$ 49,055**	**$ 11,372**
Intergovernmental Revenues						
5050 - Other State Aid	-	-	-	631,430	631,430	631,430
Total Intergovernmental Revenues	**$ -**	**$ -**	**$ -**	**$ 631,430**	**$ 631,430**	**$ 631,430**
Charges for Services						
5750 - Other Services	-	176,985	176,985	-	-	(176,985)
Total Charges for Services	**$ -**	**$ 176,985**	**$ 176,985**	**$ -**	**$ -**	**$ (176,985)**
Miscellaneous Revenues						
5855 - Other Reimbursement	4,245	-	-	-	-	-
Total Miscellaneous Revenues	**$ 4,245**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Other Financing Sources						
5940 - Operating Transfers In	5,148,036	5,639,706	3,089,708	4,849,840	4,849,840	(789,866)
Total Other Financing Sources	**$ 5,148,036**	**$ 5,639,706**	**$ 3,089,708**	**$ 4,849,840**	**$ 4,849,840**	**$ (789,866)**
Total 402 - Capital Projects Fund	**$ 5,244,857**	**$ 5,854,374**	**$ 3,342,173**	**$ 5,530,325**	**$ 5,530,325**	**$ (955,479)**
404 - Facility Master Plan Projects						
Revenue from Use of Money & Property						
4600 - Investment Income	(47,645)	349,464	24,000	5,000	5,000	(344,464)
Total Revenue from Use of Money & Property	**$ (47,645)**	**$ 349,464**	**$ 24,000**	**$ 5,000**	**$ 5,000**	**$ (344,464)**
Intergovernmental Revenues						
4910 - State Aid - Public Assistance Programs	2,444,851	2,498,100	2,498,100			(2,498,100)
5010 - State Aid - Construction Capital Grants	50,093,108	1,050,000	7,555,412	518,697	518,697	(531,303)
Total Intergovernmental Revenues	**$ 52,537,959**	**$ 3,548,100**	**$ 10,053,512**	**$ 518,697**	**$ 518,697**	**$ (3,029,403)**
Miscellaneous Revenues						
5855 - Other Reimbursement	137,626	-	-	-	-	-
Total Miscellaneous Revenues	**$ 137,626**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Other Financing Sources						
5940 - Operating Transfers In	25,603,006	18,920,000	2,634,318	24,938,509	23,488,509	4,568,509
Total Other Financing Sources	**$ 25,603,006**	**$ 18,920,000**	**$ 2,634,318**	**$ 24,938,509**	**$ 23,488,509**	**$ 4,568,509**
Total 404 - Facility Master Plan Projects	**$ 78,230,946**	**$ 22,817,564**	**$ 12,711,830**	**$ 25,462,206**	**$ 24,012,206**	**$ 1,194,642**
405 - NGEN Radio Project						
Revenue from Use of Money & Property						
4600 - Investment Income	21,136	-	-	-	-	-
Total Revenue from Use of Money & Property	**$ 21,136**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total 405 - NGEN Radio Project	**$ 21,136**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Grand Total	**$ 1,089,832,111**	**$ 1,092,663,609**	**$ 1,053,371,640**	**$ 1,182,407,092**	**$ 1,178,884,618**	**$ 92,602,619**

Schedule 7
County of Monterey
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2021-22

Description	Actual 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Requested Budget 2021-22	Recommended Budget 2021-22	Recommended Change From Adopted
Summarization by Function						
GE01 - General	121,446,397	126,543,652	132,717,379	121,890,085	118,549,479	(7,994,173)
PP02 - Public Protection	298,608,789	324,130,049	340,750,540	346,335,625	336,482,904	12,352,855
PW03 - Public Ways & Facilities	33,967,768	69,975,741	55,258,937	67,486,753	66,335,907	(3,639,834)
HS04 - Health & Sanitation	267,374,953	328,452,377	294,225,008	354,659,044	354,556,616	26,104,239
PA05 - Public Assistance	270,787,689	297,574,721	284,397,712	323,427,304	322,627,304	25,052,583
ED06 - Education	9,817,833	10,883,509	10,843,341	11,683,012	11,683,012	799,503
RC07 - Recreation & Culture	23,869,400	6,018,078	6,048,887	9,623,327	7,797,734	1,779,656
Sub-Total	**$ 1,025,872,828**	**$ 1,163,578,127**	**$ 1,124,241,804**	**$ 1,235,105,150**	**$ 1,218,032,956**	**$ 54,454,829**
Total Financing Requirements	**$ 1,025,872,828**	**$ 1,163,578,127**	**$ 1,124,241,804**	**$ 1,235,105,150**	**$ 1,218,032,956**	**$ 54,454,829**

Schedule 7

Schedule 7
County of Monterey
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2021-22

Description	Actual 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Requested Budget 2021-22	Recommended Budget 2021-22	Recommended Change From Adopted
Summarization by Fund						
001 - General	640,114,227	715,959,217	717,997,062	767,493,631	753,822,283	37,863,066
002 - Road Fund	33,967,768	69,975,741	55,258,937	67,486,753	66,335,907	(3,639,834)
003 - Library Fund	9,396,171	10,406,648	10,366,514	11,173,474	11,173,474	766,826
005 - In-Home Support Services	752,203	956,836	951,477	969,740	969,740	12,904
006 - Fish & Game Propagation Fund	35,049	38,795	3,649	42,192	42,192	3,397
008 - Community Action Partnership	526,502	590,760	978,933	984,480	984,480	393,720
009 - Inclusionary Housing	203,541	863,460	795,643	496,036	496,036	(367,424)
011 - Revolving Loan Fund	43,141	1,150,500	440,000	1,150,500	1,150,500	-
013 - Community Development Fund	884,186	5,119,508	4,278,129	3,038,343	3,038,343	(2,081,165)
016 - Emergency Medical Service Fund	497,023	630,000	449,733	640,000	640,000	10,000
021 - Workforce Development Board	7,298,741	8,541,330	8,688,814	9,610,130	8,810,130	268,800
022 - Local Revenue Fund	62,519,248	69,454,086	68,535,189	72,161,188	72,161,188	2,707,102
023 - Behavioral Health	133,006,766	162,360,888	142,749,610	162,718,740	162,718,740	357,852
024 - Homeland Security Grant	1,104,137	844,304	718,793	1,675,361	1,675,361	831,057
025 - H&W Realignment	68,674,854	68,057,431	68,654,049	68,737,670	68,737,670	680,239
026 - NGEN Operations & Maintenance	717,366	1,606,001	1,453,891	1,606,001	1,606,001	-
027 - County Clerk/Recorder	278,745	350,000	350,000	350,000	350,000	-
028 - Emergency Communications	11,779,363	12,545,458	12,519,172	12,544,055	12,544,055	(1,403)
029 - Habitat Management Program	-	-	-	498,883	498,883	498,883
401 - Facilities Project Fund	3,513,857	-	-	-	-	-
402 - Capital Projects Fund	3,847,810	6,556,725	4,135,648	5,645,432	5,645,432	(911,293)
404 - Facility Master Plan Projects	46,703,502	27,569,699	24,915,821	46,082,541	44,632,541	17,062,842
405 - NGEN Radio Project	8,627	740	740	-	-	(740)
Total Financing Requirements	**$ 1,025,872,828**	**$ 1,163,578,127**	**$ 1,124,241,804**	**$ 1,235,105,150**	**$ 1,218,032,956**	**$ 54,454,829**

Schedule 8
County of Monterey
Detail of Financing Uses by Function, Activity and Budget Unit
Governmental Funds
Fiscal Year 2021-22

Function and Activity	Actual 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Requested Budget 2021-22	Recommended Budget 2021-22	Recommended Change From Adopted
General						
Administration						
Housing and Community Development	-	-	-	4,240,910	2,944,502	2,944,502
Public Works, Facilities & Parks	-	-	-	1,342,544	4,197,261	4,197,261
Total Administration	**$ -**	**$ -**	**$ -**	**$ 5,583,454**	**$ 7,141,763**	**$ 7,141,763**
Contingencies						
County Administrative Office	1,597,903	4,859,221	4,859,221	6,697,902	6,697,902	1,838,681
Total Contingencies	**$ 1,597,903**	**$ 4,859,221**	**$ 4,859,221**	**$ 6,697,902**	**$ 6,697,902**	**$ 1,838,681**
Legislative & Administrative						
Auditor-Controller	132,180	38,646	38,653	52,684	52,684	14,038
Board of Supervisors	3,860,835	3,990,058	3,842,832	4,410,985	4,410,985	420,927
Clerk of the Board	754,012	942,197	844,278	941,820	941,820	(377)
County Administrative Office	2,428,006	3,272,420	3,268,981	6,303,297	6,165,090	2,892,670
Total Legislative & Administrative	**$ 7,175,034**	**$ 8,243,321**	**$ 7,994,744**	**$ 11,708,786**	**$ 11,570,579**	**$ 3,327,258**
Other Financing Uses						
County Administrative Office	23,801,582	50,133,176	50,267,458	34,169,993	31,919,993	(18,213,183)
Total Other Financing Uses	**$ 23,801,582**	**$ 50,133,176**	**$ 50,267,458**	**$ 34,169,993**	**$ 31,919,993**	**$ (18,213,183)**
Finance						
Assessor-County Clerk-Recorder	6,122,709	7,044,786	6,478,354	7,424,551	7,424,551	379,765
Auditor-Controller	1,195,336	910,579	698,008	1,618,868	1,618,868	708,289
County Administrative Office	(387,322)	(1,003,325)	(1,001,722)	(1,499,376)	(1,499,376)	(496,051)
Treasurer-Tax Collector	6,140,429	7,042,722	5,998,532	8,471,985	8,471,985	1,429,263
Total Finance	**$ 13,071,152**	**$ 13,994,762**	**$ 12,173,172**	**$ 16,016,028**	**$ 16,016,028**	**$ 2,021,266**
Counsel						
County Counsel	578,165	2,833,348	2,616,335	2,177,119	2,177,119	(656,229)
Total Counsel	**$ 578,165**	**$ 2,833,348**	**$ 2,616,335**	**$ 2,177,119**	**$ 2,177,119**	**$ (656,229)**
Housing Successor Agencies						
County Administrative Office	203,541	863,460	795,643	-	-	(863,460)
Housing and Community Development	-	-	-	496,036	496,036	496,036
Total Housing Successor Agencies	**$ 203,541**	**$ 863,460**	**$ 795,643**	**$ 496,036**	**$ 496,036**	**$ (367,424)**
Personnel						
Civil Rights Office	(178,221)	(242,248)	(242,248)	77,778	77,778	320,026
Human Resources	(919,550)	29,717	95,350	1,148,399	943,447	913,730
Total Personnel	**$ (1,097,771)**	**$ (212,531)**	**$ (146,898)**	**$ 1,226,177**	**$ 1,021,225**	**$ 1,233,756**
Elections						
Elections	5,203,287	7,436,440	7,997,798	5,396,754	5,396,754	(2,039,686)
Total Elections	**$ 5,203,287**	**$ 7,436,440**	**$ 7,997,798**	**$ 5,396,754**	**$ 5,396,754**	**$ (2,039,686)**
Communications						
Emergency Communications	11,779,363	12,545,458	12,519,172	12,544,055	12,544,055	(1,403)
Total Communications	**$ 11,779,363**	**$ 12,545,458**	**$ 12,519,172**	**$ 12,544,055**	**$ 12,544,055**	**$ (1,403)**
Property Management						
Public Works, Facilities & Parks	-	-	-	5,948,016	5,092,260	5,092,260
Resource Management Agency	7,349,439	6,807,557	7,541,667	-	-	(6,807,557)
Total Property Management	**$ 7,349,439**	**$ 6,807,557**	**$ 7,541,667**	**$ 5,948,016**	**$ 5,092,260**	**$ (1,715,297)**
Plant Acquisition						
Emergency Communications	717,366	1,606,001	1,453,891	1,606,001	1,606,001	-
Public Works, Facilities & Parks	-	-	-	21,727,973	20,277,973	20,277,973
Resource Management Agency	41,306,361	14,126,424	22,051,469	-	-	(14,126,424)
Total Plant Acquisition	**$ 42,023,727**	**$ 15,732,425**	**$ 23,505,360**	**$ 23,333,974**	**$ 21,883,974**	**$ 6,151,549**
Promotion						
County Administrative Office	2,122,000	1,266,250	1,266,250	2,044,403	2,044,403	778,153
Total Promotion	**$ 2,122,000**	**$ 1,266,250**	**$ 1,266,250**	**$ 2,044,403**	**$ 2,044,403**	**$ 778,153**
Other Agencies						
Emergency Communications	8,627	740	740	-	-	(740)

Function and Activity	Actual 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Requested Budget 2021-22	Recommended Budget 2021-22	Recommended Change From Adopted
Total Other Agencies	**$ 8,627**	**$ 740**	**$ 740**	**$ -**	**$ -**	**$ (740)**
Other General						
County Administrative Office	1,803,507	3,060,668	2,390,062	479,445	479,445	(2,581,223)
County Counsel	303,390	211,753	167,629	213,802	213,802	2,049
Information Technology	4,827,175	(1,230,974)	(1,230,974)	(6,145,859)	(6,145,859)	(4,914,885)
Resource Management Agency	696,276	(1,422)	-	-	-	1,422
Total Other General	**$ 7,630,348**	**$ 2,040,025**	**$ 1,326,717**	**$ (5,452,612)**	**$ (5,452,612)**	**$ (7,492,637)**
Total General	**$ 121,446,397**	**$ 126,543,652**	**$ 132,717,379**	**$ 121,890,085**	**$ 118,549,479**	**$ (7,994,173)**
Public Protection						
Judicial						
Child Support Services	10,482,528	11,845,923	11,120,746	11,414,946	11,414,946	(430,977)
County Administrative Office	7,984,901	8,251,087	7,960,956	8,018,761	8,018,761	(232,326)
County Counsel	169,253	429,977	429,977	446,769	446,769	16,792
District Attorney	28,315,528	36,250,108	35,340,846	37,286,009	37,167,430	917,322
Public Defender	14,977,196	16,336,482	16,383,773	16,802,801	16,802,801	466,319
Total Judicial	**$ 61,929,405**	**$ 73,113,577**	**$ 71,236,298**	**$ 73,969,286**	**$ 73,850,707**	**$ 737,130**
Police Protection						
Sheriff-Coroner	46,801,854	50,761,086	54,406,251	59,496,429	54,691,927	3,930,841
Total Police Protection	**$ 46,801,854**	**$ 50,761,086**	**$ 54,406,251**	**$ 59,496,429**	**$ 54,691,927**	**$ 3,930,841**
Detention & Correction						
Probation	72,883,428	79,090,858	79,458,738	81,917,544	81,791,165	2,700,307
Sheriff-Coroner	70,784,818	73,695,861	76,619,517	83,627,627	80,031,105	6,335,244
Total Detention & Correction	**$ 143,668,246**	**$ 152,786,719**	**$ 156,078,255**	**$ 165,545,171**	**$ 161,822,270**	**$ 9,035,551**
Protection Inspection						
Agricultural Commissioner	11,807,673	11,877,524	11,877,524	12,306,371	12,306,371	428,847
Resource Management Agency	11,284,380	4,356,572	4,468,715	-	-	(4,356,572)
Total Protection Inspection	**$ 23,092,053**	**$ 16,234,096**	**$ 16,346,239**	**$ 12,306,371**	**$ 12,306,371**	**$ (3,927,725)**
Other Protection						
Assessor-County Clerk-Recorder	2,724,136	3,155,638	3,045,658	3,126,147	3,126,147	(29,491)
County Administrative Office	8,654,404	8,348,494	20,896,813	8,509,794	8,509,794	161,300
Economic Development	4,243,085	5,682,326	5,248,868	6,335,884	6,177,031	494,705
Health	-	-	-	15,307,039	14,646,907	14,646,907
Public Works, Facilities & Parks	-	-	-	1,739,504	1,351,750	1,351,750
Resource Management Agency	5,116,361	14,048,113	13,492,158	-	-	(14,048,113)
Sheriff-Coroner	2,379,245	-	-	-	-	-
Total Other Protection	**$ 23,117,230**	**$ 31,234,571**	**$ 42,683,497**	**$ 35,018,368**	**$ 33,811,629**	**$ 2,577,058**
Total Public Protection	**$ 298,608,789**	**$ 324,130,049**	**$ 340,750,540**	**$ 346,335,625**	**$ 336,482,904**	**$ 12,352,855**
Public Ways & Facilities						
Public Ways						
Public Works, Facilities & Parks	-	-	-	67,486,753	66,335,907	66,335,907
Resource Management Agency	33,967,768	69,975,741	55,258,937	-	-	(69,975,741)
Total Public Ways	**$ 33,967,768**	**$ 69,975,741**	**$ 55,258,937**	**$ 67,486,753**	**$ 66,335,907**	**$ (3,639,834)**
Total Public Ways & Facilities	**$ 33,967,768**	**$ 69,975,741**	**$ 55,258,937**	**$ 67,486,753**	**$ 66,335,907**	**$ (3,639,834)**
Health & Sanitation						
Health						
Health	248,121,107	297,915,051	277,661,631	314,437,424	314,334,996	16,419,945
Total Health	**$ 248,121,107**	**$ 297,915,051**	**$ 277,661,631**	**$ 314,437,424**	**$ 314,334,996**	**$ 16,419,945**
Hospital Care						
County Administrative Office	3,900,648	3,900,648	3,900,648	3,900,648	3,900,648	-
Health	1,125,138	1,319,026	1,088,759	1,231,102	1,231,102	(87,924)
Total Hospital Care	**$ 5,025,786**	**$ 5,219,674**	**$ 4,989,407**	**$ 5,131,750**	**$ 5,131,750**	**$ (87,924)**
California Childrens Services						
Health	4,671,837	4,952,938	4,349,536	4,895,040	4,895,040	(57,898)
Total California Childrens Services	**$ 4,671,837**	**$ 4,952,938**	**$ 4,349,536**	**$ 4,895,040**	**$ 4,895,040**	**$ (57,898)**
Enterprise Fund						
Natividad Medical Center	9,244,952	20,000,000	7,000,000	30,000,000	30,000,000	10,000,000
Total Enterprise Fund	**$ 9,244,952**	**$ 20,000,000**	**$ 7,000,000**	**$ 30,000,000**	**$ 30,000,000**	**$ 10,000,000**
Sanitation						

Function and Activity	Actual 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Requested Budget 2021-22	Recommended Budget 2021-22	Recommended Change From Adopted
Public Works, Facilities & Parks	-	-	-	194,830	194,830	194,830
Resource Management Agency	311,272	364,714	224,434	-	-	(364,714)
Total Sanitation	**$ 311,272**	**$ 364,714**	**$ 224,434**	**$ 194,830**	**$ 194,830**	**$ (169,884)**
Total Health & Sanitation	**$ 267,374,953**	**$ 328,452,377**	**$ 294,225,008**	**$ 354,659,044**	**$ 354,556,616**	**$ 26,104,239**
Public Assistance						
Administration						
Social Services	157,754,518	173,283,138	166,133,595	182,695,912	182,695,912	9,412,774
Total Administration	**$ 157,754,518**	**$ 173,283,138**	**$ 166,133,595**	**$ 182,695,912**	**$ 182,695,912**	**$ 9,412,774**
Aid Programs						
Social Services	77,628,389	79,244,498	74,988,396	77,583,637	77,583,637	(1,660,861)
Total Aid Programs	**$ 77,628,389**	**$ 79,244,498**	**$ 74,988,396**	**$ 77,583,637**	**$ 77,583,637**	**$ (1,660,861)**
General Relief						
Social Services	1,195,033	1,219,757	1,260,349	1,170,703	1,170,703	(49,054)
Total General Relief	**$ 1,195,033**	**$ 1,219,757**	**$ 1,260,349**	**$ 1,170,703**	**$ 1,170,703**	**$ (49,054)**
Veteran's Services						
Social Services	1,673,798	2,112,705	1,852,990	2,183,687	2,183,687	70,982
Total Veteran's Services	**$ 1,673,798**	**$ 2,112,705**	**$ 1,852,990**	**$ 2,183,687**	**$ 2,183,687**	**$ 70,982**
Other Assistance						
County Administrative Office	8,226,068	14,811,338	13,406,943	10,760,630	9,960,630	(4,850,708)
Housing and Community Development	-	-	-	3,038,343	3,038,343	3,038,343
Social Services	24,309,883	26,903,285	26,755,439	45,994,392	45,994,392	19,091,107
Total Other Assistance	**$ 32,535,951**	**$ 41,714,623**	**$ 40,162,382**	**$ 59,793,365**	**$ 58,993,365**	**$ 17,278,742**
Total Public Assistance	**$ 270,787,689**	**$ 297,574,721**	**$ 284,397,712**	**$ 323,427,304**	**$ 322,627,304**	**$ 25,052,583**
Education						
Library Services						
Library	9,396,171	10,406,648	10,366,514	11,173,474	11,173,474	766,826
Total Library Services	**$ 9,396,171**	**$ 10,406,648**	**$ 10,366,514**	**$ 11,173,474**	**$ 11,173,474**	**$ 766,826**
Agriculture Education						
Cooperative Extension Service	421,662	476,861	476,827	509,538	509,538	32,677
Total Agriculture Education	**$ 421,662**	**$ 476,861**	**$ 476,827**	**$ 509,538**	**$ 509,538**	**$ 32,677**
Total Education	**$ 9,817,833**	**$ 10,883,509**	**$ 10,843,341**	**$ 11,683,012**	**$ 11,683,012**	**$ 799,503**
Recreation & Culture						
Recreation Facilities						
County Administrative Office	18,124,824	191,345	191,977	216,918	216,918	25,573
Public Works, Facilities & Parks	-	-	-	9,406,409	7,580,816	7,580,816
Resource Management Agency	5,744,575	5,826,733	5,856,910	-	-	(5,826,733)
Total Recreation Facilities	**$ 23,869,400**	**$ 6,018,078**	**$ 6,048,887**	**$ 9,623,327**	**$ 7,797,734**	**$ 1,779,656**
Total Recreation & Culture	**$ 23,869,400**	**$ 6,018,078**	**$ 6,048,887**	**$ 9,623,327**	**$ 7,797,734**	**$ 1,779,656**
Grand Total	**$1,025,872,828**	**$1,163,578,127**	**$1,124,241,804**	**$1,235,105,150**	**$1,218,032,956**	**$ 54,454,829**

Schedule 12
County of Monterey
Special Districts and Other Agencies Summary
Fiscal Year 2021-22

Fund Name	Fund Balance Available	Decreases to Obligated Fund Balance	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Obligated Fund Balance	Total Financing Uses	Ending Available Fund balance
County Services Areas								
051 CSA #1 Carmel Point	183,360	-	43,820	227,180	21,686	-	21,686	205,494
052 CSA #9 Oak Park	361,365	-	60,861	422,226	125,041	-	125,041	297,185
053 CSA #10 Laguna Seca Ranch	167,095	-	2,500	169,595	708	-	708	168,887
054 CSA #14 Moro Cojo	(51)	-	-	(51)	-	-	-	(51)
055 CSA #14 Castroville	12,847	-	-	12,847	-	-	-	12,847
056 CSA #15 Serra Vllge, Toro Park	187,647	-	192,551	380,198	239,718	-	239,718	140,480
057 CSA #17 Rancho Terra Grande	14,544	-	14,834	29,378	25,706	-	25,706	3,672
058 CSA #19 Carmel Meadows	17,689	-	1,015	18,704	2,026	-	2,026	16,678
059 CSA #20 Royal Estates	73,833	-	8,017	81,850	7,166	-	7,166	74,684
060 CSA #23 Carmel Rancho	257,970	-	17,823	275,793	28,761	-	28,761	247,032
061 CSA #24 Pedrazzi Subdivision	154,145	-	7,820	161,965	22,008	-	22,008	139,957
062 CSA #25 Carmel V Country Club	141,434	-	44,813	186,247	37,940	-	37,940	148,307
063 CSA #26 New Moss Landing Hgts	77,620	-	6,040	83,660	8,799	-	8,799	74,861
064 CSA #30 Rancho Mar Monte	23,720	-	1,890	25,610	8,500	-	8,500	17,110
065 CSA #31 Aromas Hills	37,043	-	2,154	39,197	8,924	-	8,924	30,273
066 CSA #32 Green Valley Acres	48,059	-	9,947	58,006	11,630	-	11,630	46,376
067 CSA #33 Coast Ridge Subdivisn	18,484	-	3,481	21,965	21,454	-	21,454	511
068 CSA #34 Rancho Rio Vista	6,926	-	2,405	9,331	7,234	-	7,234	2,097
069 CSA #35 Paradise Park	58,955	-	12,643	71,598	27,108	-	27,108	44,490
070 CSA #37 Colonial Oak Estates	16,035	-	1,198	17,233	7,734	-	7,734	9,499
071 CSA #38 Paradise Lake Estates	63,337	-	3,545	66,882	4,878	-	4,878	62,004
072 CSA #41 Gabilan Acres	196,964	-	23,603	220,567	21,107	-	21,107	199,460
073 CSA #44 Corral De Tierra	52,939	-	7,659	60,598	59,139	-	59,139	1,459
074 CSA #45 Oak Hills	129,104	-	33,385	162,489	133,964	-	133,964	28,525
075 CSA #45-Oak Hills - Open Space	51,824	-	31,484	83,308	79,996	-	79,996	3,312
076 CSA #47 Carmel Views	82,932	-	27,732	110,664	100,560	-	100,560	10,104
077 CSA #50 Rioway Track	1,025,671	-	536,828	1,562,499	542,953	-	542,953	1,019,546
078 CSA #51 High Meadow	124,969	-	21,572	146,541	41,199	-	41,199	105,342
079 CSA #52 Cerro Del Oso	192,987	-	10,326	203,313	36,123	-	36,123	167,190
080 CSA #53 Arroyo Seco	110,368	-	10,904	121,272	53,234	-	53,234	68,038
081 CSA #54 Manzanita	25,318	-	2,054	27,372	11,588	-	11,588	15,784
082 CSA #55 Buena Vista Del Sol	161,987	-	12,374	174,361	36,168	-	36,168	138,193
083 CSA #56 Del Mesa Carmel	232,619	-	14,066	246,685	9,096	-	9,096	237,589
084 CSA #57 Los Tulares	29,591	-	2,400	31,991	4,018	-	4,018	27,973
085 CSA #58 Vista Corado	65,914	-	5,093	71,007	10,820	-	10,820	60,187
086 CSA #62 Rancho Del Monte	259,329	-	17,737	277,066	13,600	-	13,600	263,466
087 CSA #66 Oak Tree Views	29,573	-	26,545	56,118	18,659	-	18,659	37,459
088 CSA #67 Corral De Tierra Oaks	3,167,194	-	171,826	3,339,020	44,594	-	44,594	3,294,426
089 CSA #68 Vierra Canyon	77,384	-	3,823	81,207	18,722	-	18,722	62,485
090 CSA #69 Ralph Lane	1,414	-	30	1,444	-	-	-	1,444
091 CSA #72 Las Palmas Ranch	126,566	-	8,024	134,590	35,000	-	35,000	99,590
092 CSA #74 Ambulance	1,752,321	-	1,780,000	3,532,321	2,158,854	-	2,158,854	1,373,467
093 CSA #75 Chualar Consolidated	178,200	-	276,017	454,217	185,926	-	185,926	268,291
Total County Service Areas	**$ 9,997,224**	**$ -**	**$ 3,460,839**	**$ 13,458,063**	**$ 4,232,341**	**$ -**	**$ 4,232,341**	**$ 9,225,722**
County Sanitation Districts								
151 Pajaro Co Sanitation District	381,966	-	902,606	1,284,572	957,690	-	957,690	326,882
152 Moss Landing Co Sanitation Dst	-	-	-	-	-	-	-	-
153 Carmel Valley San Zone # 1 Dst	-	-	-	-	-	-	-	-
154 Carmel Valley San Zone # 2 Dst	17,373	-	300	17,673	-	-	-	17,673
155 Carmel Valley San Zone # 3 Dst	-	-	-	-	-	-	-	-
156 Boronda Co Sanitation Dist	351	-	160,200	160,551	160,200	-	160,200	351
157 Boronda Csd-Zone 2-San Jerardo	256,220	-	182,406	438,626	110,717	-	110,717	327,909
305 Boronda Co Sanitation Sewer	652	-	-	652	-	-	-	652
306 Boronda Co. San Sewer	7,542	-	-	7,542	-	-	-	7,542

Schedule 12
County of Monterey
Special Districts and Other Agencies Summary
Fiscal Year 2021-22

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
309 Moss Landing Co San Sewer	-	-	-	-	-	-	-	-
310 Pajaro Co San Sewer	57,345	-	-	57,345	-	-	-	57,345
312 Chualar Co Water Ser	17,408	-	-	17,408	-	-	-	17,408
Total County Sanitation Districts	**$ 738,857**	**$ -**	**$ 1,245,512**	**$ 1,984,369**	**$ 1,228,607**	**$ -**	**$ 1,228,607**	**$ 755,762**
Redevelopment Agencies								
175 Castroville-Pajaro Housing Successor	1,455,276	-	217,800	1,673,076	777,950	-	777,950	895,126
176 Boronda Housing Successor	13,302	-	150	13,452	13,300	-	13,300	152
177 Fort Ord Housing Successor	1,735	-	-	1,735	-	-	-	1,735
178 East Garrison Housing Successor	89	-	-	89	-	-	-	89
Total Redevelopment Agencies	**$ 1,470,402**	**$ -**	**$ 217,950**	**$ 1,688,352**	**$ 791,250**	**$ -**	**$ 791,250**	**$ 897,102**
Other Agencies								
180 E. Garrison Public Financing Authority	227,235	-	79,335	306,570	74,290	-	74,290	232,280
181 E. Garrison Community Facility District	2,824,802	-	2,126,453	4,951,255	2,556,885	-	2,556,885	2,394,370
182 E. Garrison Developer Reimbursements	(88,793)	-	301,000	212,207	301,000	-	301,000	(88,793)
251 Public Improvement Corp Debt Service	15,212	-	16,001,900	16,017,112	16,001,900	-	16,001,900	15,212
406 Redevelopment Obligation Retirement Fund	-	-	-	-	-	-	-	-
Total Other Agencies	**$ 2,978,456**	**$ -**	**$ 18,508,688**	**$ 21,487,144**	**$ 18,934,075**	**$ -**	**$ 18,934,075**	**$ 2,553,069**
Total Special Districts and Other Agencies	**$ 15,184,938**	**$ -**	**$ 23,432,989**	**$ 38,617,927**	**$ 25,186,273**	**$ -**	**$ 25,186,273**	**$ 13,431,654**

County of Monterey
Analysis of Revenue by Fund
All Funds
Fiscal Year 2021-22

Source Classification	Actual 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Requested Budget 2021-22	Recommended Budget 2021-22	Recommended Change From Adopted
Summarization by Fund						
001 - General	653,269,049	669,790,156	663,507,608	745,290,377	744,657,501	74,867,345
002 - Road Fund	41,035,911	62,529,400	47,160,122	69,005,884	68,366,286	5,836,886
003 - Library Fund	11,002,106	10,332,852	11,138,217	11,141,524	11,141,524	808,672
005 - In-Home Support Services	998,426	956,233	951,477	969,740	969,740	13,507
006 - Fish & Game Propagation Fund	23,786	24,065	31,659	47,517	47,517	23,452
008 - Community Action Partnership	605,574	589,853	978,933	984,480	984,480	394,627
009 - Inclusionary Housing	228,239	30,000	25,921	24,000	24,000	(6,000)
011 - Revolving Loan Fund	51,565	150,400	30,101	150,400	150,400	-
013 - Community Development Fund	969,427	3,689,508	3,735,880	1,641,288	1,641,288	(2,048,220)
016 - Emergency Medical Service Fund	699,988	765,000	204,714	670,000	670,000	(95,000)
021 - Workforce Development Board	7,577,799	8,517,009	8,688,814	9,610,130	8,810,130	293,121
022 - Local Revenue Fund	64,294,376	67,621,883	67,232,814	69,064,327	69,064,327	1,442,444
023 - Behavioral Health	130,255,229	155,747,555	142,876,857	157,694,582	157,694,582	1,947,027
024 - Homeland Security Grant	1,257,968	844,138	853,794	1,667,194	1,667,194	823,056
025 - H&W Realignment	65,991,538	67,564,453	74,622,049	67,488,576	67,488,576	(75,877)
026 - NGEN Operations & Maintenance	852,314	1,606,001	1,606,001	1,606,001	1,606,001	-
027 - County Clerk/Recorder	595,197	350,000	350,000	350,000	350,000	-
028 - Emergency Communications	12,813,873	12,883,165	12,855,382	12,883,555	12,883,555	390
029 - Habitat Management Program	13,776,391	-	467,294	1,124,986	1,124,986	1,124,986
051 - CSA #1 Carmel Point	43,307	43,725	42,677	43,820	43,820	95
052 - CSA #9 Oak Park	56,882	59,528	58,052	60,861	60,861	1,333
053 - CSA #10 Laguna Seca Ranch	3,513	3,869	2,528	2,500	2,500	(1,369)
056 - CSA #15 Serra Village, Toro Park	184,993	188,074	187,951	192,551	192,551	4,477
057 - CSA #17 Rancho Tierra Grande	15,020	14,145	14,432	14,834	14,834	689
058 - CSA #19 Carmel Meadows	1,105	1,149	1,004	1,015	1,015	(134)
059 - CSA #20 Royal Estates	8,431	8,479	7,965	8,017	8,017	(462)
060 - CSA #23 Carmel Rancho	19,253	19,630	17,768	17,823	17,823	(1,807)
061 - CSA #24 Pedrazzi Subdivision/Indian Springs	8,798	9,010	7,872	7,820	7,820	(1,190)
062 - CSA#25 Carmel Valley Golf & County Club	49,577	44,339	43,647	44,813	44,813	474
063 - CSA #26 New Moss Landing Heights	6,440	6,520	5,996	6,040	6,040	(480)
064 - CSA #30 Rancho Mar Monte	2,015	2,062	1,862	1,890	1,890	(172)
065 - CSA #31 Aromas Hills Subdivision	2,280	2,337	2,031	2,154	2,154	(183)
066 - CSA #32 Green Valley Acres/Moon Subdivision	10,237	10,392	9,727	9,947	9,947	(445)
067 - CSA #33 Coast Ridge/Carmel Sur	3,603	3,554	3,327	3,481	3,481	(73)
068 - CSA #34 Rancho Rio Vista/Carmel Knolls	2,552	2,327	2,335	2,405	2,405	78
069 - CSA #35 Paradise Park	12,770	13,312	12,879	12,643	12,643	(669)
070 - CSA #37 Colonial Oak Estates	1,266	1,295	1,144	1,198	1,198	(97)
071 - CSA #38 Paradise Lake Estates	3,644	3,616	3,159	3,545	3,545	(71)
072 - CSA #41 Gabilan Acres/Boronda	24,162	23,838	22,368	23,603	23,603	(235)
073 - CSA #44 Corral De Tierra Oaks 1/2/3	7,598	7,740	7,393	7,659	7,659	(81)
074 - CSA #45 Oak Hills	34,198	33,493	32,803	33,385	33,385	(108)
075 - CSA #45-Oak Hills - Open Space	20,098	19,867	20,375	31,484	31,484	11,617
076 - CSA #47 Carmel Views/Mar Vista	27,922	26,212	25,443	27,732	27,732	1,520
077 - CSA #50 Rioway Tract No. 2	138,812	125,444	134,614	536,828	536,828	411,384
078 - CSA #51 High Meadow	20,953	21,851	21,075	21,572	21,572	(279)
079 - CSA #52 Carmel Valley Village	10,462	10,490	9,116	10,326	10,326	(164)
080 - CSA #53 Arroyo Seco	10,544	11,521	10,729	10,904	10,904	(617)
081 - CSA #54 Manzanita/Sarsi Subdivisions	2,108	2,182	1,954	2,054	2,054	(128)
082 - CSA #55 Robles Del Rio	12,753	12,718	11,187	12,374	12,374	(344)
083 - CSA #56 Del Mesa Carmel	14,461	14,681	13,076	14,066	14,066	(615)
084 - CSA #57 Los Tulares Subdivision	2,623	2,434	2,239	2,400	2,400	(34)
085 - CSA #58 Vista Dorado	4,905	5,199	4,718	5,093	5,093	(106)
086 - CSA #62 Rancho Del Monte 14	18,233	18,184	16,356	17,737	17,737	(447)
087 - CSA #66 Oak Tree Views	25,676	26,399	26,545	26,545	26,545	146
088 - CSA #67 Corral De Tierra Oaks 4	163,686	178,426	155,861	171,826	171,826	(6,600)
089 - CSA #68 Vierra Canyon Knolls	3,930	4,102	3,443	3,823	3,823	(279)
090 - CSA #69 Ralph Lane	30	-	7	30	30	30
091 - CSA #72 Las Palmas Ranch	8,242	5,724	7,040	8,024	8,024	2,300
092 - CSA #74 Ambulance	1,790,630	1,770,000	1,790,000	1,780,000	1,780,000	10,000
093 - CSA #75 Chualar Consolidated	186,910	269,687	269,810	276,017	276,017	6,330
151 - Pajaro Co Sanitation District	856,698	1,097,242	1,075,648	902,606	902,606	(194,636)
154 - Carmel Valley San Zone # 2 Dst	366		264	300	300	300
156 - Boronda Co Sanitation Dist	219,491	159,300	168,836	199,193	199,193	39,893
157 - San Jerardo CSD	280,934	329,206	330,386	348,906	348,906	19,700

Source Classification	Actual 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Requested Budget 2021-22	Recommended Budget 2021-22	Recommended Change From Adopted
175 - Castroville-Pajaro Housing Successor	232,897	219,000	240,332	217,800	217,800	(1,200)
176 - Boronda Housing Successor	263	200	1,012	150	150	(50)
177 - Fort Ord Housing Successor	39	-	-	-	-	-
178 - East Garrison Housing Successor	2	-	-	-	-	-
180 - East Garrison Community Facility District	16,173	71,015	70,323	79,335	79,335	8,320
181 - East Garrison Community Services District	1,655,969	1,867,350	1,868,982	2,126,453	2,126,453	259,103
182 - East Garrison Developer Reimbursements	22,327	301,000	87,260	301,000	301,000	-
251 - Public Improvement Corp Debt Service	50,015,339	15,911,775	15,911,775	16,001,900	16,001,900	90,125
306 - Boronda Co San Revenue Bonds	39,408	38,350	38,350	-	-	(38,350)
310 - Pajaro Co San Sewer Revenue	36,179	-	-	-	-	-
312 - Chualar Co Water Ser A	14,821	15,506	15,506	-	-	(15,506)
401 - Facilities Project Fund	36,415	-	-	-	-	-
402 - Capital Projects Fund	5,244,857	5,854,374	3,342,173	5,530,325	5,530,325	(324,049)
404 - Facility Master Plan Projects	78,230,946	22,817,564	12,711,830	25,462,206	24,012,206	1,194,642
405 - NGEN Radio Project	21,136	-	-	-	-	-
451 - Natividad Medical Center	586,421,204	350,655,299	369,485,656	364,677,253	364,677,253	14,021,954
452 - Parks Lake & Resort Operations	5,871,167	4,268,676	5,357,340	4,345,157	4,345,157	76,481
453 - Laguna Seca Recreational Area	-	23,067,082	8,164,352	22,092,402	22,092,402	(974,680)
475 - General Liability Fund	21,646,661	13,473,312	14,959,312	22,221,395	22,221,395	8,748,083
476 - Worker's Comp Fund	24,850,029	24,748,000	25,804,667	24,558,401	24,558,401	(189,599)
477 - Benefit Programs Fund	12,270,471	11,553,743	11,623,651	12,039,448	12,039,448	485,705
478 - Resource Planning	7,524,599	44,924,844	40,864,301	7,746,916	7,746,916	(37,177,928)
Grand Total	**$ 1,804,771,769**	**$ 1,588,392,064**	**$ 1,552,452,101**	**$ 1,663,726,546**	**$ 1,660,204,072**	**$ 71,812,008**

County of Monterey
Analysis of Expenditures by Fund
All Funds
Fiscal Year 2021-22

Source Classification	Actual 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Requested Budget 2021-22	Recommended Budget 2021-22	Recommended Change From Adopted
Summarization by Fund						
001 - General	640,114,227	715,959,217	717,997,062	767,493,631	753,822,283	37,863,066
002 - Road Fund	33,967,768	69,975,741	55,258,937	67,486,753	66,335,907	(3,639,834)
003 - Library Fund	9,396,171	10,406,648	10,366,514	11,173,474	11,173,474	766,826
005 - In-Home Support Services	752,203	956,836	951,477	969,740	969,740	12,904
006 - Fish & Game Propagation Fund	35,049	38,795	3,649	42,192	42,192	3,397
008 - Community Action Partnership	526,502	590,760	978,933	984,480	984,480	393,720
009 - Inclusionary Housing	203,541	863,460	795,643	496,036	496,036	(367,424)
011 - Revolving Loan Fund	43,141	1,150,500	440,000	1,150,500	1,150,500	-
013 - Community Development Fund	884,186	5,119,508	4,278,129	3,038,343	3,038,343	(2,081,165)
016 - Emergency Medical Service Fund	497,023	630,000	449,733	640,000	640,000	10,000
021 - Workforce Development Board	7,298,741	8,541,330	8,688,814	9,610,130	8,810,130	268,800
022 - Local Revenue Fund	62,519,248	69,454,086	68,535,189	72,161,188	72,161,188	2,707,102
023 - Behavioral Health	133,006,766	162,360,888	142,749,610	162,718,740	162,718,740	357,852
024 - Homeland Security Grant	1,104,137	844,304	718,793	1,675,361	1,675,361	831,057
025 - H&W Realignment	68,674,854	68,057,431	68,654,049	68,737,670	68,737,670	680,239
026 - NGEN Operations & Maintenance	717,366	1,606,001	1,453,891	1,606,001	1,606,001	-
027 - County Clerk/Recorder	278,745	350,000	350,000	350,000	350,000	-
028 - Emergency Communications	11,779,363	12,545,458	12,519,172	12,544,055	12,544,055	(1,403)
029 - Habitat Management Program	-	-	500,000	498,883	498,883	498,883
051 - CSA #1 Carmel Point	13,454	116,791	114,657	21,686	21,686	(95,105)
052 - CSA #9 Oak Park	20,777	80,349	53,559	125,041	125,041	44,692
053 - CSA #10 Laguna Seca Ranch	-	1,000	500	708	708	(292)
056 - CSA #15 Serra Village, Toro Park	127,758	270,745	170,756	239,718	239,718	(31,027)
057 - CSA #17 Rancho Tierra Grande	27,813	10,199	30,650	25,706	25,706	15,507
058 - CSA #19 Carmel Meadows	736	1,200	1,100	2,026	2,026	826
059 - CSA #20 Royal Estates	3,814	6,985	6,100	7,166	7,166	181
060 - CSA #23 Carmel Rancho	5,064	16,245	13,788	28,761	28,761	12,516
061 - CSA #24 Pedrazzi Subdivision/Indian Springs	602	8,087	8,100	22,008	22,008	13,921
062 - CSA#25 Carmel Valley Golf & County Club	16,150	37,914	40,721	37,940	37,940	26
063 - CSA #26 New Moss Landing Heights	1,540	8,611	2,731	8,799	8,799	188
064 - CSA #30 Rancho Mar Monte	225	26,200	6,500	8,500	8,500	(17,700)
065 - CSA #31 Aromas Hills Subdivision	105	15,000	6,525	8,924	8,924	(6,076)
066 - CSA #32 Green Valley Acres/Moon Subdivision	5,211	16,894	9,229	11,630	11,630	(5,264)
067 - CSA #33 Coast Ridge/Carmel Sur	3,837	9,000	10,850	21,454	21,454	12,454
068 - CSA #34 Rancho Rio Vista/Carmel Knolls	281	5,980	1,800	7,234	7,234	1,254
069 - CSA #35 Paradise Park	6,227	25,220	24,649	27,108	27,108	1,888
070 - CSA #37 Colonial Oak Estates	575	6,373	4,400	7,734	7,734	1,361
071 - CSA #38 Paradise Lake Estates	378	1,715	2,400	4,878	4,878	3,163
072 - CSA #41 Gabilan Acres/Boronda	16,575	77,857	18,513	21,107	21,107	(56,750)
073 - CSA #44 Corral De Tierra Oaks 1/2/3	2,718	44,207	8,952	59,139	59,139	14,932
074 - CSA #45 Oak Hills	19,667	133,355	26,759	133,964	133,964	609
075 - CSA #45-Oak Hills - Open Space	30,734	46,897	37,697	79,996	79,996	33,099
076 - CSA #47 Carmel Views/Mar Vista	24,424	58,392	43,903	100,560	100,560	42,168
077 - CSA #50 Rioway Tract No. 2	39,151	556,681	78,119	542,953	542,953	(13,728)
078 - CSA #51 High Meadow	8,564	82,363	22,562	41,199	41,199	(41,164)
079 - CSA #52 Carmel Valley Village	1,340	44,170	3,000	36,123	36,123	(8,047)
080 - CSA #53 Arroyo Seco	935	29,170	22,000	53,234	53,234	24,064
081 - CSA #54 Manzanita/Sarsi Subdivisions	341	7,500	8,500	11,588	11,588	4,088
082 - CSA #55 Robles Del Rio	18,452	44,170	13,000	36,168	36,168	(8,002)
083 - CSA #56 Del Mesa Carmel	209	4,000	6,000	9,096	9,096	5,096
084 - CSA #57 Los Tulares Subdivision	566	1,500	1,800	4,018	4,018	2,518
085 - CSA #58 Vista Dorado	1,610	19,212	3,547	10,820	10,820	(8,392)
086 - CSA #62 Rancho Del Monte 14	504	22,500	21,300	13,600	13,600	(8,900)
087 - CSA #66 Oak Tree Views	12,445	15,951	16,771	18,659	18,659	2,708
088 - CSA #67 Corral De Tierra Oaks 4	6,507	26,885	26,329	44,594	44,594	17,709
089 - CSA #68 Vierra Canyon Knolls	328	12,500	12,000	18,722	18,722	6,222
091 - CSA #72 Las Palmas Ranch	15,986	20,000	32,709	35,000	35,000	15,000
092 - CSA #74 Ambulance	1,641,296	2,120,265	1,959,411	2,158,909	2,158,909	38,644
093 - CSA #75 Chualar Consolidated	144,860	187,399	181,915	185,926	185,926	(1,473)
151 - Pajaro Co Sanitation District	1,235,992	1,405,003	1,161,454	1,352,481	957,690	(447,313)
156 - Boronda Co Sanitation Dist	240,568	162,901	212,445	199,193	199,193	36,292
157 - San Jerardo CSD	78,196	453,096	461,180	277,217	277,217	(175,879)
175 - Castroville-Pajaro Housing Successor	141,714	1,381,100	149,789	777,950	777,950	(603,150)
176 - Boronda Housing Successor	-	13,000	-	13,300	13,300	300
180 - East Garrison Community Facility District	252,285	71,015	51,470	74,290	74,290	3,275
181 - East Garrison Community Services District	1,955,295	2,224,846	1,506,289	2,556,885	2,556,885	332,039
182 - East Garrison Developer Reimbursements	93,492	300,000	87,000	301,000	301,000	1,000

Source Classification	Actual 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Requested Budget 2021-22	Recommended Budget 2021-22	Recommended Change From Adopted
251 - Public Improvement Corp Debt Service	50,030,551	15,911,775	15,911,775	16,001,900	16,001,900	90,125
306 - Boronda Co San Revenue Bonds	38,800	38,350	38,350	-	-	(38,350)
310 - Pajaro Co San Sewer Revenue	34,650	-	-	-	-	-
312 - Chualar Co Water Ser A	15,229	15,506	15,506	-	-	(15,506)
401 - Facilities Project Fund	3,513,857	-	-	-	-	-
402 - Capital Projects Fund	3,847,810	6,556,725	4,135,648	5,645,432	5,645,432	(911,293)
404 - Facility Master Plan Projects	46,703,502	27,569,699	24,915,821	46,082,541	44,632,541	17,062,842
405 - NGEN Radio Project	8,627	740	740	-	-	(740)
451 - Natividad Medical Center	565,033,063	351,495,795	344,752,637	339,889,694	339,889,694	(11,606,101)
452 - Parks Lake & Resort Operations	3,161,386	3,674,584	3,459,608	3,803,040	3,892,651	218,067
453 - Laguna Seca Recreational Area	-	23,038,220	9,143,410	20,805,898	20,805,898	(2,232,322)
475 - General Liability Fund	21,511,826	20,733,628	16,746,167	22,221,395	22,221,395	1,487,767
476 - Worker's Comp Fund	27,136,627	24,750,136	21,375,236	24,558,401	24,558,401	(191,735)
477 - Benefit Programs Fund	12,467,616	18,927,213	18,848,409	13,884,466	13,884,466	(5,042,747)
478 - Resource Planning	731,852	9,535,388	9,243,079	(10,552,491)	(10,552,491)	(20,087,879)
Grand Total	**$ 1,712,253,729**	**$ 1,641,929,165**	**$ 1,570,959,410**	**$ 1,675,502,165**	**$ 1,658,124,791**	**$ 16,195,626**

County of Monterey
Analysis of Expenditures by Object and Subobject
All Funds
Fiscal Year 2021-22

Source Classification	Actual 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Requested Budget 2021-22	Recommended Budget 2021-22	Recommended Change From Adopted
COUNTY						
Salaries and Employee Benefits						
6111BL - Bilingual Pay	-	1,164	-	1,164	1,164	-
6111PD - Pay Differential	-	546,528	-	764,088	764,088	217,560
6111 - Regular Employees	420,634,264	477,529,990	454,270,655	501,067,887	497,717,103	20,187,113
6111SP - Standby Pay	-	1,593,615	33,279	959,299	959,299	(634,316)
6111SS - Salary Savings	-	(25,187,421)	13,868	(26,009,652)	(26,009,652)	(822,231)
6111VB - Vacation Buy Back	-	2,624,285	332,666	2,763,593	2,637,214	12,929
6111XX - Forecasted Supplemental Pays	-	8,525,955	140,903	8,859,072	8,844,488	318,533
6112 - Temporary Employees	10,784,787	3,890,611	3,071,071	3,756,967	3,606,967	(283,644)
6113 - Overtime	17,131,962	8,858,398	11,975,408	11,570,138	9,690,138	831,740
6121 - PERS	81,869,176	101,714,483	97,301,607	109,530,527	108,378,849	6,664,366
6122 - Other Post-Employment Benefits	10,849,096	10,719,161	10,383,586	9,437,295	9,437,295	(1,281,866)
6131 - FICA	22,208,943	25,083,570	25,921,266	26,399,787	26,292,221	1,208,651
6132 - Medicare	6,472,063	7,051,536	6,865,233	7,402,314	7,353,345	301,809
6141 - Flex Co Paid Insurance-Pretax	9,272,562	8,536,151	8,163,233	9,057,954	8,977,764	441,613
6142 - Life Insurance	322,480	372,359	351,422	406,656	402,720	30,361
6143 - Long-Term Disability Insurance	377,971	208,180	365,773	213,636	211,452	3,272
6144 - Short-Term Disability Insurance	351,924	217,236	427,330	222,972	220,680	3,444
6145 - Dental Insurance	2,510,414	3,075,960	2,732,687	3,146,046	3,118,338	42,378
6147 - Vision Insurance	715,733	974,229	873,056	937,392	929,088	(45,141)
6148 - Unemployment Insurance	-	18,245	9,777	616,104	616,104	597,859
6161 - Workers Compensation Insurance	20,643,158	23,632,922	23,624,388	23,449,511	23,449,511	(183,411)
6171 - Employee Assistance Program	106,985	123,420	129,867	127,056	126,048	2,628
6173 - Flex-Benefit Plan Contribution	72,830,394	88,895,171	81,426,472	99,778,908	98,914,722	10,019,551
6174NF - Special Benefits Not Forecasted	-	(69,418)	-	169,191	169,191	238,609
6174 - Special Benefits	2,157,858	1,069,541	1,319,265	1,084,403	1,075,042	5,501
6175 - Wellness Plan	118,047	166,606	164,039	167,891	167,891	1,285
Total Salaries and Employee Benefits	**$ 679,357,817**	**$ 750,172,477**	**$ 729,896,851**	**$ 795,880,199**	**$ 788,051,070**	**$ 37,878,593**
Services and Supplies						
6211 - Agricultural Service & Supply	315,883	110,500	220,185	283,664	283,664	173,164
6221 - Clothing and Personal Supplies	248,302	243,210	447,042	303,605	303,605	60,395
6222 - Uniforms and Safety Equipment	817,837	1,021,722	1,239,203	1,841,041	1,841,041	819,319
6231 - Communication Charges - External	2,003,323	1,752,159	1,960,190	1,912,652	1,912,652	160,493
6232 - Communication Charges - Internal	109,082	50,140	115,825	70,100	70,100	19,960
6241 - Food	3,466,312	3,493,233	3,330,501	3,789,486	3,189,486	(303,747)
6251 - Cleaning and Janitorial	3,618,851	3,426,092	4,490,651	4,168,994	3,650,394	224,302
6252 - Household Expenses	568,928	149,044	159,283	149,269	149,269	225
6261 - Insurance - General Liability (Non-recoverable)	6,579,487	1,621,367	2,159,477	9,875,604	9,875,604	8,254,237
6262 - Insurance - General Liability (Recoverable)	5,725,459	8,480,709	8,666,601	8,991,100	8,991,100	510,391
6264 - Insurance - Malpractice	1,553,512	1,605,703	1,618,426	1,750,915	1,750,915	145,212
6266 - Insurance - Property	2,055,210	2,715,942	2,773,584	4,281,086	4,281,086	1,565,144
6267 - Insurance - Stop Loss	4,808,063	5,564,507	6,496,556	8,523,473	8,523,473	2,958,966
6268 - Insurance - Other	1,097,773	807,098	779,875	1,212,042	1,212,042	404,944
6301 - Grand Jury Related Expense	48,974	47,434	51,101	45,000	45,000	(2,434)
6302 - Trial Related Expense	902,721	731,772	730,979	771,529	771,529	39,757
6311 - Buildings & Improvements Maintenance - External	8,875,291	7,350,594	5,542,334	5,610,746	5,610,746	(1,739,848)
6312 - Buildings & Improvements Maintenance - Internal	115,197	127,994	60,688	119,243	119,243	(8,751)
6321 - Equipment Maintenance	4,165,113	10,511,298	10,619,068	10,372,479	9,950,149	(561,149)
6331 - Dental Supplies	58	75	75	75	75	-
6332 - Laboratory Supplies	2,307,949	2,396,737	4,149,036	5,801,590	5,801,590	3,404,853
6333 - Medical Supplies	24,336,807	25,086,872	29,773,714	18,437,006	18,437,006	(6,649,866)
6351 - Membership Fees	1,427,765	1,671,903	1,958,908	1,904,604	1,904,484	232,581
6361 - Noncapital Equipment	2,043,393	2,485,076	1,021,073	1,127,335	1,127,335	(1,357,741)
6381 - Advertising	993,627	866,347	1,176,125	1,170,189	1,170,189	303,842
6382 - Audio-Visual Service & Supply	157,552	254,304	19,149	257,595	257,595	3,291
6383 - Miscellaneous Services	2,700,128	2,088,417	1,625,363	1,794,031	1,794,031	(294,386)
6384 - Miscellaneous Supplies	1,504,058	2,416,999	2,011,954	2,645,711	2,645,711	228,712
6401 - Books/Periodicals and Other Subscriptions	1,333,426	857,430	803,715	968,572	968,572	111,142
6402 - Bottled Water	69,612	49,404	56,642	45,324	45,324	(4,080)
6403 - Office Machine Supply	3,019	1,000	1,047	1,950	1,950	950
6404 - Courier Services - External	137,753	41,294	41,551	38,379	38,379	(2,915)
6405 - Courier Services - Internal	424,729	437,126	449,591	462,214	462,214	25,088
6406 - Mail Handling Charges	211,503	210,171	215,429	199,707	199,707	(10,464)

Source Classification	Actual 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Requested Budget 2021-22	Recommended Budget 2021-22	Recommended Change From Adopted
6407 - Minor Computer Hardware	3,353,085	2,166,968	3,557,324	1,721,447	1,713,117	(453,851)
6408 - Minor Computer Software	12,394,249	8,375,483	8,620,255	9,196,991	9,161,002	785,519
6409 - Minor Equipment and Furnishings	2,152,493	1,880,822	4,821,618	2,776,491	2,776,491	895,669
6410 - Office Supplies	1,495,906	1,928,313	1,882,377	2,176,720	2,096,897	168,584
6411 - Postage and Shipping	1,072,326	1,176,385	1,082,800	932,569	932,569	(243,816)
6412 - Printing, Graphics and Binding Charge - External	2,158,948	2,933,387	2,195,657	2,412,124	2,412,124	(521,263)
6413 - Printing, Graphics and Binding Charge - Internal	1,379	-	1,277	-	-	-
6414 - Other Office Expense	155,318	331,963	171,266	400,953	398,845	66,882
6415 - Records Retention Charges	818,380	597,710	786,750	773,265	773,265	175,555
6601 - Accounting & Auditing Charges	485,749	842,815	822,195	792,391	792,391	(50,424)
6602 - Data Processing Services - External	2,404,467	3,125,808	3,374,508	3,140,505	3,140,505	14,697
6603 - Data Processing Services - Internal	10,699,344	10,096,407	10,380,271	11,843,112	11,840,901	1,744,494
6604 - Hospital Charges	7,688,502	8,335,352	7,941,265	9,418,419	9,418,419	1,083,067
6605 - Laboratory Services	1,890,773	715,517	754,501	762,934	762,934	47,417
6606 - Legal Service - External	2,951,089	3,960,682	3,873,190	4,449,217	4,449,217	488,535
6607 - Legal Service - Internal	1,976,409	2,186,000	1,929,797	2,179,000	2,179,000	(7,000)
6608 - Other Medical Services	78,124,366	78,657,694	83,685,429	81,234,370	80,734,370	2,076,676
6609 - Other Personnel Services	21,664,205	24,334,371	22,091,361	22,998,956	21,839,564	(2,494,807)
6610 - Outpatient Services	10,895,033	11,847,002	11,841,751	12,448,306	12,448,306	601,304
6611 - Staff Training Services	636,474	1,170,986	693,063	1,059,516	1,059,516	(111,470)
6612 - Temporary Help Services	2,381,634	2,842,498	18,164,575	3,748,748	3,748,748	906,250
6613 - Other Professional & Special Services	65,077,786	64,567,620	61,791,221	66,817,713	63,857,301	(710,319)
6614 - Contribution and Grants for Non-Governmental Agencies	2,139,000	1,201,250	1,261,250	2,104,403	2,104,403	903,153
6801 - Publications and Legal Notices	119,246	140,497	147,703	607,480	607,480	466,983
6811 - Rents and Leases - Buildings	12,146,493	7,366,460	8,767,253	8,595,115	8,095,115	728,655
6821 - Rents and Leases - Equipment	6,154,250	5,626,640	6,714,821	5,697,409	5,697,409	70,769
6831 - Criminal Justice System	346,105	475,000	452,519	482,500	482,500	7,500
6832 - Elections	132,131	172,300	236,301	142,300	142,300	(30,000)
6833 - Purchases For Resale	23,860	40,000	30,000	40,000	40,000	-
6834 - Social Services	18,610,863	20,094,520	20,659,398	40,179,645	40,179,645	20,085,125
6835 - Other Special Departmental Expenses	7,223,884	11,203,491	8,656,800	9,992,225	9,992,225	(1,211,266)
6861 - Conference/Lodging/Meals/Travel	1,660,788	1,981,633	949,967	1,627,973	1,626,473	(355,160)
6862 - Employee Mileage Reimbursement	141,732	228,376	92,569	173,759	173,759	(54,617)
6863 - Employee Moving Expense	162,790	-	20,000	20,000	20,000	20,000
6864 - Fleet Service Charge	4,734,075	5,482,056	4,918,952	5,178,313	5,178,313	(303,743)
6865 - Nonemployee Transportation & Travel	144,932	128,737	128,655	63,458	63,458	(65,279)
6866 - Vehicle Maintenance - External	3,099,798	3,950,025	3,062,321	3,391,580	3,391,580	(558,445)
6867 - Vehicle Usage/Replacement	3,430,633	3,482,005	3,825,606	3,466,189	3,466,189	(15,816)
6881 - Utilities	10,551,071	11,876,123	13,266,405	12,125,847	11,944,739	68,616
Total Services and Supplies	**$ 386,026,264**	**$ 394,196,569**	**$ 418,417,912**	**$ 434,098,253**	**$ 427,126,330**	**$ 32,929,761**
Other Charges						
7011 - Out of Home Care	29,754,076	31,239,555	28,261,454	27,634,601	27,634,601	(3,604,954)
7012 - Public Assistance Payments	43,587,165	42,539,950	42,188,668	45,018,490	45,018,490	2,478,540
7013 - Reimbursement to Other Governmental Age	8,611,332	5,600,287	5,531,378	4,646,704	4,646,704	(953,583)
7014 - Other Support and Care	6,922,333	8,641,542	7,005,015	8,054,471	8,054,471	(587,071)
7041 - Bond Principal Payments	9,116,128	14,100,599	9,774,143	13,323,996	13,323,996	(776,603)
7051 - Other Debt Retirement	1,015,095	1,035,460	1,035,460	1,117,188	1,117,188	81,728
7061 - Interest On Bonds	7,770,322	9,524,290	7,450,126	7,161,665	7,161,665	(2,362,625)
7071 - Interest On Other Long-Term Debt	1,243,555	1,144,338	1,151,058	928,273	928,273	(216,065)
7082 - Other Interest	15,679	12,356	11,856	500	500	(11,856)
7091 - Claims, Judgments & Damages	42,040,567	38,093,082	30,426,772	36,876,164	36,876,164	(1,216,918)
7092 - Insurance Deductible	183,787	130,000	130,553	130,000	130,000	-
7121 - Taxes and Assessments	158,815	145,580	153,955	146,132	146,132	552
7141 - Depreciation - Buildings	98	193,354	206,536	206,372	206,372	13,018
7181 - Bad Debts Expense	243,688	-	240,000	6,055	6,055	6,055
7201 - Contribution to Other Agencies	97,374,701	20,681,686	17,854,594	21,108,853	21,108,853	427,167
7301 - Cost Plan Charges	(967,071)	(1,778,004)	(1,752,264)	(660,183)	(823,404)	954,600
7302 - Expenditure Transfers	137,353	343,759	405,647	387,834	387,834	44,075
7304 - Interfund Reimbursement	(24,996,593)	(26,196,968)	(24,630,666)	(26,453,842)	(26,249,631)	(52,663)
7305 - Intrafund Reimbursement	(18,002,642)	(14,252,585)	(11,563,479)	(19,070,284)	(17,875,996)	(3,623,411)
Total Other Charges	**$ 204,208,389**	**$ 131,198,281**	**$ 113,880,806**	**$ 120,562,989**	**$ 121,798,267**	**$ (9,400,014)**
Capital Assets						
7512 - Land Improvements	219,787	-	-	-	-	-
7521 - Buildings and Improvements	22,937,804	20,262,816	8,147,928	14,640,004	14,640,004	(5,622,812)
7531 - Equipment	8,633,014	11,522,191	5,983,232	7,848,614	7,737,014	(3,785,177)
7532 - Vehicles	1,167,385	4,571,015	3,470,666	5,135,115	5,135,115	564,100
7541 - Infrastructure	233,878	207,500	-	-	-	(207,500)
7551 - Construction In Progress	32,530,313	57,904,133	47,914,391	56,857,840	55,407,840	(2,496,293)
7561 - Capital Leases	-	28,204	28,204	56,408	56,408	28,204
7562 - Intangible Assets	107,092	701,738	1,629,581	586,180	586,180	(115,558)
Total Capital Assets	**$ 65,829,272**	**$ 95,197,597**	**$ 67,174,002**	**$ 85,124,161**	**$ 83,562,561**	**$ (11,635,036)**

Source Classification	Actual 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Requested Budget 2021-22	Recommended Budget 2021-22	Recommended Change From Adopted
Other Financing Uses						
7611 - Debt Defeasance	32,860,000	-	-	-	-	-
7612 - Disbursement of Loans	-	3,180,000	1,510,000	2,980,000	2,980,000	(200,000)
7614 - Operating Transfers Out	343,846,271	263,125,020	225,052,382	229,656,981	227,406,981	(35,718,039)
Total Other Financing Uses	**$ 343,846,271**	**$ 263,125,020**	**$ 225,052,382**	**$ 229,656,981**	**$ 227,406,981**	**$ (35,718,039)**
Appropriation for Contingencies						
7811 - Contingencies	125,717	4,859,221	15,027,457	7,199,582	7,199,582	2,340,361
Total Appropriation for Contingencies	**$ 125,717**	**$ 4,859,221**	**$ 15,027,457**	**$ 7,199,582**	**$ 7,199,582**	**$ 2,340,361**
Grand Total	**$ 1,679,393,729**	**$ 1,638,749,165**	**$ 1,569,449,410**	**$ 1,672,522,165**	**$ 1,655,144,791**	**$ 16,395,626**

County of Monterey
Overtime
Fiscal Year 2021-22

Source Classification	Actual 2019-20	Adopted Budget 2020-21	Current Year Estimate 2020-21	Requested Budget 2021-22	Recommended Budget 2021-22	Recommended Change From Adopted
Summarization by Department						
Agricultural Commissioner	22,913	40,000	30,000	20,000	20,000	(20,000)
Assessor-County Clerk-Recorder	657	500	500	500	500	-
Auditor-Controller	13,073	-	19,653	-	-	-
Board of Supervisors	390	-	221	-	-	-
Child Support Services	3,031	-	5,000	-	-	-
Civil Rights Office	(80)	-	-	-	-	-
Clerk of the Board	12	-	500	-	-	-
County Administrative Office	23,541	100	36,956	500	500	400
County Counsel	623	-	2,235	-	-	-
District Attorney	70,002	85,000	65,205	55,793	55,793	(29,207)
Elections	9,411	10,000	14,774	10,000	10,000	-
Emergency Communications	567,935	595,664	625,664	692,289	692,289	96,625
Health	832,523	457,408	1,170,392	982,535	982,535	525,127
Human Resources	15,818	-	36,703	-	-	-
Information Technology	52,491	82,704	82,704	22,085	22,085	(60,619)
Library	1,678	-	-	-	-	-
Natividad Medical Center	7,485,187	-	-	-	-	-
Probation	134,003	318,789	318,789	318,789	318,789	-
Public Defender	-	500	500	500	500	-
Public Works, Facilities & Parks	-	-	-	155,886	155,886	155,886
Resource Management Agency	134,827	231,852	184,492	-	-	(231,852)
Sheriff-Coroner	6,817,168	6,067,881	8,410,010	8,411,261	6,531,261	463,380
Social Services	945,625	968,000	970,298	900,000	900,000	(68,000)
Treasurer-Tax Collector	1,135	-	812	-	-	-
Grand Total	**$ 17,131,963**	**$ 8,858,398**	**$ 11,975,408**	**$ 11,570,138**	**$ 9,690,138**	**$ 831,740**

Schedules

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Countywide Position Summary

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	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	2.00	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	5.00	5.00	5.00	0.00
14C31	MANAGEMENT ANALYST III	9.00	10.00	10.00	0.00
14C37	COUNTY MEDIA ANALYST	0.00	0.00	1.00	1.00
14E20	BUYER II	2.00	2.00	2.00	0.00
14G02	MANAGEMENT ANALYST I	3.00	4.00	4.00	0.00
14H64	FLEET MANAGER	1.00	1.00	1.00	0.00
14M12	ECONOMIC DEVELOPMENT MANAGER	0.00	0.00	1.00	1.00
14M22	HOUSING PROGRAM MANAGER	1.00	1.00	0.00	(1.00)
14N05	ADMINISTRATIVE OPERATIONS MANAGER	1.00	1.00	1.00	0.00
14N35	CONTRACTS & PURCHASING OFFICER	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	2.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	0.00	1.00	2.00	1.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
41F30	REDEVELOPMENT/HOUSING PROJECT ANALYST I	1.00	1.00	0.00	(1.00)
41F31	REDEVELOPMENT/HOUSING PROJECT ANALYST II	1.00	1.00	0.00	(1.00)
41F32	REDEVELOPMENT/HOUSING PROJECT ANALYST III	1.00	1.00	0.00	(1.00)
41G01	EMERGENCY SERVICES PLANNER	4.00	3.00	4.00	1.00
43C11	PERMIT TECHNICIAN II	0.00	1.00	1.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
43L18	COMMUNICATIONS TECHNICIAN III	0.00	1.00	1.00	0.00
43L20	COMMUNICATIONS TECHNICIAN I	0.00	1.00	1.00	0.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	3.00	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	0.00	0.00	0.00
68C02	RANGE AIDE	2.00	1.00	1.00	0.00
70F21	COURIER	4.00	4.00	4.00	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
70F23	STOREKEEPER	1.00	1.00	1.00	0.00
70F79	WAREHOUSE WORKER	4.00	5.00	5.00	0.00
70F80	SENIOR STOREKEEPER	1.00	1.00	1.00	0.00
70F82	SUPERVISING WAREHOUSE WORKER	1.00	1.00	1.00	0.00
70M01	SHUTTLE DRIVER	2.00	0.00	0.00	0.00
72C20	MECHANIC I	1.00	2.00	2.00	0.00
72C23	MECHANIC II	11.00	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	3.00	4.00	3.00	(1.00)
80A97	EXECUTIVE ASSISTANT TO ADMINISTRATIVE OFFICER	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	2.00	2.00	2.00	0.00
80E01	OFFICE ASSISTANT I	1.00	1.00	1.00	0.00
80G21	DATA ENTRY OPERATOR II	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	2.00	2.00	0.00
80J30	ACCOUNTING TECHNICIAN	3.00	3.00	2.00	(1.00)
80O22	MAILROOM CLERK	1.50	1.50	1.50	0.00
80O23	SENIOR MAILROOM CLERK	1.00	1.00	1.00	0.00
99ZXX	ALLOCATION ON LOAN XX	17.00	17.00	17.00	0.00
	Total County Administrative Office	114.50	119.50	117.50	(2.00)
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	10.00	9.00	13.00	4.00
14B28	SUPERVISING PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	3.00	5.00	5.00	0.00
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	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	3.00	3.00	3.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	0.00	0.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	5.00	4.00	5.00	1.00
14M61	HR PROGRAM MANAGER	3.00	3.00	4.00	1.00
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	35.00	35.00	41.00	6.00
Civil Rights Office					
14B25	EQUAL OPPORTUNITY OFFICER	1.00	1.00	1.00	0.00
14B47	ASSOCIATE EQUAL OPPORTUNITY ANALYST	2.00	2.00	2.00	0.00
14B49	SENIOR EQUAL OPPORTUNTY ANALYST	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
	Total Civil Rights Office	5.00	5.00	5.00	0.00
Auditor-Controller					
10B02	AUDITOR-CONTROLLER	1.00	1.00	1.00	0.00
12A02	ASSISTANT AUDITOR-CONTROLLER	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14P32	ERP BUSINESS ANALYST	4.00	5.00	5.00	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
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	6.00	6.00	6.00	0.00
20B25	AUDITOR-CONTROLLER ANALYST II	1.00	1.00	2.00	1.00
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	7.00	6.00	(1.00)
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	44.00	43.00	43.00	0.00
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	2.00	2.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00	1.00	1.00	0.00
16C88	BUSINESS TECHNOLOGY ANALYST III	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	1.00	1.00	1.00	0.00
20B11	ACCOUNTANT II	2.00	2.00	2.00	0.00
20B12	ACCOUNTANT III	1.00	1.00	2.00	1.00
20B41	TREASURY OFFICER II	3.00	3.00	3.00	0.00
20B93	FINANCE MANAGER II	2.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
20B96	FINANCE SYSTEMS MANAGER	1.00	1.00	1.00	0.00
25A32	REVENUE OFFICER II	9.00	9.00	9.00	0.00
25A33	SUPERVISING REVENUE OFFICER	1.00	1.00	1.00	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00	1.00	0.00	(1.00)
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 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

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
28A21	APPRAISER II	13.00	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	7.00	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	2.00	2.00	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
80E92	RECORDER SERVICES SUPERVISOR	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
80P22	PHOTOCOPYIST	2.00	2.00	2.00	0.00
80R11	ASSESSMENT CLERK	1.00	1.00	1.00	0.00
80R22	PROPERTY TRANSFER CLERK	4.00	4.00	4.00	0.00
80R23	SENIOR PROPERTY TRANSFER CLERK	1.00	1.00	1.00	0.00
	Total Assessor-County Clerk-Recorder	68.00	69.00	69.00	0.00
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 ANLYST	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
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	1.00	0.00	0.00	0.00
39B21	DEPUTY COUNTY COUNSEL II	1.00	0.00	0.00	0.00
39B23	DEPUTY COUNTY COUNSEL IV	15.00	15.00	15.00	0.00
39B25	SENIOR DEPUTY COUNTY COUNSEL	4.00	4.00	4.00	0.00
74K50	SAFETY COORDINATOR/ INVESTIGATOR	3.00	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	1.00	0.00
80B26	LEGAL SECRETARY III	0.00	7.00	7.00	0.00
80B98	LEGAL SECRETARY-CONFIDENTIAL	5.00	0.00	0.00	0.00
80B99	SENIOR LEGAL SECRETARY-CONFIDIDENTIAL	2.00	0.00	0.00	0.00
99ZWC	ALLOCATION ON LOAN WORK COMP	10.00	10.00	10.00	0.00
	Total County Counsel	56.00	54.00	54.00	0.00
Clerk of the Board					
11A30	CLERK OF THE BOARD OF SUPERVISORS	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	1.00	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
80E83	BOARD OF SUPERVISORS CLERK	3.00	3.00	3.00	0.00
	Total Clerk of the Board	5.00	5.00	5.00	0.00
Elections					
11A20	REGISTRAR OF VOTERS	1.00	1.00	1.00	0.00
12C14	ASSISTANT REGISTRAR OF VOTERS	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	1.00	1.00	1.00	0.00
14J21	ELECTIONS SERVICES SPECIALIST II	2.00	2.00	2.00	0.00
14M80	ELECTIONS PROGRAM MANAGER	5.00	5.00	5.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	1.00	1.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
	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	1.00	1.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80S01	COMMUNICATIONS DISPATCHER I	6.00	6.00	6.00	0.00
80S21	COMMUNICATIONS DISPATCHER II	50.00	49.00	50.00	1.00
80S22	EMERGENCY COMMUNICATIONS SHIFT SUPERVISOR	10.00	10.00	10.00	0.00
80S26	EMERGENCY COMMUNICATIONS OPERATIONS SUPERVISOR	1.00	1.00	0.00	(1.00)
	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	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	2.00	2.00	2.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	0.00	1.00	1.00	0.00
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	4.00	6.00	5.00	(1.00)
16C45	SOFTWARE PROGRAMMER ANALYST III	17.00	17.00	17.00	0.00
16C54	SYSTEMS PROGRAMMER ANALYST II	5.00	6.00	6.00	0.00
16C55	SYSTEMS PROGRAMMER ANALYST III	19.00	18.00	19.00	1.00
16C86	BUSINESS TECHNOLOGY ANALYST I	1.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	0.00	0.00	0.00
16C89	INFORMATION TECHNOLOGY BUSINESS MANAGER	2.00	2.00	2.00	0.00
16C92	ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY	1.00	1.00	1.00	0.00
16D25	DATABASE ADMINISTRATOR III	2.00	1.00	1.00	0.00
16E25	SECURITY ANALYST III	2.00	2.00	2.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
16G24	GIS ANALYST II	1.00	1.00	1.00	0.00
16G25	GIS ANALYST III	2.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	1.00	1.00	1.00	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
41N24	NETWORK SYSTEMS ENGINEER II	2.00	3.00	4.00	1.00
41N25	NETWORK SYSTEMS ENGINEER III	5.00	5.00	5.00	0.00
43A21	ENGINEERING AIDE II	1.00	1.00	1.00	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	1.00	1.00	1.00	0.00
43L18	COMMUNICATIONS TECHNICIAN III	6.00	5.00	5.00	0.00
43L28	TELECOMMUNICATIONS TECHNICIAN III	2.00	2.00	1.00	(1.00)
43L35	TELECOMMUNICATIONS SPECIALIST III	1.00	1.00	1.00	0.00
43L36	TELECOMMUNICATIONS SPECIALIST IV	1.00	0.00	0.00	0.00
43M35	INFORMATION TECHNOLOGY SUPPORT TECHNICIAN III	2.00	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
80E80	PRINCIPAL OFFICE ASSISTANT	2.00	2.00	2.00	0.00
80J30	ACCOUNTING TECHNICIAN	3.00	3.00	3.00	0.00
	Total Information Technology	108.00	109.00	109.00	0.00
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	1.00	1.00	1.00	0.00
14C75	ADMINISTRATIVE ASSISTANT TO DISTRCT ATTORNEY	1.00	1.00	1.00	0.00
14C87	VICTIM/WITNESS ASSISTANCE PROGRAM MANAGER	1.00	1.00	1.00	0.00
14K60	CHIEF DISTRICT ATTORNEY INVESTIGATOR	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	2.00	1.00	1.00	0.00
20B11	ACCOUNTANT II	0.00	1.00	1.00	0.00
20B12	ACCOUNTANT III	2.00	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	23.00	21.00	21.00	0.00
34A80	DISTRICT ATTORNEY INVESTIGATIVE CAPTAIN	3.00	2.00	2.00	0.00
34G10	INVESTIGATIVE AIDE	5.00	6.00	6.00	0.00
39C01	LEGAL ASSISTANT	4.00	4.00	4.00	0.00
39D31	DEPUTY DISTRICT ATTORNEY IV	53.00	53.00	54.00	1.00
39D32	MANAGING DEPUTY DISTRICT ATTORNEY	2.00	1.00	1.00	0.00
43G05	DIGITAL FORENSIC INVESTIGATOR	1.00	1.00	1.00	0.00
60K02	VICTIM ASSISTANCE ADVOCATE	9.00	10.00	10.00	0.00
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	28.00	28.00	28.00	0.00
80B24	SUPERVISING LEGAL SECRETARY	3.00	3.00	3.00	0.00
	Total District Attorney	158.00	156.00	157.00	1.00
Child Support Services					
11A26	DIRECTOR OF CHILD SUPPORT SERVICES	1.00	1.00	1.00	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	0.00	(1.00)
14K62	DEPUTY DIRECTOR CHILD SUPPORT SERVICES	1.00	1.00	1.00	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
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	6.00	6.00	5.00	(1.00)
25C23	CHILD SUPPORT OFFICER II	42.00	42.00	40.00	(2.00)
25C24	CHILD SUPPORT OFFICER III	8.00	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	1.00	(1.00)
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
70F21	COURIER	1.00	1.00	1.00	0.00
80A33	ADMINISTRATIVE SECRETARY	1.00	0.00	0.00	0.00
80B22	LEGAL SECRETARY	1.00	1.00	1.00	0.00
80D23	LEGAL PROCESS CLERK	2.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	2.00	2.00	1.00	(1.00)
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	1.00	(1.00)
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	2.00	(2.00)
	Total Child Support Services	94.00	92.00	83.00	(9.00)
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
14C30	MANAGEMENT ANALYST II	0.00	0.00	1.00	1.00
14G02	MANAGEMENT ANALYST I	2.00	2.00	1.00	(1.00)
20B10	ACCOUNTANT I	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
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	25.00	26.00	26.00	0.00
39P35	CHIEF DEPUTY PUBLIC DEFENDER	4.00	4.00	4.00	0.00
60B21	PSYCHIATRIC SOCIAL WORKER II	0.00	1.00	1.00	0.00
60C22	SOCIAL WORKER III	1.00	0.00	0.00	0.00
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	56.50	57.50	57.50	0.00
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
14B01	PERSONNEL ANALYST	0.00	0.00	1.00	1.00
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	0.00	(1.00)

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
14G02	MANAGEMENT ANALYST I	1.00	1.00	1.00	0.00
14H33	CRIMINAL INTELLIGENCE SPECIALIST	2.00	2.00	2.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
20B11	ACCOUNTANT II	0.00	1.00	1.00	0.00
20B12	ACCOUNTANT III	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
34E22	FORENSIC EVIDENCE TECHNICIAN	2.00	2.00	2.00	0.00
34E30	SUPERVISING FORENSIC EVIDENCE TECHNICIAN	1.00	1.00	1.00	0.00
34G21	CIVIL PROCESS SERVER	1.00	1.00	1.00	0.00
34P31	VEHICLE ABATEMENT ENFORCEMENT OFFICER	2.00	2.00	2.00	0.00
36A22	DEPUTY SHERIFF-OPERATIONS	122.00	112.00	103.00	(9.00)
36A23	SHERIFFS SERGEANT	37.00	37.00	33.00	(4.00)
36A24	SHERIFFS INVESTIGATIVE SERGEANT	4.00	3.00	3.00	0.00
36A81	SHERIFFS CAPTAIN	1.00	1.00	1.00	0.00
36A82	SHERIFFS COMMANDER	10.00	9.00	9.00	0.00
36E21	DEPUTY SHERIFF-CORRECTIONS	145.00	157.00	153.00	(4.00)
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	0.00	0.00	0.00
60G54	SHERIFF'S WORK ALTERNATIVE SPECIALIST	0.00	4.00	4.00	0.00
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	5.00	5.00	0.00
70N10	INMATE SERVICES SPECIALIST	5.00	5.00	5.00	0.00
72A40	SENIOR INMATE SERVICES SPECIALIST	1.00	1.00	1.00	0.00
72C25	VEHICLE MAINTENANCE COORDINATOR	1.00	1.00	1.00	0.00
80A32	SENIOR SECRETARY	1.00	1.00	1.00	0.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E22	OFFICE ASSISTANT III	3.00	3.00	3.00	0.00
80H25	MEDICAL TRANSCRIPTIONIST II	1.00	1.00	1.00	0.00
80I01	SENIOR CIVIL CLERK	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	11.00	11.00	0.00
80I08	SENIOR CORRECTIONS SPECIALIST	3.00	3.00	3.00	0.00
80I10	CUSTODY AND CONTROL SPECIALIST	47.00	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	18.00	18.00	0.00
80I17	SENIOR SHERIFFS RECORDS SPECIALIST	4.00	5.00	5.00	0.00
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	3.00	3.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
	Total Sheriff-Coroner	469.00	473.00	456.00	(17.00)
Probation					
11A06	CHIEF PROBATION OFFICER	1.00	1.00	1.00	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
12C35	ASSISTANT CHIEF PROBATION OFFICER	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	3.00	3.00	4.00	1.00
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	2.00	2.00	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00	0.00	0.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	0.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	2.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	1.00	1.00	1.00	0.00
20B12	ACCOUNTANT III	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	0.00	(1.00)
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00	1.00	1.00	0.00
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	0.00	0.00	0.00
72A29	SENIOR BUILDING MAINTENANCE WORKER	0.00	1.00	1.00	0.00
80A30	SECRETARIAL ASSISTANT	2.00	2.00	1.00	(1.00)
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	7.00	1.00
80E82	SUPERVISING OFFICE ASSISTANT II	2.00	2.00	2.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
80W21	WORD PROCESSOR	3.00	3.00	3.00	0.00
	Total 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	1.50	1.00	1.00	0.00
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	5.50	5.50	5.50	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
30M21	PRODUCE INSPECTOR I	0.75	0.00	0.00	0.00
30M22	PRODUCE INSPECTOR II	2.25	0.00	0.00	0.00
30N05	AGRICULTURAL ASSISTANT II	15.50	11.00	11.00	0.00
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	8.00	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	2.50	2.00	2.00	0.00
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 Agricultural Commissioner	83.00	74.50	74.50	0.00
Resource Management Agency					
11A23	DEPUTY DIRECTOR OF LAND USE AND COMMUNITY DEVELOPMENT	1.00	1.00	0.00	(1.00)
11A24	DEPUTY DIRECTOR OF PUBLIC WORKS AND FACILITIES	1.00	1.00	0.00	(1.00)
11A27	RESOURCE MANAGEMENT AGENCY DIRECTOR	1.00	1.00	0.00	(1.00)
11A32	DEPUTY DIRECTOR OF ADMINISTRATIVE SERVICES	1.00	1.00	0.00	(1.00)
14A10	PROJECT MANAGER I	2.00	1.00	0.00	(1.00)
14A11	PROJECT MANAGER II	5.00	5.00	0.00	(5.00)
14A12	PROJECT MANAGER III	4.00	4.00	0.00	(4.00)
14B21	ASSOCIATE PERSONNEL ANALYST	2.00	2.00	0.00	(2.00)
14C30	MANAGEMENT ANALYST II	10.00	12.00	0.00	(12.00)
14C31	MANAGEMENT ANALYST III	4.00	4.00	0.00	(4.00)
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	0.00	(1.00)
14C74	REAL PROPERTY SPECIALIST	2.00	1.00	0.00	(1.00)
14G02	MANAGEMENT ANALYST I	1.00	1.00	0.00	(1.00)
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	1.00	0.00	(1.00)
14K50	CHIEF OF PLANNING	1.00	1.00	0.00	(1.00)
14K51	RMA SERVICES MANAGER	5.00	5.00	0.00	(5.00)
14K63	CHIEF OF FACILITIES	0.00	1.00	0.00	(1.00)
14K70	CHIEF OF PARKS	1.00	1.00	0.00	(1.00)
14N05	ADMINISTRATIVE OPERATIONS MANAGER	1.00	2.00	0.00	(2.00)
20B10	ACCOUNTANT I	1.00	1.00	0.00	(1.00)
20B11	ACCOUNTANT II	2.00	2.00	0.00	(2.00)
20B12	ACCOUNTANT III	1.00	1.00	0.00	(1.00)
20B93	FINANCE MANAGER II	1.00	1.00	0.00	(1.00)
20B95	FINANCE MANAGER I	2.00	3.00	0.00	(3.00)
30D21	BUILDING INSPECTOR II	6.00	6.00	0.00	(6.00)
30D22	SENIOR BUILDING INSPECTOR	1.00	1.00	0.00	(1.00)
30D25	CHIEF OF BUILDING SERVICES	1.00	1.00	0.00	(1.00)
30D31	CHIEF OF PUBLIC WORKS	2.00	1.00	0.00	(1.00)
34P26	CODE COMPLIANCE INSPECTOR II	5.00	6.00	0.00	(6.00)
34P27	SENIOR CODE COMPLIANCE INSPECTOR	1.00	1.00	0.00	(1.00)
34X21	GUARD	2.00	2.00	0.00	(2.00)
41A10	ASSISTANT ENGINEER	8.00	10.00	0.00	(10.00)
41A20	CIVIL ENGINEER	4.00	4.00	0.00	(4.00)

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
41A22	SENIOR CIVIL ENGINEER	3.00	4.00	0.00	(4.00)
41A87	CHIEF OF SURVEYS	1.00	1.00	0.00	(1.00)
41B21	BUILDING PLANS EXAMINER	4.00	4.00	0.00	(4.00)
41B22	SENIOR BUILDING PLANS EXAMINER	1.00	0.00	0.00	0.00
41C02	WATER RESOURCES HYDROLOGIST	3.00	3.00	0.00	(3.00)
41C17	SENIOR WATER RESOURCES HYDROLOGIST	1.00	1.00	0.00	(1.00)
41F11	ASSOCIATE PLANNER	10.00	10.00	0.00	(10.00)
41F22	SENIOR PLANNER	4.00	4.00	0.00	(4.00)
41F23	SUPERVISING PLANNER	2.00	2.00	0.00	(2.00)
41F85	PARKS PLANNING MANAGER	1.00	1.00	0.00	(1.00)
43A22	ENGINEERING AIDE III	2.00	2.00	0.00	(2.00)
43A23	ENGINEERING TECHNICIAN	5.00	4.00	0.00	(4.00)
43B03	WATER RESOURCES TECHNICIAN	2.00	2.00	0.00	(2.00)
43C10	PERMIT TECHNICIAN I	3.00	3.00	0.00	(3.00)
43C11	PERMIT TECHNICIAN II	5.00	5.00	0.00	(5.00)
43C12	PERMIT TECHNICIAN III	1.00	1.00	0.00	(1.00)
65C10	PARKS MUSEUM ASSISTANT	1.00	1.00	0.00	(1.00)
68A41	COUNTY PARK RANGER II	2.00	2.00	0.00	(2.00)
68A42	COUNTY PARK RANGER III	2.00	2.00	0.00	(2.00)
68A43	COUNTY PARK RANGER SUPERVISOR	1.00	1.00	0.00	(1.00)
70C20	SENIOR GROUNDSKEEPER	1.00	1.00	0.00	(1.00)
70C21	GROUNDSKEEPER	4.00	4.00	0.00	(4.00)
70C80	GROUNDS SUPERVISOR	1.00	1.00	0.00	(1.00)
70N01	OFFICE MAINTENANCE WORKER	2.00	2.00	0.00	(2.00)
72A23	BUILDING MAINTENANCE WORKER	11.00	11.00	0.00	(11.00)
72A29	SENIOR BUILDING MAINTENANCE WORKER	2.00	2.00	0.00	(2.00)
72A81	BUILDING MAINTENANCE SUPERVISOR	3.00	3.00	0.00	(3.00)
72B31	PARKS BUILDING & GROUNDS WORKER II	9.00	9.00	0.00	(9.00)
72B32	PARKS BUILDING & GROUNDS WORKER SUPERVISOR	3.00	3.00	0.00	(3.00)
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	3.00	3.00	0.00	(3.00)
72B41	SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.00	1.00	0.00	(1.00)
74D12	ROAD MAINTENANCE WORKER	19.00	19.00	0.00	(19.00)
74D13	SENIOR ROAD MAINTENANCE WORKER	8.00	8.00	0.00	(8.00)
74D81	ASSISTANT ROAD SUPERINTENDENT	4.00	4.00	0.00	(4.00)
74D83	ROAD SUPERINTENDENT	4.00	4.00	0.00	(4.00)
74D84	ROAD MAINTENANCE SUPERINTENDENT	1.00	1.00	0.00	(1.00)
74D85	MAINTENANCE MANAGER	2.00	2.00	0.00	(2.00)
74E11	BRIDGE MAINTENANCE WORKER	4.00	4.00	0.00	(4.00)
74E31	SENIOR BRIDGE MAINTENANCE WORKER	1.00	1.00	0.00	(1.00)
74E80	ASSISTANT BRIDGE SUPERINTENDENT	1.00	1.00	0.00	(1.00)
74E81	BRIDGE SUPERINTENDENT	1.00	1.00	0.00	(1.00)
74G21	TREE TRIMMER	2.00	2.00	0.00	(2.00)
74G22	SENIOR TREE TRIMMER	1.00	1.00	0.00	(1.00)
74I11	TRAFFIC MAINTENANCE WORKER	4.00	4.00	0.00	(4.00)
74I25	TRAFFIC MAINTENANCE SUPERINTENDENT	1.00	1.00	0.00	(1.00)
80A31	SECRETARY	6.00	6.00	0.00	(6.00)
80A32	SENIOR SECRETARY	3.00	3.00	0.00	(3.00)
80A33	ADMINISTRATIVE SECRETARY	3.00	3.00	0.00	(3.00)
80E01	OFFICE ASSISTANT I	2.00	2.00	0.00	(2.00)
80E21	OFFICE ASSISTANT II	17.00	13.00	0.00	(13.00)

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
80E22	OFFICE ASSISTANT III	1.00	3.00	0.00	(3.00)
80E80	PRINCIPAL OFFICE ASSISTANT	1.00	1.00	0.00	(1.00)
80E81	SUPERVISING OFFICE ASSISTANT I	0.00	1.00	0.00	(1.00)
80E82	SUPERVISING OFFICE ASSISTANT II	1.00	0.00	0.00	0.00
80E90	MAINTENANCE YARD CLERK	4.00	4.00	0.00	(4.00)
80E91	MAINTENANCE INVENTORY & YARD CLERK	1.00	1.00	0.00	(1.00)
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00	1.00	0.00	(1.00)
80J21	ACCOUNT CLERK	0.00	1.00	0.00	(1.00)
80J22	SENIOR ACCOUNT CLERK	5.00	7.00	0.00	(7.00)
80J30	ACCOUNTING TECHNICIAN	4.00	5.00	0.00	(5.00)
	Total Resource Management Agency	277.00	283.00	0.00	(283.00)
Housing and Community Development					
11A34	DIRECTOR OF HOUSING AND COMMUNITY DEVELOPMENT	0.00	0.00	1.00	1.00
14C30	MANAGEMENT ANALYST II	0.00	0.00	5.00	5.00
14C31	MANAGEMENT ANALYST III	0.00	0.00	1.00	1.00
14G02	MANAGEMENT ANALYST I	0.00	0.00	1.00	1.00
14K50	CHIEF OF PLANNING	0.00	0.00	1.00	1.00
14K51	RMA SERVICES MANAGER	0.00	0.00	5.00	5.00
14M22	HOUSING PROGRAM MANAGER	0.00	0.00	1.00	1.00
20B10	ACCOUNTANT I	0.00	0.00	1.00	1.00
20B95	FINANCE MANAGER I	0.00	0.00	2.00	2.00
30D21	BUILDING INSPECTOR II	0.00	0.00	5.00	5.00
30D22	SENIOR BUILDING INSPECTOR	0.00	0.00	1.00	1.00
30D25	CHIEF OF BUILDING SERVICES	0.00	0.00	1.00	1.00
34P26	CODE COMPLIANCE INSPECTOR II	0.00	0.00	6.00	6.00
34P27	SENIOR CODE COMPLIANCE INSPECTOR	0.00	0.00	1.00	1.00
41A10	ASSISTANT ENGINEER	0.00	0.00	2.00	2.00
41A20	CIVIL ENGINEER	0.00	0.00	2.00	2.00
41A22	SENIOR CIVIL ENGINEER	0.00	0.00	1.00	1.00
41B21	BUILDING PLANS EXAMINER	0.00	0.00	4.00	4.00
41C02	WATER RESOURCES HYDROLOGIST	0.00	0.00	2.00	2.00
41F11	ASSOCIATE PLANNER	0.00	0.00	12.00	12.00
41F22	SENIOR PLANNER	0.00	0.00	4.00	4.00
41F23	SUPERVISING PLANNER	0.00	0.00	2.00	2.00
41F30	REDEVELOPMENT/HOUSING PROJECT ANALYST I	0.00	0.00	1.00	1.00
41F32	REDEVELOPMENT/HOUSING PROJECT ANALYST III	0.00	0.00	1.00	1.00
43A22	ENGINEERING AIDE III	0.00	0.00	1.00	1.00
43A23	ENGINEERING TECHNICIAN	0.00	0.00	2.00	2.00
43B03	WATER RESOURCES TECHNICIAN	0.00	0.00	1.00	1.00
43C10	PERMIT TECHNICIAN I	0.00	0.00	3.00	3.00
43C11	PERMIT TECHNICIAN II	0.00	0.00	5.00	5.00
43C12	PERMIT TECHNICIAN III	0.00	0.00	1.00	1.00
80A31	SECRETARY	0.00	0.00	2.00	2.00
80A32	SENIOR SECRETARY	0.00	0.00	2.00	2.00
80A33	ADMINISTRATIVE SECRETARY	0.00	0.00	2.00	2.00
80E01	OFFICE ASSISTANT I	0.00	0.00	1.00	1.00
80E21	OFFICE ASSISTANT II	0.00	0.00	9.00	9.00
80E22	OFFICE ASSISTANT III	0.00	0.00	3.00	3.00
80E80	PRINCIPAL OFFICE ASSISTANT	0.00	0.00	1.00	1.00
80E81	SUPERVISING OFFICE ASSISTANT I	0.00	0.00	1.00	1.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
80J22	SENIOR ACCOUNT CLERK	0.00	0.00	1.00	1.00
80J30	ACCOUNTING TECHNICIAN	0.00	0.00	1.00	1.00
	Total Housing and Community Development	0.00	0.00	99.00	99.00
Public Works, Facilities & Parks					
11A33	DIRECTOR OF PUBLIC WORKS, FACILITIES, & PARKS	0.00	0.00	1.00	1.00
12C23	ASSISTANT DIRECTOR OF PUBLIC WORKS, FACILITIES, & PARKS	0.00	0.00	1.00	1.00
14A10	PROJECT MANAGER I	0.00	0.00	1.00	1.00
14A11	PROJECT MANAGER II	0.00	0.00	5.00	5.00
14A12	PROJECT MANAGER III	0.00	0.00	4.00	4.00
14C30	MANAGEMENT ANALYST II	0.00	0.00	7.00	7.00
14C31	MANAGEMENT ANALYST III	0.00	0.00	3.00	3.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	0.00	0.00	1.00	1.00
14C74	REAL PROPERTY SPECIALIST	0.00	0.00	1.00	1.00
14K51	RMA SERVICES MANAGER	0.00	0.00	1.00	1.00
14K63	CHIEF OF FACILITIES	0.00	0.00	1.00	1.00
14K70	CHIEF OF PARKS	0.00	0.00	1.00	1.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	0.00	0.00	2.00	2.00
20B10	ACCOUNTANT I	0.00	0.00	1.00	1.00
20B11	ACCOUNTANT II	0.00	0.00	2.00	2.00
20B12	ACCOUNTANT III	0.00	0.00	1.00	1.00
20B93	FINANCE MANAGER II	0.00	0.00	1.00	1.00
20B95	FINANCE MANAGER I	0.00	0.00	2.00	2.00
30D31	CHIEF OF PUBLIC WORKS	0.00	0.00	1.00	1.00
34X21	GUARD	0.00	0.00	2.00	2.00
41A10	ASSISTANT ENGINEER	0.00	0.00	8.00	8.00
41A20	CIVIL ENGINEER	0.00	0.00	3.00	3.00
41A22	SENIOR CIVIL ENGINEER	0.00	0.00	3.00	3.00
41A87	CHIEF OF SURVEYS	0.00	0.00	1.00	1.00
41C02	WATER RESOURCES HYDROLOGIST	0.00	0.00	1.00	1.00
41C17	SENIOR WATER RESOURCES HYDROLOGIST	0.00	0.00	1.00	1.00
41F85	PARKS PLANNING MANAGER	0.00	0.00	1.00	1.00
43A22	ENGINEERING AIDE III	0.00	0.00	1.00	1.00
43A23	ENGINEERING TECHNICIAN	0.00	0.00	3.00	3.00
43B03	WATER RESOURCES TECHNICIAN	0.00	0.00	1.00	1.00
65C10	PARKS MUSEUM ASSISTANT	0.00	0.00	1.00	1.00
68A41	COUNTY PARK RANGER II	0.00	0.00	2.00	2.00
68A42	COUNTY PARK RANGER III	0.00	0.00	2.00	2.00
68A43	COUNTY PARK RANGER SUPERVISOR	0.00	0.00	1.00	1.00
68C01	PARK SERVICES AIDE I	0.00	0.00	3.00	3.00
68C21	PARK SERVICES AIDE II	0.00	0.00	1.00	1.00
68C23	PARK SERVICES AIDE III	0.00	0.00	1.00	1.00
70C20	SENIOR GROUNDSKEEPER	0.00	0.00	1.00	1.00
70C21	GROUNDSKEEPER	0.00	0.00	4.00	4.00
70C80	GROUNDS SUPERVISOR	0.00	0.00	1.00	1.00
70N01	OFFICE MAINTENANCE WORKER	0.00	0.00	2.00	2.00
72A23	BUILDING MAINTENANCE WORKER	0.00	0.00	12.00	12.00
72A29	SENIOR BUILDING MAINTENANCE WORKER	0.00	0.00	2.00	2.00
72A81	BUILDING MAINTENANCE SUPERVISOR	0.00	0.00	3.00	3.00
72B31	PARKS BUILDING & GROUNDS WORKER II	0.00	0.00	9.00	9.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
72B32	PARKS BUILDING & GROUNDS WORKER SUPERVISOR	0.00	0.00	3.00	3.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	0.00	0.00	3.00	3.00
72B41	SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	0.00	0.00	1.00	1.00
74D12	ROAD MAINTENANCE WORKER	0.00	0.00	19.00	19.00
74D13	SENIOR ROAD MAINTENANCE WORKER	0.00	0.00	8.00	8.00
74D81	ASSISTANT ROAD SUPERINTENDENT	0.00	0.00	4.00	4.00
74D83	ROAD SUPERINTENDENT	0.00	0.00	4.00	4.00
74D84	ROAD MAINTENANCE SUPERINTENDENT	0.00	0.00	1.00	1.00
74D85	MAINTENANCE MANAGER	0.00	0.00	2.00	2.00
74E11	BRIDGE MAINTENANCE WORKER	0.00	0.00	4.00	4.00
74E31	SENIOR BRIDGE MAINTENANCE WORKER	0.00	0.00	1.00	1.00
74E80	ASSISTANT BRIDGE SUPERINTENDENT	0.00	0.00	1.00	1.00
74E81	BRIDGE SUPERINTENDENT	0.00	0.00	1.00	1.00
74G21	TREE TRIMMER	0.00	0.00	2.00	2.00
74G22	SENIOR TREE TRIMMER	0.00	0.00	1.00	1.00
74I11	TRAFFIC MAINTENANCE WORKER	0.00	0.00	4.00	4.00
74I25	TRAFFIC MAINTENANCE SUPERINTENDENT	0.00	0.00	1.00	1.00
80A31	SECRETARY	0.00	0.00	4.00	4.00
80A32	SENIOR SECRETARY	0.00	0.00	2.00	2.00
80A33	ADMINISTRATIVE SECRETARY	0.00	0.00	1.00	1.00
80E21	OFFICE ASSISTANT II	0.00	0.00	4.00	4.00
80E22	OFFICE ASSISTANT III	0.00	0.00	1.00	1.00
80E90	MAINTENANCE YARD CLERK	0.00	0.00	4.00	4.00
80E91	MAINTENANCE INVENTORY & YARD CLERK	0.00	0.00	1.00	1.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	0.00	0.00	1.00	1.00
80J21	ACCOUNT CLERK	0.00	0.00	1.00	1.00
80J22	SENIOR ACCOUNT CLERK	0.00	0.00	6.00	6.00
80J30	ACCOUNTING TECHNICIAN	0.00	0.00	2.00	2.00
	Total Public Works, Facilities & Parks	0.00	0.00	194.00	194.00
Health					
11A09	DIRECTOR HEALTH SERVICES	1.00	1.00	1.00	0.00
12C05	ASSISTANT DIRECTOR OF HEALTH SERVICES	0.00	0.00	1.00	1.00
12E04	BUREAU CHIEF	6.00	6.00	5.00	(1.00)
14A10	PROJECT MANAGER I	0.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	4.00	4.00	4.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	2.00	2.00	0.00
14B66	DEPARTMENTAL HR MANAGER	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	12.50	13.50	14.50	1.00
14C31	MANAGEMENT ANALYST III	13.00	13.00	13.00	0.00
14C48	PUBLIC HEALTH PROGRAM MANAGER II	3.00	3.00	2.00	(1.00)
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14C80	PUBLIC HEALTH PROGRAM MANAGER I	2.00	2.00	3.00	1.00
14G02	MANAGEMENT ANALYST I	5.00	5.00	5.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	4.00	5.00	5.00	0.00
14H24	EDUCATOR AND VOLUNTEER COORDINATOR	1.00	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	1.00	1.00	0.00
14K41	BEHAVIORAL HEALTH SERVICES MANAGER II	14.00	15.00	15.00	0.00
14K44	ASSISTANT BUREAU CHIEF	3.00	3.00	3.00	0.00
14K61	ENVIRONMENTAL HEALTH PROGRAM MANAGER	1.00	1.00	1.00	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
14N06	OPERATIONS MANAGER	2.00	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	1.00	1.00	1.00	0.00
16C88	BUSINESS TECHNOLOGY ANLYST III	2.00	2.00	2.00	0.00
16C93	BUSINESS TECHNOLOGY ANLYST IV	2.00	2.00	2.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	3.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	7.00	7.00	8.00	1.00
20B12	ACCOUNTANT III	4.00	6.00	6.00	0.00
20B93	FINANCE MANAGER II	2.00	3.00	3.00	0.00
20B94	FINANCE MANAGER III	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	3.00	3.00	3.00	0.00
25G21	CA CHILDRENS SERVICES CASE WORKER II	3.00	3.00	3.00	0.00
30J01	ENVIRONMENTAL HEALTH TECHNICIAN	1.00	1.00	0.00	(1.00)
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	24.00	24.00	25.00	1.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	16.00	16.00	17.00	1.00
30J81	RECYCLING/ RESOURCE RECOVERY SPECIALIST	2.00	2.00	2.00	0.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	9.00	9.00	8.00	(1.00)
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	2.00	2.00	2.00	0.00
34H24	DEPUTY PUBLIC ADMINISTRATOR/ GUARDIAN/ CONSERVATOR I	2.00	2.00	2.00	0.00
34H34	DEPUTY PUBLIC ADMINISTRATOR/ GUARDIAN/ CONSERVATOR II	4.00	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	3.00	3.00	0.00
50C23	SENIOR PUBLIC HEALTH MICROBIOLOGIST	1.00	1.00	1.00	0.00
50C70	ASSISTANT DIRECTOR - PUBLIC HEALTH LABORATORY	1.00	1.00	1.00	0.00
50C80	DIRECTOR PUBLIC HEALTH LABORATORY	1.00	1.00	1.00	0.00
50C81	PUBLIC HEALTH CHEMIST	1.00	1.00	1.00	0.00
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	3.40	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	0.80	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	24.00	24.00	24.00	0.00
50J11	CHRONIC DISEASE PREVENTION SPECIALIST II	10.00	10.00	9.00	(1.00)
50J21	CHRONIC DISEASE PREVENTION COORDINATOR	9.00	10.00	12.00	2.00
50K18	HEALTH PROGRAM COORDINATOR	6.00	6.00	6.00	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
50K19	HEALTH EDUCATION ASSISTANT	5.00	7.00	7.00	0.00
50K22	HEALTH EDUCATOR	1.00	1.00	1.00	0.00
50K23	SENIOR HEALTH EDUCATOR	2.00	2.00	2.00	0.00
50L22	PUBLIC HEALTH NUTRITIONIST II	3.00	3.00	3.00	0.00
50L80	SUPERVISING PUBLIC HEALTH NUTRITIONIST	3.00	3.00	3.00	0.00
50M21	REGISTERED VETERINARY TECHNICIAN	1.00	1.00	1.00	0.00
50M80	VETERINARIAN	1.00	1.00	1.00	0.00
50N11	PUBLIC HEALTH EPIDEMIOLOGIST II	4.00	5.00	5.00	0.00
50N22	SUPERVISING PUBLIC HEALTH EPIDEMIOLOGIST	0.00	0.00	1.00	1.00
50T01	MEDICAL RECORD TECHNICIAN I	1.00	1.00	1.00	0.00
50U16	BEHAVIORAL HEALTH AIDE	21.03	20.03	20.03	0.00
50U42	MEDICAL ASSISTANT	167.00	165.00	157.00	(8.00)
52A21	CLINIC NURSE	1.00	1.00	1.00	0.00
52A22	SENIOR CLINIC NURSE	13.00	9.00	9.00	0.00
52A94	PSYCHIATRIC NURSE PRACTITIONER	0.00	3.00	3.00	0.00
52A97	CLINIC NURSE PRACTIONER	11.00	9.00	9.00	0.00
52A98	HOSPITAL NURSE PRACTIONER	4.00	0.00	0.00	0.00
52E01	PUBLIC HEALTH LICENSED VOCATIONAL NURSE	7.00	10.00	8.00	(2.00)
52E20	DIRECTOR OF PUBLIC HEALTH NURSING	1.00	1.00	1.00	0.00
52E22	PUBLIC HEALTH NURSE II	21.75	22.75	23.00	0.25
52E23	PUBLIC HEALTH NURSE III	3.00	3.00	3.00	0.00
52E80	SUPERVISING PUBLIC HEALTH NURSE	5.75	6.75	6.75	0.00
54B04	GENERAL INTERNIST	2.00	2.00	2.00	0.00
54B12	CONTRACT PHYSICIAN	47.80	44.60	44.60	0.00
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
54C03	CLINIC PHYSICIAN ASSISTANT	11.00	9.00	9.00	0.00
54C05	PSYCHIATRIC PHYSICIAN ASSISTANT	0.00	2.00	2.00	0.00
60A21	CLINICAL PSYCHOLOGIST	14.50	14.50	14.50	0.00
60B21	PSYCHIATRIC SOCIAL WORKER II	213.00	213.00	201.00	(12.00)
60B23	BEHAVIORAL HEALTH UNIT SUPERVISOR	31.00	31.00	30.00	(1.00)
60B25	SENIOR PSYCHIATRIC SOCIAL WORKER	22.00	22.00	23.00	1.00
60C22	SOCIAL WORKER III	41.00	41.00	39.00	(2.00)
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	4.00	2.00	3.00	1.00
60P22	COMMUNITY SERVICE AIDE III	5.00	5.00	5.00	0.00
60P23	COMMUNITY SERVICE AIDE IV	2.00	3.00	3.00	0.00
60V11	BEHAVIORAL HEALTH GROUP COUNSELOR II	2.00	2.00	2.00	0.00
70B01	ANIMAL CARE TECHNICIAN I	0.50	0.00	0.00	0.00
70B03	ANIMAL CARE TECHNICIAN II	4.50	6.00	6.00	0.00
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	1.00	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	7.00	9.00	9.00	0.00
80E22	OFFICE ASSISTANT III	18.00	19.00	19.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	5.00	4.00	4.00	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
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	7.00	7.00	7.00	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	59.00	69.00	75.00	6.00
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 Health	1,102.18	1,116.98	1,104.23	(12.75)
Social Services					
11A12	DIRECTOR OF SOCIAL SERVICES	1.00	1.00	1.00	0.00
12C13	ASSISTANT DIRECTOR SOCIAL SERVICES	0.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	3.00	3.00	4.00	1.00
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	18.00	17.00	18.00	1.00
14C31	MANAGEMENT ANALYST III	14.00	15.00	15.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	8.00	8.00	8.00	0.00
14C72	ADMINISTRATIVE SERVICES MANAGER	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	0.00	0.00	1.00	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	3.00	3.00	4.00	1.00
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	5.00	5.00	0.00
16C88	BUSINESS TECHNOLOGY ANLYST III	1.00	1.00	1.00	0.00
16C93	BUSINESS TECHNOLOGY ANLYST 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
20B94	FINANCE MANAGER III	0.00	0.00	1.00	1.00
25E21	ELIGIBILITY SPECIALIST II	164.00	164.00	168.00	4.00
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	3.00	3.00	3.00	0.00
60C22	SOCIAL WORKER III	31.00	32.00	40.00	8.00
60C24	SOCIAL WORKER V	86.00	86.00	81.00	(5.00)
60C80	SOCIAL WORK SUPERVISOR I	8.00	8.00	8.00	0.00
60C81	SOCIAL WORK SUPERVISOR II	17.00	17.00	17.00	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
60D10	SOCIAL SERVICES AIDE I	2.00	2.00	2.00	0.00
60D11	SOCIAL SERVICES AIDE II	65.00	66.00	66.00	0.00
60H11	EMPLOYMENT & TRAINING WORKER II	2.00	2.00	2.00	0.00
60H21	EMPLOYMENT & TRAINING WORKER III	35.00	35.00	33.00	(2.00)
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	4.00	4.00	0.00
60I02	PROGRAM MANAGER II	13.00	13.00	14.00	1.00
60U11	MILITARY & VETERANS REPRESENTATIVE II	2.00	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	12.00	13.00	13.00	0.00
80A32	SENIOR SECRETARY	6.00	6.00	6.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	86.00	86.00	82.00	(4.00)
80E22	OFFICE ASSISTANT III	36.00	36.00	36.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	16.00	14.00	13.00	(1.00)
80E81	SUPERVISING OFFICE ASSISTANT I	17.00	17.00	17.00	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00	1.00	2.00	1.00
80E98	PRINCIPAL CLERK-CONFIDENTIAL	3.00	3.00	2.00	(1.00)
80J20	ACCOUNTING CLERICAL SUPERVISOR	2.00	2.00	1.00	(1.00)
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	874.00	877.00	882.00	5.00
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	0.00	0.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.00	1.00	1.00	0.00
65A31	LIBRARIAN I	1.00	1.00	1.00	0.00
65A33	LIBRARIAN II	12.00	12.00	12.00	0.00
65A40	LIBRARIAN III	3.00	3.00	3.00	0.00
65A85	MANAGING LIBRARIAN	2.00	2.00	2.00	0.00
80C01	LIBRARY ASSISTANT I	7.00	7.00	6.00	(1.00)
80C21	LIBRARY ASSISTANT II	24.00	24.00	25.00	1.00
80C22	LIBRARY ASSISTANT III	11.00	11.00	11.00	0.00
80J21	ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
	Total Library	66.00	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
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
	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	2.00	2.00	1.00	(1.00)
14B28	SUPERVISING PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	2.00	2.00	3.00	1.00
14B66	DEPARTMENTAL HR MANAGER	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	6.00	7.00	8.00	1.00
14C31	MANAGEMENT ANALYST III	7.00	5.00	5.00	0.00
14C36	HOSPITAL DECISION SUPPORT ANALYST	0.00	2.00	2.00	0.00
14C52	PATIENT FINANCIAL SERVICES DIRECTOR	2.00	2.00	2.00	0.00
14C60	HOSPITAL CHIEF FINANCIAL OFFICER	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	2.00	2.00	2.00	0.00
14E01	BUYER I	0.00	0.00	0.00	0.00
14E20	BUYER II	5.00	5.00	5.00	0.00
14E90	DIRECTOR OF MATERIAL MANAGEMENT	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	3.00	3.00	5.00	2.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	6.00	6.00	6.00	0.00
14H24	EDUCATOR AND VOLUNTEER COORDINATOR	0.00	1.00	1.00	0.00
14H60	DIRECTOR OF MARKETING AND COMMUNITY RELATIONS	1.00	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
14K67	HOSPITAL PURCHASING & MATERIALS SUPPORT DIRECTOR	0.00	0.00	1.00	1.00
14M02	HOSPITAL INTERPRETER SERVICES MANAGER	1.00	1.00	1.00	0.00
14M31	HOSPITAL DIRECTOR OF NURSING EDUCATION	1.00	1.00	1.00	0.00
14M32	HOSPITAL RISK ASSESSESSMENT & COMPLIANCE OFFICER	1.00	1.00	1.00	0.00
14N11	OUTPATIENT SERVICES MANAGER II	2.00	1.00	1.00	0.00
14N30	HOSPITAL PATIENT ADMITTING MANAGER	1.00	1.00	1.00	0.00
14N31	HOSPITAL DIRECTOR OF ENVIRONMENTAL SERVICES	1.00	1.00	1.00	0.00
14P10	DIRECTOR OF MEDICAL CENTER PHYSICIAN SERVICES	1.00	1.00	1.00	0.00
16C55	SYSTEMS PROGRAMMER ANALYST III	3.00	2.00	2.00	0.00
16C60	HOSPITAL SOFTWARE ANALYST I	1.00	1.00	1.00	0.00
16C61	HOSPITAL SOFTWARE ANALYST II	5.00	5.00	5.00	0.00
16C62	HOSPITAL SOFTWARE ANALYST III	6.00	10.00	10.00	0.00
16E50	HOSPITAL SECURITY & DATABASE ADMINISTRATOR	3.00	3.00	3.00	0.00
20B12	ACCOUNTANT III	2.00	2.00	2.00	0.00
20B91	CHIEF HOSPITAL ACCOUNTANT	2.00	1.00	1.00	0.00
20B92	HOSPITAL CONTROLLER	1.00	1.00	1.00	0.00
20B94	FINANCE MANAGER III	0.00	1.00	1.00	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
41K01	HOSPITAL NETWORK & SYSTEMS ENGINEER	4.00	2.00	2.00	0.00
43G01	INFORMATION TECHNOLOGY MANAGER	3.00	3.00	3.00	0.00
43G04	IT PROJECT MANAGEMENT ANALYST III	2.00	2.00	2.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.80	0.80	1.00	0.20
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	1.60	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	10.60	11.20	11.20	0.00
50G11	PHYSICAL THERAPIST	12.00	12.80	13.80	1.00
50G41	SPEECH PATHOLOGIST	5.00	5.00	6.00	1.00
50G95	REHABILITATIVE SERVICES MANAGER	1.00	1.00	1.00	0.00
50K19	HEALTH EDUCATION ASSISTANT	4.00	4.00	4.00	0.00
50P21	CARDIOPULMONARY TECHNICIAN II	19.30	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	25.30	26.30	26.30	0.00
50R22	SENIOR RADIOLOGIC TECHNOLOGIST	5.00	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	7.00	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	1.00	1.00	1.00	0.00
50T41	DIRECTOR OF HEALTH INFORMATION MANAGEMENT	1.00	1.00	1.00	0.00
50U17	PHYSICAL THERAPIST ASSISTANT	4.00	4.00	6.00	2.00
50U18	PHARMACY TECHNICIAN	10.80	11.40	11.40	0.00
50U20	NURSING ASSISTANT	90.80	90.80	125.80	35.00
50U22	HEALTH CARE TECHNICIAN	4.70	4.70	3.70	24.45
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	11.60	11.60	11.60	0.00
50U28	SENIOR PHARMACY TECHNICIAN	2.00	2.00	2.00	0.00
50U29	ENDOSCOPY TECHNICIAN	1.90	1.90	1.90	0.00
50U30	DIETITIAN AIDE	3.00	4.00	8.50	4.50
50U42	MEDICAL ASSISTANT	2.00	2.00	2.00	0.00
50U43	CENTRAL STERILE TECHNICIAN	5.80	5.80	5.80	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
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	5.40	5.40	0.00
50Y31	SUPERVISING DIETITIAN	1.00	1.00	1.00	0.00
52A02	LICENSED VOCATIONAL NURSE	11.30	12.30	11.30	(1.00)
52A16	SUPERVISING NURSE I	13.50	14.60	15.40	0.80
52A17	SUPERVISING NURSE II	1.90	1.90	1.90	0.00
52A19	STAFF NURSE II	322.45	328.85	369.95	41.10
52A20	STAFF NURSE III	34.20	35.20	36.60	1.40
52A21	CLINIC NURSE	4.00	3.00	4.00	1.00
52A22	SENIOR CLINIC NURSE	6.60	7.60	8.60	1.00
52A31	INFECTION CONTROL NURSE	1.00	1.00	2.00	1.00
52A33	CASE MANAGEMENT NURSE	15.00	15.00	15.00	0.00
52A34	UTILIZATION MANAGEMENT COORDINATOR	1.00	2.00	2.00	0.00
52A40	HOSPITAL NURSE AUDITOR	2.00	2.00	2.00	0.00
52A50	HOSPITAL QUALITY ASSURANCE NURSE	7.90	7.90	6.90	(1.00)
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	5.00	5.00	0.00
52A89	ADMIN NURSE/HOUSE SUPV	6.30	6.30	6.30	0.00
52A92	NURSING SERVICES UNIT MANAGER	1.00	1.00	3.00	2.00
52A96	DIRECTOR OF SURGICAL SERVICES	1.00	1.00	1.00	0.00
52A97	CLINIC NURSE PRACTIONER	3.40	2.40	2.40	0.00
52A98	HOSPITAL NURSE PRACTIONER	11.00	11.00	12.50	1.50
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	47.00	49.00	49.00	0.00
54B15	NEUROSURGEON	1.00	1.00	1.00	0.00
54B16	TRAUMA SURGEON	3.00	3.00	3.00	0.00
54B17	VASCULAR SURGEON	1.00	1.00	1.00	0.00
54B70	HOSPITAL CHIEF MEDICAL OFFICER	1.00	1.00	2.00	1.00
54B82	CHIEF OF SURGERY	1.00	1.00	1.00	0.00
54B83	CHIEF PATHOLOGIST	1.00	0.00	0.00	0.00
54B92	ASSISTANT DIRECTOR FAMILY PRACTICE RESIDENCY PROGRAM	1.00	1.00	1.00	0.00
54C03	CLINIC PHYSICIAN ASSISTANT	1.00	3.00	3.00	0.00
60B01	PSYCHIATRIC SOCIAL WORKER I	0.50	0.00	0.00	0.00
60C24	SOCIAL WORKER V	6.00	6.00	11.00	5.00
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	60.70	2.90
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	12.00	14.00	2.00
70F81	SUPERVISING STOREKEEPER	1.00	1.00	1.00	0.00
70K21	FOOD SERVICE WORKER II	19.00	18.00	18.50	0.50
70K23	COOK	3.50	4.50	4.50	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
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	2.00	2.00	2.00	0.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	0.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	3.00	3.00	3.00	0.00
80E21	OFFICE ASSISTANT II	9.30	9.30	8.50	(0.80)
80E22	OFFICE ASSISTANT III	17.30	16.30	17.30	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	14.25	14.25	15.25	1.00
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	3.00	1.00
80K21	MEDICAL UNIT CLERK	19.90	19.90	20.10	0.20
80K23	HOSPITAL MEDICAL INTERPRETER	5.50	8.00	8.00	0.00
80K25	CLINIC OPERATIONS SUPERVISOR	1.00	0.00	0.00	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	51.00	54.70	54.70	0.00
80L03	SENIOR PATIENT SERVICES REPRESENTATIVE	1.00	1.00	3.00	2.00
80L04	SUPERVISING PATIENT SERVICES REPRESENTATIVE	3.00	3.00	3.00	0.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	31.30	30.30	30.30	0.00
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	1,299.30	1,325.10	1,435.40	110.30
	Grand Total	5,361.48	5,407.58	5,499.13	91.55

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 Wendy Root Askew, 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:

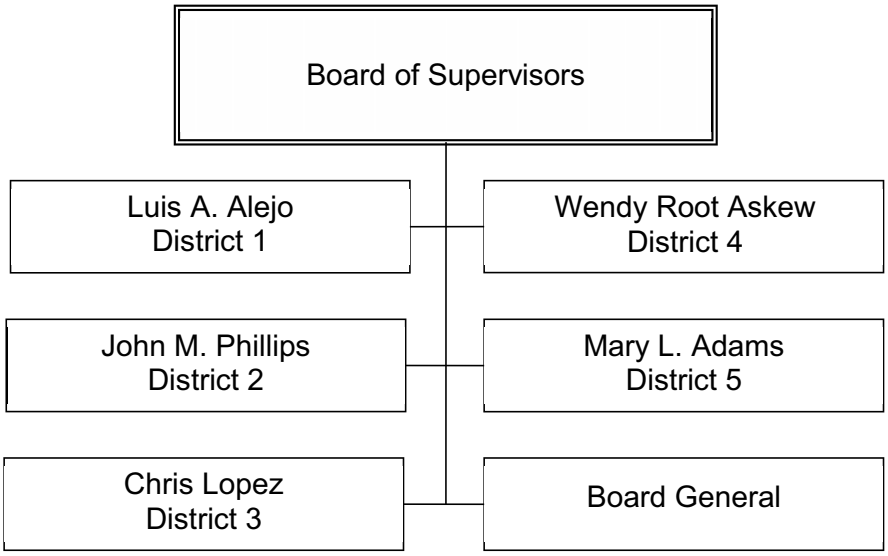
The Board of Supervisors is responsible for establishing and directing the implementation of policies consistent with public needs and the requirements of State and federal laws. As the governing body of Monterey County, the Board of Supervisors also acts in the capacity of the Board of Directors of 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.

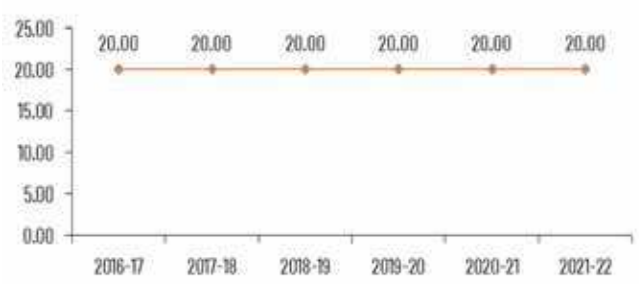
Contributions to Monterey County's Strategic Initiatives:

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.

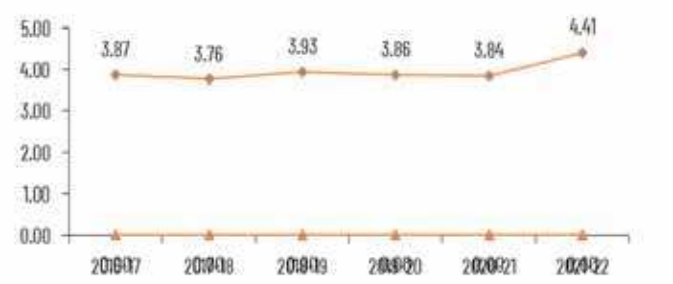
Operating Budget: $4,410,985
Positions (FTEs): 20.00



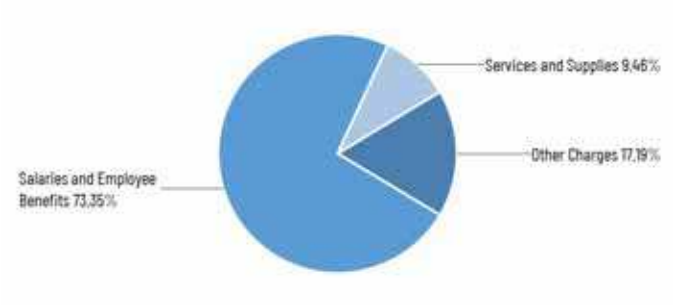
Staffing Trends



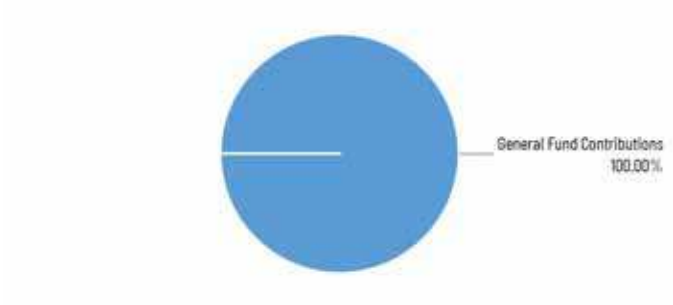
Expenditure/Revenue History (in millions)



Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$3,020,744	$3,305,352	$3,192,143	$3,235,638	$3,235,638	$(69,714)
Services and Supplies	$147,860	$194,892	$160,875	$417,242	$417,242	$222,350
Other Charges	$692,230	$489,814	$489,814	$758,105	$758,105	$268,291
Subtotal	$3,860,835	$3,990,058	$3,842,832	$4,410,985	$4,410,985	$420,927

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Miscellaneous Revenues	$10	—	—	—	—	—
Subtotal	$10	—	—	—	—	—
General Fund Contributions	$3,860,825	$3,990,058	$3,842,832	$4,410,985	$4,410,985	$420,927
Total Source of Funds	$3,860,835	$3,990,058	$3,842,832	$4,410,985	$4,410,985	$420,927

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 2021-22 Recommended Budget includes appropriations for each Board district to meet salary and benefits requirements at a level consistent with negotiated salary, benefits, and earned step increases. Appropriations also provide for fixed, non-discretionary expenditures and day-to-day business-related costs necessary to meet district and County representation requirements.

Recommended appropriations total $4,410,985, an increase of $420,927 (11%) above the FY 2020-21 Adopted Budget. The increase is attributed to a raise in General Liability, building rental, and the Countywide Cost Allocation Plan (COWCAP) cost.

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 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Board-General (BOA001)	717,975	545,328	530,609	936,155	936,155	390,827	001	8012
District 1 (BOA001)	650,543	688,880	666,321	694,966	694,966	6,086	001	8013
District 2 (BOA001)	647,624	689,010	673,189	694,966	694,966	5,956	001	8014
District 3 (BOA001)	515,078	689,027	616,906	694,966	694,966	5,939	001	8015
District 4 (BOA001)	664,372	688,891	680,212	694,966	694,966	6,075	001	8016
District 5 (BOA001)	665,242	688,922	675,595	694,966	694,966	6,044	001	8017
Subtotal	3,860,835	3,990,058	3,842,832	4,410,985	4,410,985	420,927		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Board-General	$717,975	$545,328	$530,609	$936,155	936,155	$390,827
District 1	$650,543	$688,880	$666,321	$694,966	694,966	$6,086
District 2	$647,624	$689,010	$673,189	$694,966	694,966	$5,956
District 3	$515,078	$689,027	$616,906	$694,966	694,966	$5,939
District 4	$664,372	$688,891	$680,212	$694,966	694,966	$6,075
District 5	$665,242	$688,922	$675,595	$694,966	694,966	$6,044
Subtotal	$3,860,835	$3,990,058	$3,842,832	$4,410,985	4,410,985	$420,927

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	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

County Administrative Office

Departmental Overview:

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

Programs and Functions:

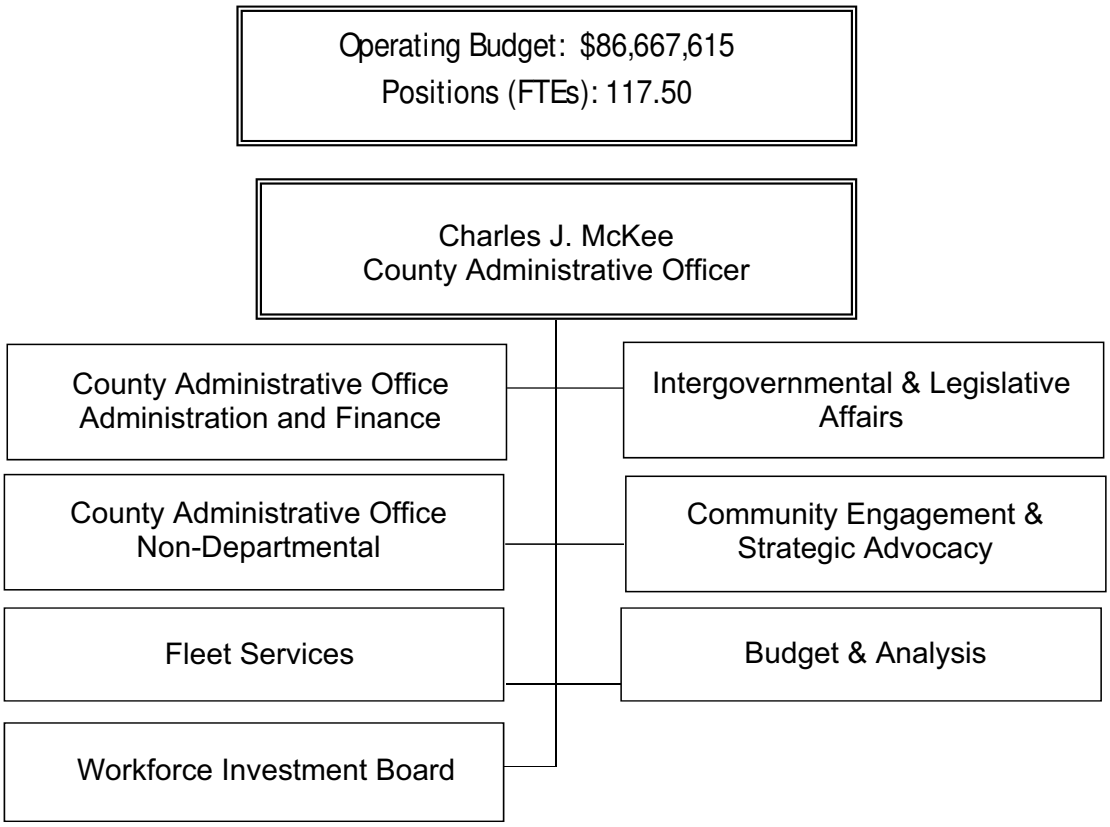
The CAO has five major divisions within its organization: Administration and Finance, Budget and Analysis, Internal Services, Intergovernmental and Legislative Affairs (IGLA), and Office of Community Engagement & Strategic Advocacy (OCESA). The Administration and Finance Division includes the County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

In addition, the CAO performs countywide (non-departmental) functions, including: annual debt service, contributions to fire agencies, 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.

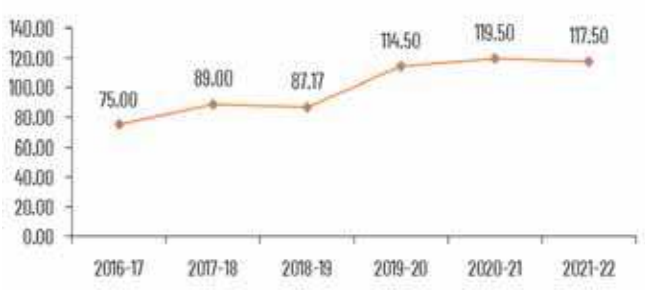
The CAO continues to engage in leadership and change management with the focus to provide continuous improvement in the quality, efficiency, and effectiveness of County operations.

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 recognized for responsiveness, strong customer orientation, accountability, and transparency.



Staffing Trends

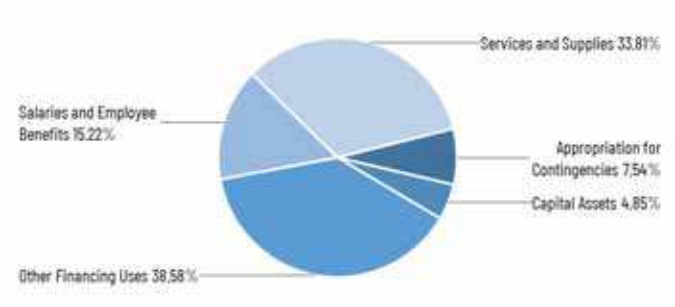


Expenditure/Revenue History (in millions)

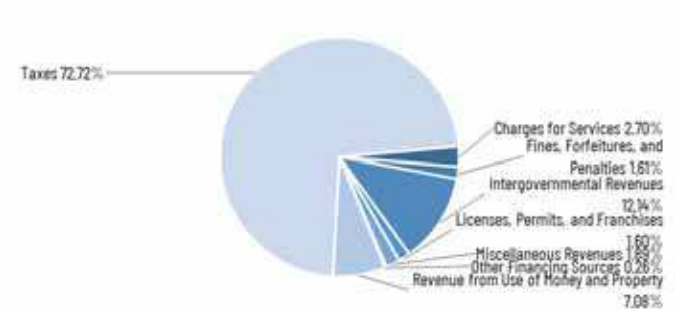
The County Administrative Office (CAO) functions as the chief policy and fiscal advisor to the County Administrative Officer and the Board of Supervisors for countywide priorities and issues.

Key Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Mid-Year
Ratings of General Obligation Bonds (Fitch and S&P). Target = AAA	AAA	AAA	AAA
General Fund annual operating surplus: actual revenue minus actual expenditures. Target = >$0	$29,417,706	$6,945,133	N/A
Percent of general fund budget reserved for unanticipated emergencies (contingencies). Target = 1%.	0.70%	0.86%	0.68%
Total utility costs for Monterey County facilities except NMC.	$7,094,979	$7,663,107	$3,098,924

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$12,506,646	$14,622,346	$13,175,269	$14,668,489	$14,530,282	$(92,064)
Services and Supplies	$30,407,253	$37,261,926	$23,843,508	$33,070,253	$32,270,253	$(4,991,673)
Other Charges	$1,700,460	$(6,579,944)	$(4,576,729)	$(8,782,098)	$(8,782,098)	$(2,202,154)
Capital Assets	$881,857	$7,677,972	$2,260,434	$4,628,955	$4,628,955	$(3,049,017)
Other Financing Uses	$33,711,695	$74,080,969	$77,009,569	$39,070,641	$36,820,641	$(37,260,328)
Appropriation for Contingencies	$125,717	$4,859,221	$15,027,457	$7,199,582	$7,199,582	$2,340,361
Subtotal	$79,333,628	$131,922,490	$126,739,508	$89,855,822	$86,667,615	$(45,254,875)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Taxes	$227,672,305	$225,055,093	$220,429,872	$235,572,746	$235,572,746	$10,517,653
Licenses, Permits, and Franchises	$6,322,640	$5,195,888	$5,195,888	$5,195,888	$5,195,888	—
Fines, Forfeitures, and Penalties	$5,756,128	$5,411,338	$4,994,370	$5,200,698	$5,200,698	$(210,640)
Revenue from Use of Money & Property	$21,761,836	$24,644,266	$11,506,215	$22,924,380	$22,924,380	$(1,719,886)
Intergovernmental Revenues	$14,786,673	$17,905,100	$45,963,811	$39,330,417	$39,330,417	$21,425,317
Charges for Services	$8,708,958	$5,075,038	$4,680,803	$8,745,909	$8,745,909	$3,670,871
Miscellaneous Revenues	$5,188,010	$5,062,008	$5,194,357	$6,122,410	$6,122,410	$1,060,402
Other Financing Sources	$674,174	$43,717,950	$38,117,848	$1,639,250	$839,250	$(42,878,700)
Subtotal	$290,870,723	$332,066,681	$336,083,164	$324,731,698	$323,931,698	$(8,134,983)
Fund Balance	$(7,421,328)	$(30,955,371)	$(29,146,850)	$(18,577,644)	$(18,577,644)	$12,377,727
General Fund Contributions	$(204,115,767)	$(169,188,820)	$(180,196,806)	$(216,298,232)	$(218,686,439)	$(49,497,619)
Total Source of Funds	$79,333,628	$131,922,490	$126,739,508	$89,855,822	$86,667,615	$(45,254,875)

Summary of Recommendation

The FY 2021-22 Recommended Budget for the CAO is $86,667,615, a decrease of $45,254,875from prior year. The decrease primarily reflects one-time transfers to outside funds in the prior year and the reorganization of housing functions to the Housing and Community Development Department. FY 2021-22 Recommended Budget includes augmentations to support three new positions in Office of Emergency Services, IGLA, and Administration and Finance. Five housing positions were reallocated to Housing and Community Development. Recommended staffing for the CAO totals 117.5 FTE.

Budget Impacts

Recommended Budget includes a $3 million reduction in Property Taxes, Sales Taxes, and Investment Income to reflect the impact of COVID-19.

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 2020-21 Recommended Budget.

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

Continued oversight of the Monterey County Cannabis Program in collaboration with nine county departments. Generated approximately $19.4 million in cannabis tax revenue for FY 2020-21.

Coordinated the preparation, presentation and implementation of the Citygate analysis of the Resource Management Agency.

Planned and conducted approximately 200 Covid-19 briefings for the Board of Supervisors and public. Provided staff support, strategy and messaging to the Board of Supervisors ad hoc Covid communications committee.

Developed and implemented the 2020-21 Legislative Program and 2021 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. Engaged in advocacy efforts on behalf of the Board of Supervisors related to the County's COVID-19 pandemic response and recovery.

Updated and revised the Emergency Operation Plan (EOP) and completed a function annex (Family Assistance Plan). Activated and managed the Emergency Operations Center with over 160 staff assigned to various sections, branches, and units to respond to the Covid-19 pandemic and three major wildfires. 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 Governing for Racial Equity (GRE) Initiative adopted a Racial Equity Action Plan to address racial disparities in Monterey County. The GRE Initiative partnered with Building Healthy Communities, Towards a Racially Equitable Monterey County (TREMC) and Race Forward to launch a five-month Racial Equity Learning Series to further educate and engage local governments and community members on the principles of GRE.

Developed and launched the COVID-19 community outreach pilot project, Virus Integrated Distribution of Aid (VIDA) to reach residents most impacted by the pandemic and provide outreach, education and wraparound support to prevent the spread of COVID-19 and promote testing and full recovery by ensuring adequate isolation and quarantine, and address vaccine hesitancy. The VIDA Project is a collaboration with the Health Department, Community Foundation for Monterey County and ten community-based organizations.

Provided a high level of responsive media relations and public communications, including leading the Office of Emergency Operations Center Public Information section for Wildfire and 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.

Launched a comprehensive Sustainability Program for the County focused on reducing emissions internally and externally by 40 percent by 2030 in line with California State targets through measures that will improve social, economic, and environmental well-being locally. Obtained grant funding to support the development of a County-wide Climate Action Plan and initiated a Net Zero Carbon resiliency project at County facilities with projected savings of $11M.

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 continues to be impacted due to the continued impact of the COVID-19 pandemic; as a result TOT and all other discretionary revenue are estimated conservatively and will be monitored throughout the year.

Policy Considerations

The recommended budget presents the Board with the option to use ongoing Cannabis revenue to fund ongoing operations. Accordingly, ongoing $15.4 million of cannabis revenues are included in the General Fund Discretionary revenues baseline estimates and $2.7 million of cannabis revenue growth is included to fund recommended augmentations in various departments. 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 Adopted Budget for FY 2020-21 included a contribution of $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. The Recommended Budget for FY 2021-22 includes contribution to these agencies using the same percentages but uses FY 2018-19 as the base for the contribution, resulting in contributions of $1,716,473 for MCCVB, $566,436 for the Arts Council, and $271,775 for the Film Commission. Similarly, the General Fund's contribution to the Road Fund is typically 25% of the most recent audited TOT numbers contained in the Annual Comprehensive Financial Report (ACFR). 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 $5,486,766. The FY 2021-22 proposition 172 revenue distribution to emergency communications and fire districts is recommended to use the same percentages as in the past year but it also uses FY 2018-19 as the base instead of using FY 2019-20.

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Contributions - Proposition 172 (CAO007)	3,144,425	3,144,425	3,144,425	3,257,732	3,257,732	113,307	001	8028
Contributions-Other Agencies (CAO007)	872,131	854,847	1,788,193	827,847	827,847	(27,000)	001	8029
Trial Courts (CAO008)	7,984,901	8,251,087	7,960,956	8,018,761	8,018,761	(232,326)	001	8031
Contingencies (CAO020)	1,597,903	4,859,221	4,859,221	6,697,902	6,697,902	1,838,681	001	8034
County Memberships (CAO013)	123,731	91,682	91,682	81,682	81,682	(10,000)	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)	23,801,582	50,133,176	50,267,458	34,169,993	31,919,993	(18,213,183)	001	8038
Other General Expenditures (CAO014)	173,613	382,540	382,540	168,047	168,047	(214,493)	001	8039
Administration & Finance (CAO001)	(1,656,192)	(985,523)	(1,112,943)	620,155	620,155	1,605,678	001	8045
Budget & Analysis (CAO001)	1,178,972	1,293,011	1,212,156	1,364,117	1,364,117	71,106	001	8046
Contracts/Purchasing (CAO002)	(387,322)	(1,003,325)	(1,001,722)	(1,499,376)	(1,499,376)	(496,051)	001	8047
Intergovernmental & Legislative Affairs (CAO004)	1,778,700	1,513,360	1,412,090	1,892,434	1,754,227	240,867	001	8054
Office of Emergency Services (CAO005)	3,074,980	1,953,463	13,723,317	1,771,166	1,771,166	(182,297)	001	8056
Homeland Security Grant (CAO023)	1,104,137	844,304	718,793	1,675,361	1,675,361	831,057	024	8412
Office of Community Engagement & Strategic Advocacy (CAO024)	1,002,795	549,716	768,361	1,013,750	1,013,750	464,034	001	8440
Laguna Seca Track (CAO029)	17,907,719	0	0	0	0	0	001	8441
Fleet Administration (CAO025)	1,879,761	3,070,841	2,444,892	495,298	495,298	(2,575,543)	001	8451
Shuttle (CAO025)	126,584	0	0	0	0	0	001	8452
Auxiliary Services (CAO027)	5,456	28,580	12,572	28,899	28,899	319	001	8472
Records Retention (CAO028)	(187,595)	24,652	16,145	24,664	24,664	12	001	8474
Workforce Development Board (CAO030)	7,298,741	8,541,330	8,688,814	9,610,130	8,810,130	268,800	021	8478
Vehicle Replacement Planning (CAO032)	8,451	3,820,573	1,684,629	3,646,916	3,646,916	(173,657)	478	8483
Rifle Range (CAO029)	217,105	191,345	191,977	216,918	216,918	25,573	001	8504
Enterprise Resource Planning (CAO034)	723,401	(229,317)	0	(723,401)	(723,401)	(494,084)	478	8506
Courier (CAO035)	(168,451)	(259,413)	(283,220)	(144,546)	(144,546)	114,867	001	8508
Mail (CAO035)	(25,861)	(186,532)	(182,867)	(92,917)	(92,917)	93,615	001	8509
Development Set-Aside (CAO036)	2,122,000	1,266,250	1,266,250	2,044,403	2,044,403	778,153	001	8512

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Housing and Economic Dev Admin (CAO038)	458,731	1,551,455	1,522,085	592,688	592,688	(958,767)	001	8514
Inclusionary Housing (CAO039)	203,541	863,460	795,643	0	0	(863,460)	009	8515
Revolving Loan Program (CAO040)	43,141	1,150,500	440,000	1,150,500	1,150,500	0	011	8516
Community Development Reuse (CAO041)	238,230	1,490,000	840,000	0	0	(1,490,000)	013	8517
Community Development Grant (CAO042)	645,956	3,629,508	3,438,129	0	0	(3,629,508)	013	8518
Boronda HS-A (CAO043)	0	13,000	0	0	0	(13,000)	176	8519
Castro/Paj HS-A (CAO044)	141,714	1,381,100	149,789	0	0	(1,381,100)	175	8520
Cannabis (CAO004)	0	810,174	897,635	1,331,159	1,331,159	520,985	001	8533
Laguna Seca Track (CAO046)	0	23,038,220	9,143,410	20,805,898	20,805,898	(2,232,322)	453	8536
Building Improvement and Replacement (CAO047)	0	5,944,132	7,558,450	(12,201,885)	(12,201,885)	(18,146,017)	478	8539
Emergency Operations Center (CAO005)	0	0	0	385,000	385,000	385,000	001	8541
Equipment Replacement (CAO048)	0	0	0	(1,274,121)	(1,274,121)	(1,274,121)	478	8568
Subtotal	79,333,628	131,922,490	126,739,508	89,855,822	86,667,615	(45,254,875)		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Contributions - Proposition 172	$3,144,425	$3,144,425	$3,144,425	$3,257,732	3,257,732	$113,307
Contributions-Other Agencies	$872,131	$854,847	$1,788,193	$827,847	827,847	$(27,000)
Trial Courts	$7,984,901	$8,251,087	$7,960,956	$8,018,761	8,018,761	$(232,326)
Contingencies	$1,597,903	$4,859,221	$4,859,221	$6,697,902	6,697,902	$1,838,681
County Memberships	$123,731	$91,682	$91,682	$81,682	81,682	$(10,000)
Medical Care Services	$3,900,648	$3,900,648	$3,900,648	$3,900,648	3,900,648	—
Other Financing Uses	$23,801,582	$50,133,176	$50,267,458	$34,169,993	31,919,993	$(18,213,183)
Other General Expenditures	$173,613	$382,540	$382,540	$168,047	168,047	$(214,493)
Administration & Finance	$(1,656,192)	$(985,523)	$(1,112,943)	$620,155	620,155	$1,605,678
Budget & Analysis	$1,178,972	$1,293,011	$1,212,156	$1,364,117	1,364,117	$71,106
Contracts/Purchasing	$(387,322)	$(1,003,325)	$(1,001,722)	$(1,499,376)	(1,499,376)	$(496,051)
Intergovernmental & Legislative Affairs	$1,778,700	$1,513,360	$1,412,090	$1,892,434	1,754,227	$240,867
Office of Emergency Services	$3,074,980	$1,953,463	$13,723,317	$1,771,166	1,771,166	$(182,297)
Homeland Security Grant	$1,104,137	$844,304	$718,793	$1,675,361	1,675,361	$831,057
Office of Community Engagement & Strategic Advocacy	$1,002,795	$549,716	$768,361	$1,013,750	1,013,750	$464,034
Laguna Seca Track	$17,907,719	—	—	—	—	—

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fleet Administration	$1,879,761	$3,070,841	$2,444,892	$495,298	495,298	$(2,575,543)
Shuttle	$126,584	—	—	—	—	—
Auxiliary Services	$5,456	$28,580	$12,572	$28,899	28,899	$319
Records Retention	$(187,595)	$24,652	$16,145	$24,664	24,664	$12
Workforce Development Board	$7,298,741	$8,541,330	$8,688,814	$9,610,130	8,810,130	$268,800
Vehicle Replacement Planning	$8,451	$3,820,573	$1,684,629	$3,646,916	3,646,916	$(173,657)
Rifle Range	$217,105	$191,345	$191,977	$216,918	216,918	$25,573
Enterprise Resource Planning	$723,401	$(229,317)	—	$(723,401)	(723,401)	$(494,084)
Courier	$(168,451)	$(259,413)	$(283,220)	$(144,546)	(144,546)	$114,867
Mail	$(25,861)	$(186,532)	$(182,867)	$(92,917)	(92,917)	$93,615
Development Set-Aside	$2,122,000	$1,266,250	$1,266,250	$2,044,403	2,044,403	$778,153
Housing and Economic Dev Admin	$458,731	$1,551,455	$1,522,085	$592,688	592,688	$(958,767)
Inclusionary Housing	$203,541	$863,460	$795,643	—	—	$(863,460)
Revolving Loan Program	$43,141	$1,150,500	$440,000	$1,150,500	1,150,500	—
Community Development Reuse	$238,230	$1,490,000	$840,000	—	—	$(1,490,000)
Community Development Grant	$645,956	$3,629,508	$3,438,129	—	—	$(3,629,508)
Boronda HS-A	—	$13,000	—	—	—	$(13,000)
Castro/Paj HS-A	$141,714	$1,381,100	$149,789	—	—	$(1,381,100)
Cannabis	—	$810,174	$897,635	$1,331,159	1,331,159	$520,985
Laguna Seca Track	—	$23,038,220	$9,143,410	$20,805,898	20,805,898	$(2,232,322)
Building Improvement and Replacement	—	$5,944,132	$7,558,450	$(12,201,885)	(12,201,885)	$(18,146,017)
Emergency Operations Center	—	—	—	$385,000	385,000	$385,000
Equipment Replacement	—	—	—	$(1,274,121)	(1,274,121)	$(1,274,121)
Subtotal	$79,333,628	$131,922,490	$126,739,508	$89,855,822	86,667,615	$(45,254,875)

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
11A01	ADMINISTRATIVE OFFICER	1.00	1.00	1.00	0.00
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	2.00	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	5.00	5.00	5.00	0.00
14C31	MANAGEMENT ANALYST III	9.00	10.00	10.00	0.00
14C37	COUNTY MEDIA ANALYST	0.00	0.00	1.00	1.00
14E20	BUYER II	2.00	2.00	2.00	0.00
14G02	MANAGEMENT ANALYST I	3.00	4.00	4.00	0.00
14H64	FLEET MANAGER	1.00	1.00	1.00	0.00
14M12	ECONOMIC DEVELOPMENT MANAGER	0.00	0.00	1.00	1.00
14M22	HOUSING PROGRAM MANAGER	1.00	1.00	0.00	(1.00)
14N05	ADMINISTRATIVE OPERATIONS MANAGER	1.00	1.00	1.00	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

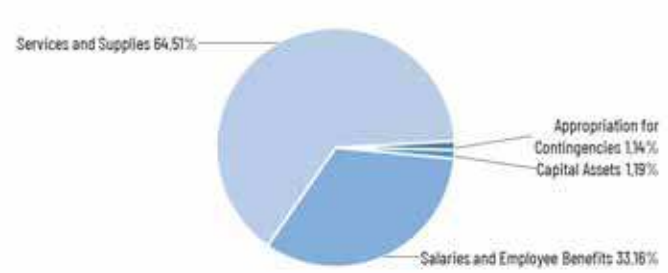
Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
14N35	CONTRACTS & PURCHASING OFFICER	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	2.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	0.00	1.00	2.00	1.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
41F30	REDEVELOPMENT/HOUSING PROJECT ANALYST I	1.00	1.00	0.00	(1.00)
41F31	REDEVELOPMENT/HOUSING PROJECT ANALYST II	1.00	1.00	0.00	(1.00)
41F32	REDEVELOPMENT/HOUSING PROJECT ANALYST III	1.00	1.00	0.00	(1.00)
41G01	EMERGENCY SERVICES PLANNER	4.00	3.00	4.00	1.00
43C11	PERMIT TECHNICIAN II	0.00	1.00	1.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
43L18	COMMUNICATIONS TECHNICIAN III	0.00	1.00	1.00	0.00
43L20	COMMUNICATIONS TECHNICIAN I	0.00	1.00	1.00	0.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	3.00	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	0.00	0.00	0.00
68C02	RANGE AIDE	2.00	1.00	1.00	0.00
70F21	COURIER	4.00	4.00	4.00	0.00
70F23	STOREKEEPER	1.00	1.00	1.00	0.00
70F79	WAREHOUSE WORKER	4.00	5.00	5.00	0.00
70F80	SENIOR STOREKEEPER	1.00	1.00	1.00	0.00
70F82	SUPERVISING WAREHOUSE WORKER	1.00	1.00	1.00	0.00
70M01	SHUTTLE DRIVER	2.00	0.00	0.00	0.00
72C20	MECHANIC I	1.00	2.00	2.00	0.00
72C23	MECHANIC II	11.00	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	3.00	4.00	3.00	(1.00)
80A97	EXECUTIVE ASSISTANT TO ADMINISTRATIVE OFFICER	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	2.00	2.00	2.00	0.00
80E01	OFFICE ASSISTANT I	1.00	1.00	1.00	0.00
80G21	DATA ENTRY OPERATOR II	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	2.00	2.00	0.00
80J30	ACCOUNTING TECHNICIAN	3.00	3.00	2.00	(1.00)
80O22	MAILROOM CLERK	1.50	1.50	1.50	0.00
80O23	SENIOR MAILROOM CLERK	1.00	1.00	1.00	0.00
99ZXX	ALLOCATION ON LOAN XX	17.00	17.00	17.00	0.00
	Total	114.50	119.50	117.50	(2.00)

Augmentation Request

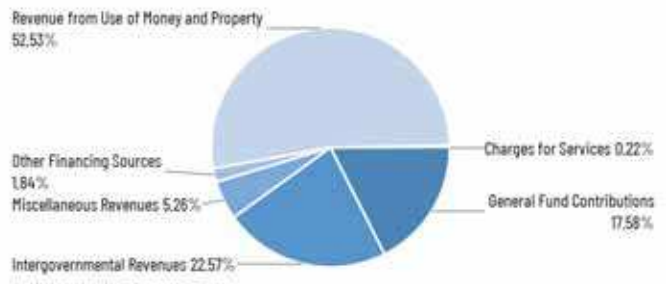
Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
1050	1050-8029-001-AUG1	CA Cannabis Authority JPA	New Program/Service	223,000	-	223,000	-
1050	1050-8038-001-AUG1	Op Transfer to WDB Small Busi Grant Prg	New Program/Service	800,000	-	-	-
1050	1050-8038-001-AUG10	CIP - Laguna Water Project	Capital Improvements	500,000	-	500,000	-
1050	1050-8038-001-AUG2	Op Transfer to ECD restore positions	Restore Vacant Position	257,224	-	257,224	-
1050	1050-8038-001-AUG3	Op Transfer to Road Fund Carmel Lagoon Sandbar	New Program/Service	110,000	-	110,000	-
1050	1050-8038-001-AUG4	CIP - Park Solid Waste and Water Capital Projects	Capital Improvements	10,758,621	-	10,758,621	-
1050	1050-8038-001-AUG5	Op Transfer to Capital Fund for EIR Carmel Lagoon Sandbar	New Program/Service	256,894	-	256,894	-
1050	1050-8038-001-AUG6	CIP - Laguna Seca Solid Waste Project	Capital Improvements	1,450,000	-		-
1050	1050-8038-001-AUG7	Prop 68 per capita match	Contribution to Other Funds	157,858	-	157,858	-
1050	1050-8038-001-AUG8	Transfer to Fund 157 Boronda CSD - Foothill Intertie Project	Contribution to Other Funds	166,500	-	166,500	-
1050	1050-8038-001-AUG9	Transfer to Fund 156 Boronda CSD	Contribution to Other Funds	38,993	-	38,993	-
1050	1050-8041-001-AUG1	Additional Non-Program Revenue	Status Quo Other	(26,696,862)	-	(26,696,862)	-
1050	1050-8045-001-AUG1	New Management Analyst III	Request New Position	165,167	1.00	165,167	1.00
1050	1050-8054-001-AUG1	New Management Analyst II - Sustainability Manager	Request New Position	138,207	1.00	-	-
1050	1050-8054-001-AUG2	Sustainability Services-Supplies	New Program/Service	147,000	-	147,000	-
1050	1050-8054-001-AUG3	New County Media Analyst	Request New Position	165,167	1.00	165,167	1.00
1050	1050-8054-001-AUG4	Services-Supplies for Media Communication Start-Up Costs	New Program/Service	50,000	-	50,000	-
1050	1050-8056-001-AUG1	Live Wall Monitors	New Program/Service	50,000	-	50,000	-
1050	1050-8056-001-AUG2	New Emergency Services Planner	Request New Position	152,568	1.00	152,568	1.00
1050	1050-8440-001-AUG1	2021 Redistricting	New Program/Service	400,000	-	400,000	-
1050	1050-8514-001-AUG1	MB Econ Partnership Membership	New Program/Service	10,000	-	10,000	-
1050	1050-8514-001-AUG2	Natl Dev Council Contract	New Program/Service	75,000	-	75,000	-
1050	1050-8533-001-AUG1	Cannabis Contingency Fund	New Program/Service	265,280	-	265,280	-
1050	1050-8541-001-AUG1	EOC-TMD Communications	New Program/Service	385,000	-	385,000	-
1050	1050-8478-021-AUG1	Small Business Grant Program	New Program/Service	-	-	-	-
			Grand Total:	(9,974,383)	4.00	(12,362,590)	3.00

CAO Departmental

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$12,506,646	$14,622,346	$13,175,269	$14,668,489	$14,530,282	$(92,064)
Services and Supplies	$8,708,213	$29,180,180	$17,429,699	$29,067,965	$28,267,965	$(912,215)
Other Charges	$(7,395,895)	$(7,084,755)	$(6,399,492)	$(6,372,677)	$(6,372,677)	$712,078
Capital Assets	$323,470	$2,418,519	$499,934	$521,081	$521,081	$(1,897,438)
Other Financing Uses	$322,798	$966,484	$966,484	—	—	$(966,484)
Appropriation for Contingencies	$125,717	—	$11,768,236	$501,680	$501,680	$501,680
Subtotal	$14,590,950	$40,102,774	$37,440,130	$38,386,538	$37,448,331	$(2,654,443)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Licenses, Permits, and Franchises	$2,988	—	—	—	—	—
Revenue from Use of Money & Property	$99,903	$20,731,112	$7,613,877	$20,348,864	$20,348,864	$(382,248)
Intergovernmental Revenues	$7,448,381	$8,156,507	$8,698,817	$8,740,566	$8,740,566	$584,059
Charges for Services	$62,492	$103,249	$53,275	$84,500	$84,500	$(18,749)
Miscellaneous Revenues	$77,017	$882,887	$1,025,906	$2,038,938	$2,038,938	$1,156,051
Other Financing Sources	$672,261	$2,538,106	$713,483	$1,514,250	$714,250	$(1,823,856)
Subtotal	$8,363,043	$32,411,861	$18,105,358	$32,727,118	$31,927,118	$(484,743)
Fund Balance	$(279,058)	$(4,541)	$979,058	$(1,286,504)	$(1,286,504)	$(1,281,963)
General Fund Contributions	$6,506,965	$7,695,454	$18,355,714	$6,945,924	$6,807,717	$(887,737)
Total Source of Funds	$14,590,950	$40,102,774	$37,440,130	$38,386,538	$37,448,331	$(2,654,443)

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, Economic Development Administration, Laguna Seca Recreational Area, Rifle Range, and Internal Services (Contracts/Purchasing, Fleet Administration, Records Retention, Mail, Courier). The Housing function in Economic Development Administration was reallocated to Housing and Community Development Department.

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

Summary of Recommendation

The FY 2021-22 Recommended Budget for the CAO's departmental operations is $37,448,331, a decrease of $2,654,443 from the prior

year. The decrease is mainly attributed to reductions in Laguna Seca Recreational Area for capital projects and equipment, and increased departmental cost plan recoveries. Cost plan recoveries are treated as expenditure offsets; increases in recoveries therefore decreases expenditures.

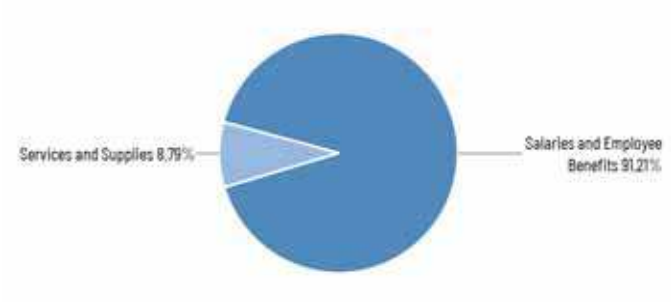
Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Administration & Finance (CAO001)	(1,656,192)	(985,523)	(1,112,943)	620,155	620,155	1,605,678	001	8045
Administration & Finance (CAO001)	0	0	0	0	0	0	453	8045
Budget & Analysis (CAO001)	1,178,972	1,293,011	1,212,156	1,364,117	1,364,117	71,106	001	8046
Contracts/Purchasing (CAO002)	(387,322)	(1,003,325)	(1,001,722)	(1,499,376)	(1,499,376)	(496,051)	001	8047
Intergovernmental & Legislative Affairs (CAO004)	1,778,700	1,513,360	1,412,090	1,892,434	1,754,227	240,867	001	8054
Office of Emergency Services (CAO005)	3,074,980	1,953,463	13,723,317	1,771,166	1,771,166	(182,297)	001	8056
Office of Community Engagement & Strategic Advocacy (CAO024)	1,002,795	549,716	768,361	1,013,750	1,013,750	464,034	001	8440
Fleet Administration (CAO025)	1,879,761	3,070,841	2,444,892	495,298	495,298	(2,575,543)	001	8451
Shuttle (CAO025)	126,584	0	0	0	0	0	001	8452
Records Retention (CAO028)	(187,595)	24,652	16,145	24,664	24,664	12	001	8474
Workforce Development Board (CAO030)	7,298,741	8,541,330	8,688,814	9,610,130	8,810,130	268,800	021	8478
Rifle Range (CAO029)	217,105	191,345	191,977	216,918	216,918	25,573	001	8504
Courier (CAO035)	(168,451)	(259,413)	(283,220)	(144,546)	(144,546)	114,867	001	8508
Mail (CAO035)	(25,861)	(186,532)	(182,867)	(92,917)	(92,917)	93,615	001	8509
Housing and Economic Dev Admin (CAO038)	458,731	1,551,455	1,522,085	592,688	592,688	(958,767)	001	8514
Cannabis (CAO004)	0	810,174	897,635	1,331,159	1,331,159	520,985	001	8533
Laguna Seca Track (CAO046)	0	23,038,220	9,143,410	20,805,898	20,805,898	(2,232,322)	453	8536
Emergency Operations Center (CAO005)	0	0	0	385,000	385,000	385,000	001	8541
Subtotal	14,590,950	40,102,774	37,440,130	38,386,538	37,448,331	(2,654,443)		

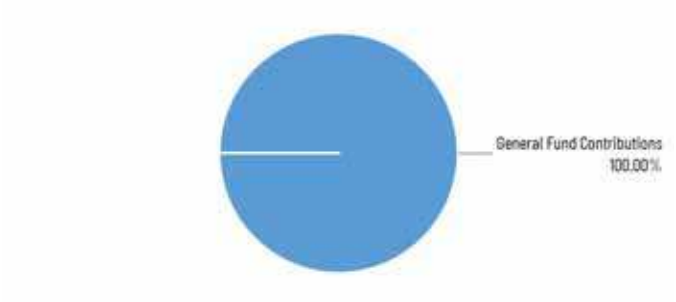
Administration & Finance

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$2,058,117	$1,669,822	$1,573,947	$1,949,619	$1,949,619	$279,797
Services and Supplies	$264,125	$152,255	$120,710	$187,806	$187,806	$35,551
Other Charges	$(3,978,434)	$(2,807,600)	$(2,807,600)	$(1,517,270)	$(1,517,270)	$1,290,330
Subtotal	$(1,656,192)	$(985,523)	$(1,112,943)	$620,155	$620,155	$1,605,678

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Miscellaneous Revenues	$27	—	$15	—	—	—
Subtotal	$27	—	$15	—	—	—
General Fund Contributions	$(1,656,219)	$(985,523)	$(1,112,958)	$620,155	$620,155	$1,605,678
Total Source of Funds	$(1,656,192)	$(985,523)	$(1,112,943)	$620,155	$620,155	$1,605,678

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.

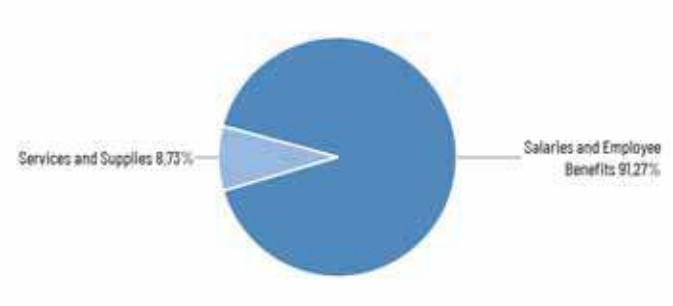
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
11A01	ADMINISTRATIVE OFFICER	1.00
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	1.00
14C31	MANAGEMENT ANALYST III	1.00
20B10	ACCOUNTANT I	1.00
20B11	ACCOUNTANT II	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	2.00
99ZXX	ALLOCATION ON LOAN XX	17.00
	Total	28.00

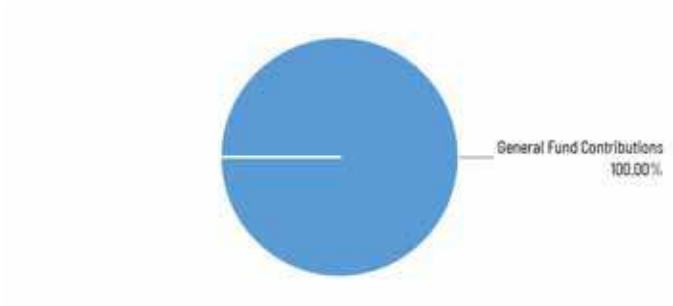
Budget & Analysis

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$1,141,288	$1,206,106	$1,134,422	$1,245,080	$1,245,080	$38,974
Services and Supplies	$37,685	$86,905	$77,734	$119,037	$119,037	$32,132
Subtotal	$1,178,972	$1,293,011	$1,212,156	$1,364,117	$1,364,117	$71,106

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	$1,178,972	$1,293,011	$1,212,156	$1,364,117	$1,364,117	$71,106
Total Source of Funds	$1,178,972	$1,293,011	$1,212,156	$1,364,117	$1,364,117	$71,106

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.

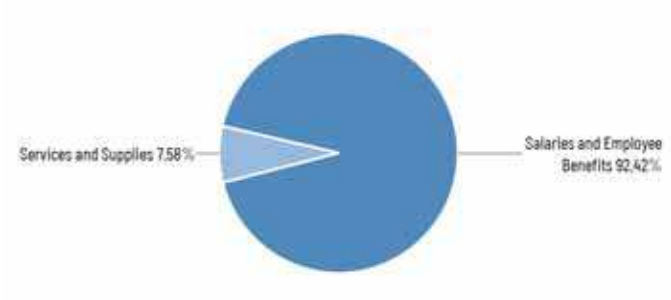
Recommended FY 2021-22 Positions

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

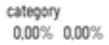
Contracts/Purchasing

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$1,099,007	$1,146,556	$1,159,745	$1,158,233	$1,158,233	$11,677
Services and Supplies	$80,602	$88,992	$77,406	$94,964	$94,964	$5,972
Other Charges	$(1,566,931)	$(2,238,873)	$(2,238,873)	$(2,752,573)	$(2,752,573)	$(513,700)
Subtotal	$(387,322)	$(1,003,325)	$(1,001,722)	$(1,499,376)	$(1,499,376)	$(496,051)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Miscellaneous Revenues	—	$8,810	$129,302	—	—	$(8,810)
Other Financing Sources	—	—	$895	—	—	—
Subtotal	—	$8,810	$130,197	—	—	$(8,810)
General Fund Contributions	$(387,322)	$(1,012,135)	$(1,131,919)	$(1,499,376)	$(1,499,376)	$(487,241)
Total Source of Funds	$(387,322)	$(1,003,325)	$(1,001,722)	$(1,499,376)	$(1,499,376)	$(496,051)

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.

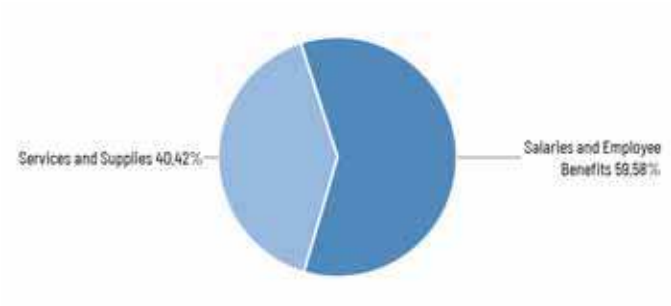
Recommended FY 2021-22 Positions

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

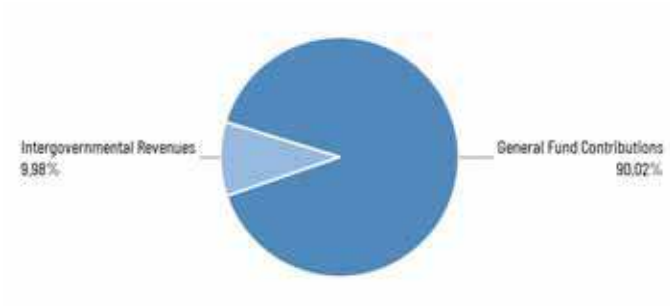
Intergovernmental & Legislative Affairs

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$1,294,481	$862,499	$847,804	$1,183,295	$1,045,088	$182,589
Services and Supplies	$358,502	$650,861	$564,286	$709,139	$709,139	$58,278
Appropriation for Contingencies	$125,717	—	—	—	—	—
Subtotal	$1,778,700	$1,513,360	$1,412,090	$1,892,434	$1,754,227	$240,867

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Licenses, Permits, and Franchises	$2,988	—	—	—	—	—
Intergovernmental Revenues	—	—	—	$175,000	$175,000	$175,000
Charges for Services	$1,743	—	—	—	—	—
Subtotal	$4,731	—	—	$175,000	$175,000	$175,000
General Fund Contributions	$1,773,969	$1,513,360	$1,412,090	$1,717,434	$1,579,227	$65,867
Total Source of Funds	$1,778,700	$1,513,360	$1,412,090	$1,892,434	$1,754,227	$240,867

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; legislative coordination and advocacy; emergency management; workforce development; community engagement; 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.

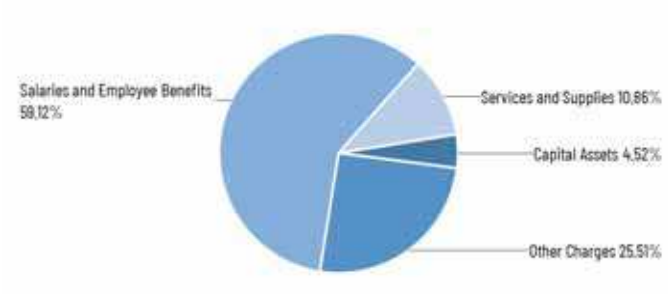
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	1.00
14C31	MANAGEMENT ANALYST III	3.00
14C37	COUNTY MEDIA ANALYST	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
	Total	6.00

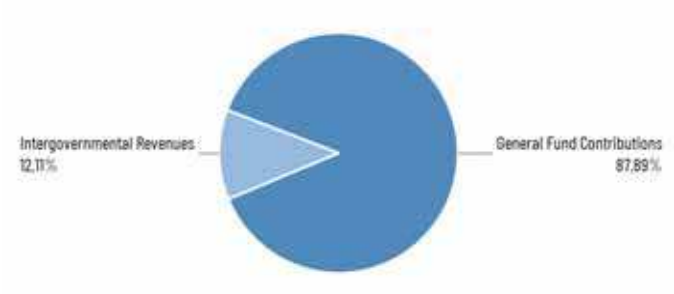
Office of Emergency Services

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$838,939	$803,606	$801,845	$1,047,040	$1,047,040	$243,434
Services and Supplies	$1,951,937	$181,018	$214,397	$192,310	$192,310	$11,292
Other Charges	$229,101	$938,839	$938,839	$451,816	$451,816	$(487,023)
Capital Assets	$55,004	$30,000	—	$80,000	$80,000	$50,000
Appropriation for Contingencies	—	—	$11,768,236	—	—	—
Subtotal	$3,074,980	$1,953,463	$13,723,317	$1,771,166	$1,771,166	$(182,297)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$107,126	$214,452	$214,552	$214,452	$214,452	—
Miscellaneous Revenues	$2,500	$2,500	—	—	—	$(2,500)
Subtotal	$109,626	$216,952	$214,552	$214,452	$214,452	$(2,500)
General Fund Contributions	$2,965,354	$1,736,511	$13,508,765	$1,556,714	$1,556,714	$(179,797)
Total Source of Funds	$3,074,980	$1,953,463	$13,723,317	$1,771,166	$1,771,166	$(182,297)

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.

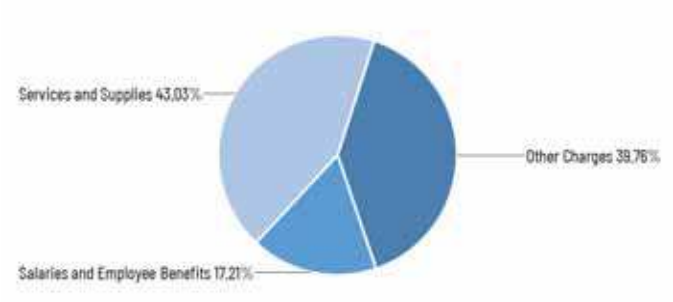
Recommended FY 2021-22 Positions

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

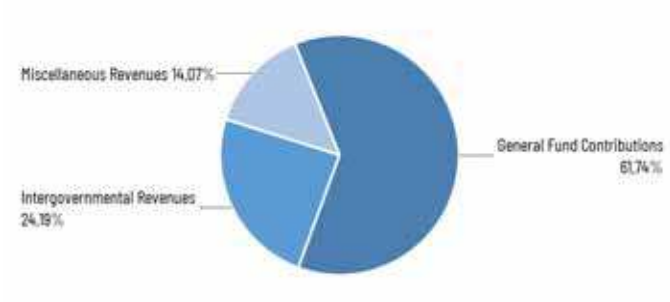
Office of Community Engagement & Strategic Advocacy

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$164,189	$173,177	$176,324	$174,475	$174,475	$1,298
Services and Supplies	$679,123	$33,634	$178,130	$436,171	$436,171	$402,537
Other Charges	$159,483	$342,905	$413,907	$403,104	$403,104	$60,199
Subtotal	$1,002,795	$549,716	$768,361	$1,013,750	$1,013,750	$464,034

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$485,191	$122,182	$342,587	$245,234	$245,234	$123,052
Miscellaneous Revenues	$11,071	$221,577	$221,577	$142,600	$142,600	$(78,977)
Subtotal	$496,262	$343,759	$564,164	$387,834	$387,834	$44,075
General Fund Contributions	$506,533	$205,957	$204,197	$625,916	$625,916	$419,959
Total Source of Funds	$1,002,795	$549,716	$768,361	$1,013,750	$1,013,750	$464,034

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).

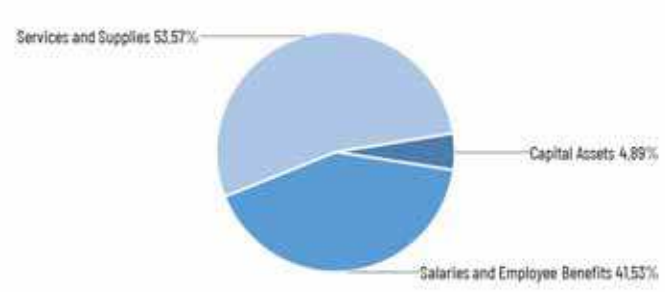
Recommended FY 2021-22 Positions

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

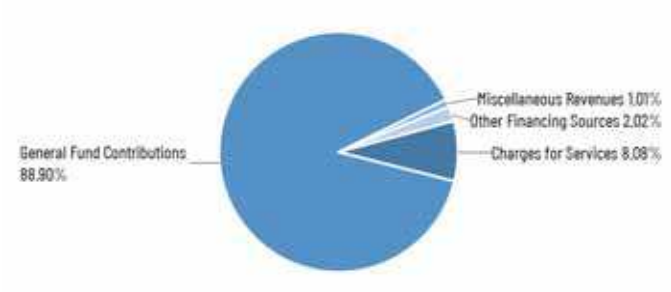
Fleet Administration

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$2,224,386	$2,814,752	$2,554,872	$2,851,073	$2,851,073	$36,321
Services and Supplies	$3,392,890	$4,357,464	$3,571,372	$3,677,444	$3,677,444	$(680,020)
Other Charges	$(4,005,981)	$(5,358,859)	$(4,901,389)	$(6,369,219)	$(6,369,219)	$(1,010,360)
Capital Assets	$268,466	$341,000	$303,553	$336,000	$336,000	$(5,000)
Other Financing Uses	—	$916,484	$916,484	—	—	$(916,484)
Subtotal	$1,879,761	$3,070,841	$2,444,892	$495,298	$495,298	$(2,575,543)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	$42,876	$55,000	$30,320	$40,000	$40,000	$(15,000)
Miscellaneous Revenues	$13,062	—	$5,531	$5,000	$5,000	$5,000
Other Financing Sources	$2,932	—	$7,828	$10,000	$10,000	$10,000
Subtotal	$58,871	$55,000	$43,679	$55,000	$55,000	—
General Fund Contributions	$1,820,890	$3,015,841	$2,401,213	$440,298	$440,298	$(2,575,543)
Total Source of Funds	$1,879,761	$3,070,841	$2,444,892	$495,298	$495,298	$(2,575,543)

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 2021-22 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 2021-22 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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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$94,872	—	—	—	—	—
Services and Supplies	$31,712	—	—	—	—	—
Subtotal	$126,584	—	—	—	—	—

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	$10,303	—	—	—	—	—
Subtotal	$10,303	—	—	—	—	—
General Fund Contributions	$116,281	—	—	—	—	—
Total Source of Funds	$126,584	—	—	—	—	—

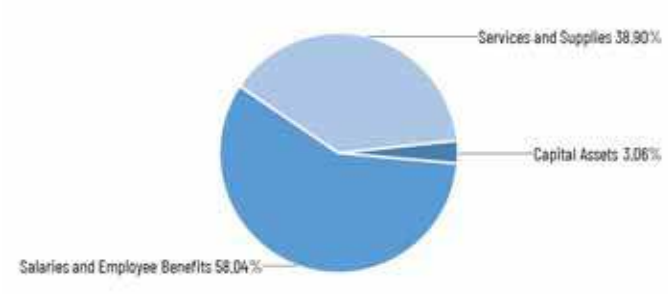
Unit Description

The shuttle program was discontinued during FY 2019-20.

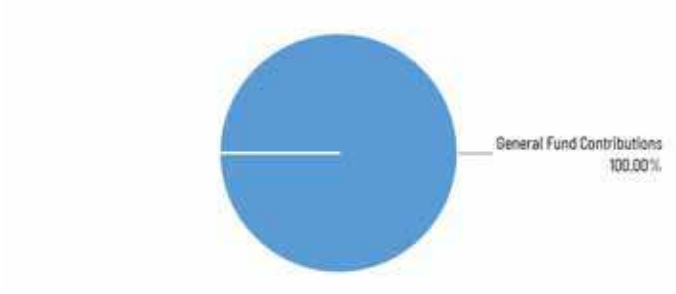
Records Retention

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$412,714	$458,036	$475,745	$495,123	$495,123	$37,087
Services and Supplies	$218,693	$291,181	$253,169	$331,877	$331,877	$40,696
Other Charges	$(819,002)	$(832,002)	$(820,206)	$(828,406)	$(828,406)	$3,596
Capital Assets	—	$107,437	$107,437	$26,070	$26,070	$(81,367)
Subtotal	$(187,595)	$24,652	$16,145	$24,664	$24,664	$12

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	$2,394	$1,250	$41	—	—	$(1,250)
Subtotal	$2,394	$1,250	$41	—	—	$(1,250)
General Fund Contributions	$(189,988)	$23,402	$16,104	$24,664	$24,664	$1,262
Total Source of Funds	$(187,595)	$24,652	$16,145	$24,664	$24,664	$12

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.

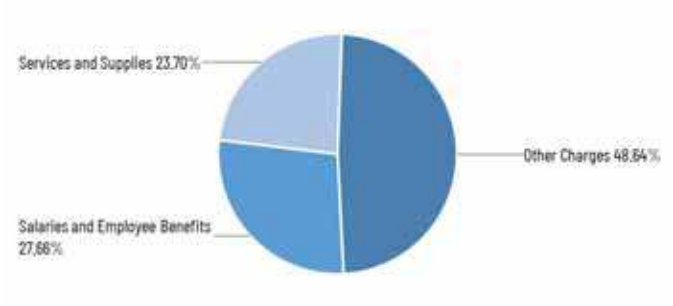
Recommended FY 2021-22 Positions

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

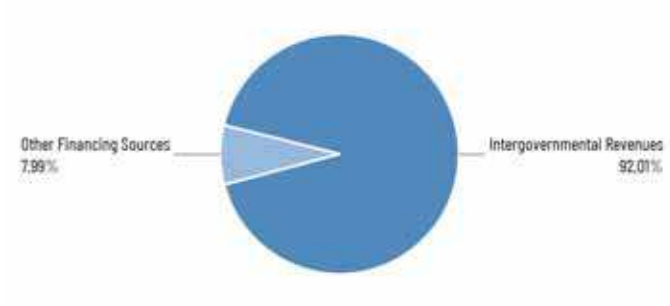
Workforce Development Board

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$1,665,985	$2,418,784	$1,813,227	$2,436,582	$2,436,582	$17,798
Services and Supplies	$1,301,832	$2,130,825	$2,911,112	$2,887,906	$2,087,906	$(42,919)
Other Charges	$4,008,126	$3,941,721	$3,914,475	$4,285,642	$4,285,642	$343,921
Other Financing Uses	$322,798	$50,000	$50,000	—	—	$(50,000)
Subtotal	$7,298,741	$8,541,330	$8,688,814	$9,610,130	$8,810,130	$268,800

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$2,049	—	—	—	—	—
Intergovernmental Revenues	$6,856,063	$7,819,873	$7,991,678	$8,105,880	$8,105,880	$286,007
Miscellaneous Revenues	$50,357	—	—	—	—	—
Other Financing Sources	$669,329	$697,136	$697,136	$1,504,250	$704,250	$7,114
Subtotal	$7,577,799	$8,517,009	$8,688,814	$9,610,130	$8,810,130	$293,121
Fund Balance	$(279,058)	$24,321	—	—	—	$(24,321)
Total Source of Funds	$7,298,741	$8,541,330	$8,688,814	$9,610,130	$8,810,130	$268,800

Unit Description

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

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

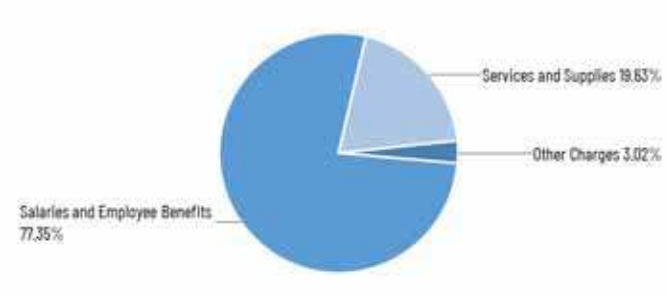
Recommended FY 2021-22 Positions

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

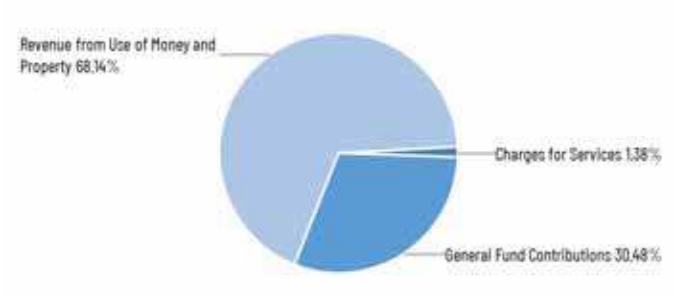
Rifle Range

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$172,146	$151,903	$154,985	$167,782	$167,782	$15,879
Services and Supplies	$44,959	$39,442	$36,992	$42,578	$42,578	$3,136
Other Charges	—	—	—	$6,558	$6,558	$6,558
Subtotal	$217,105	$191,345	$191,977	$216,918	$216,918	$25,573

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$97,854	$155,000	$126,825	$147,800	$147,800	$(7,200)
Charges for Services	$5,176	$3,000	$3,000	$3,000	$3,000	—
Subtotal	$103,030	$158,000	$129,825	$150,800	$150,800	$(7,200)
General Fund Contributions	$114,075	$33,345	$62,152	$66,118	$66,118	$32,773
Total Source of Funds	$217,105	$191,345	$191,977	$216,918	$216,918	$25,573

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.

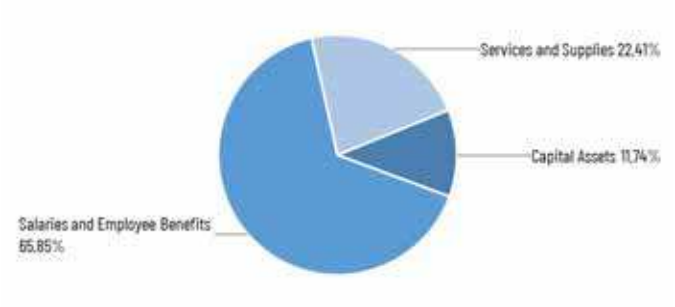
Recommended FY 2021-22 Positions

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

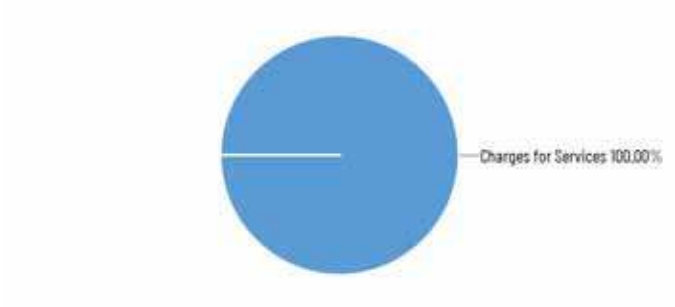
Courier

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$361,750	$402,978	$388,881	$415,218	$415,218	$12,240
Services and Supplies	$70,157	$137,319	$127,603	$141,319	$141,319	$4,000
Other Charges	$(600,358)	$(880,154)	$(880,148)	$(775,131)	$(775,131)	$105,023
Capital Assets	—	$80,444	$80,444	$74,048	$74,048	$(6,396)
Subtotal	$(168,451)	$(259,413)	$(283,220)	$(144,546)	$(144,546)	$114,867

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	—	$1,500	$1,500	$1,500	$1,500	—
Subtotal	—	$1,500	$1,500	$1,500	$1,500	—
General Fund Contributions	$(168,451)	$(260,913)	$(284,720)	$(146,046)	$(146,046)	$114,867
Total Source of Funds	$(168,451)	$(259,413)	$(283,220)	$(144,546)	$(144,546)	$114,867

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.

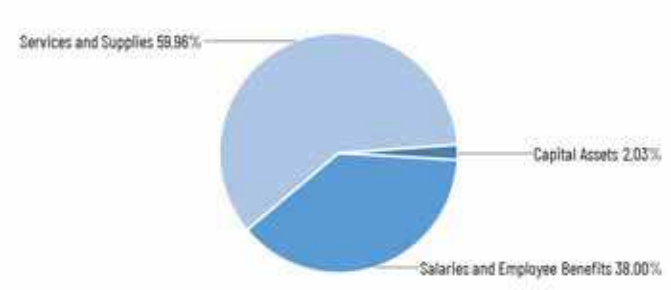
Recommended FY 2021-22 Positions

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

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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$93,555	$91,611	$92,791	$92,695	$92,695	$1,084
Services and Supplies	$121,092	$129,780	$143,555	$146,258	$146,258	$16,478
Other Charges	$(240,509)	$(426,591)	$(427,713)	$(336,833)	$(336,833)	$89,758
Capital Assets	—	$18,668	$8,500	$4,963	$4,963	$(13,705)
Subtotal	$(25,861)	$(186,532)	$(182,867)	$(92,917)	$(92,917)	$93,615

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	—	$2,499	—	—	—	$(2,499)
Subtotal	—	$2,499	—	—	—	$(2,499)
General Fund Contributions	$(25,861)	$(189,031)	$(182,867)	$(92,917)	$(92,917)	$96,114
Total Source of Funds	$(25,861)	$(186,532)	$(182,867)	$(92,917)	$(92,917)	$93,615

Unit Description

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

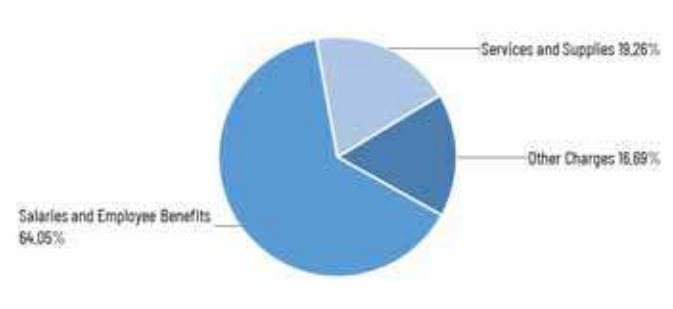
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
80O22	MAILROOM CLERK	1.50
	Total	1.50

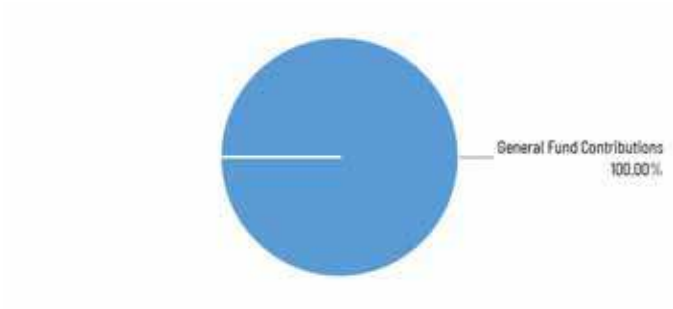
Housing and Economic Dev Admin

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$885,217	$1,105,512	$882,923	$379,635	$379,635	$(725,877)
Services and Supplies	$154,905	$390,896	$410,758	$114,156	$114,156	$(276,740)
Other Charges	$(581,391)	$55,047	$228,404	$98,897	$98,897	$43,850
Subtotal	$458,731	$1,551,455	$1,522,085	$592,688	$592,688	$(958,767)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	$458,731	$1,551,455	$1,522,085	$592,688	$592,688	$(958,767)
Total Source of Funds	$458,731	$1,551,455	$1,522,085	$592,688	$592,688	$(958,767)

Unit Description

This unit contains the staff and administrative costs of the Economic Development Administration. Staff within this unit are responsible for the County's economic development, Development Set Aside Agencies funding, and small business loans. Other responsibilities include staffing the Economic Opportunity Committee (EOC).

This unit is formerly known as Housing and Economic Development Administration. The housing functions were reorganized to Housing and Community Development Department in Fiscal Year 2021-22.

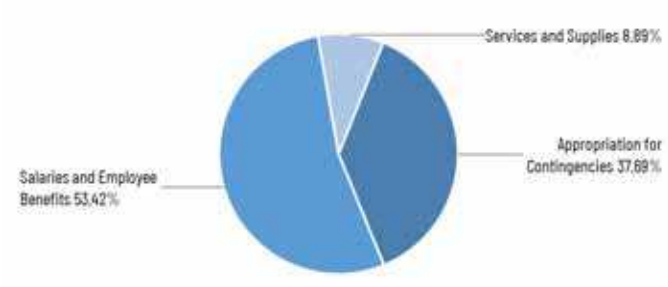
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
14C30	MANAGEMENT ANALYST II	1.00
14M12	ECONOMIC DEVELOPMENT MANAGER	1.00
	Total	2.00

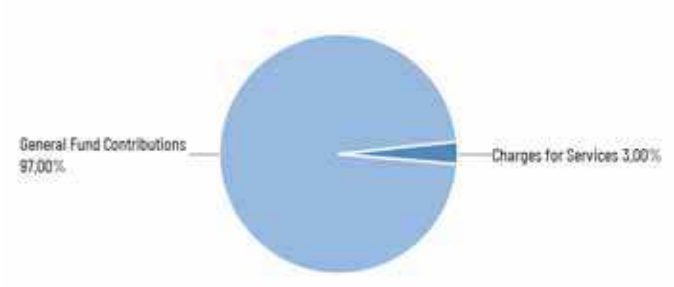
Cannabis

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	—	$696,424	$686,106	$711,081	$711,081	$14,657
Services and Supplies	—	$113,750	$211,529	$118,398	$118,398	$4,648
Appropriation for Contingencies	—	—	—	$501,680	$501,680	$501,680
Subtotal	—	$810,174	$897,635	$1,331,159	$1,331,159	$520,985

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	—	—	$150,000	—	—	—
Charges for Services	—	$40,000	$18,204	$40,000	$40,000	—
Miscellaneous Revenues	—	—	$15	—	—	—
Subtotal	—	$40,000	$168,219	$40,000	$40,000	—
General Fund Contributions	—	$770,174	$729,416	$1,291,159	$1,291,159	$520,985
Total Source of Funds	—	$810,174	$897,635	$1,331,159	$1,331,159	$520,985

Unit Description

Per Monterey County Code Chapter 7.90, the Cannabis 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, Housing and Community Development (previously 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; 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.

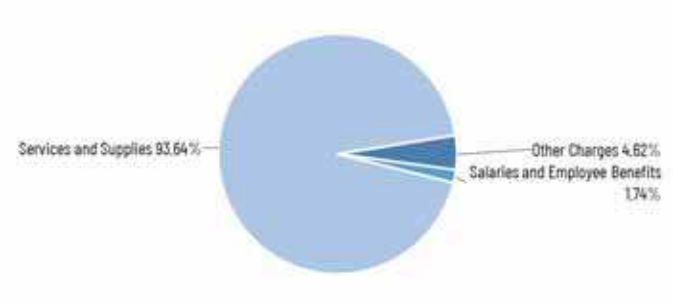
Recommended FY 2021-22 Positions

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

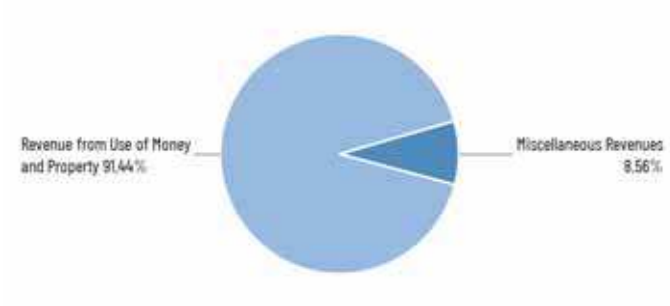
Laguna Seca Recreational Area

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	—	$620,580	$431,652	$361,558	$361,558	$(259,022)
Services and Supplies	—	$20,395,858	$8,530,946	$19,483,602	$19,483,602	$(912,256)
Other Charges	—	$180,812	$180,812	$960,738	$960,738	$779,926
Capital Assets	—	$1,840,970	—	—	—	$(1,840,970)
Subtotal	—	$23,038,220	$9,143,410	$20,805,898	$20,805,898	$(2,232,322)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	—	$20,576,112	$7,487,052	$20,201,064	$20,201,064	$(375,048)
Charges for Services	—	—	$210	—	—	—
Miscellaneous Revenues	—	$650,000	$669,466	$1,891,338	$1,891,338	$1,241,338
Other Financing Sources	—	$1,840,970	$7,624	—	—	$(1,840,970)
Subtotal	—	$23,067,082	$8,164,352	$22,092,402	$22,092,402	$(974,680)
Fund Balance	—	$(28,862)	$979,058	$(1,286,504)	$(1,286,504)	$(1,257,642)
General Fund Contributions	—	—	—	—	—	—
Total Source of Funds	—	$23,038,220	$9,143,410	$20,805,898	$20,805,898	$(2,232,322)

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 Recreational 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.

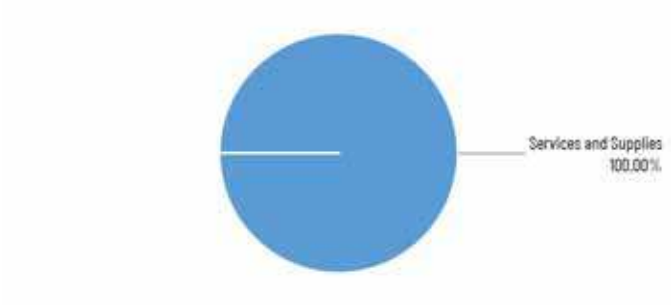
Recommended FY 2021-22 Positions

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

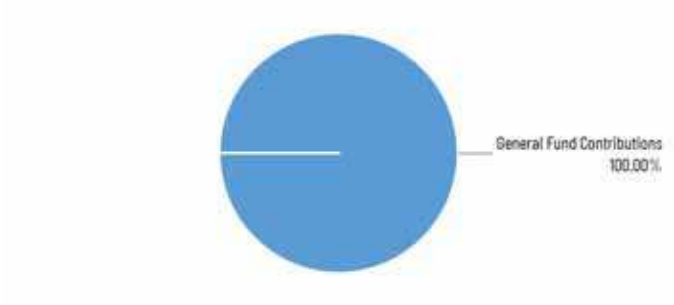
Emergency Operations Center

(Budget Unit 8541—Fund 001—Appropriation Unit CAO005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	—	—	—	$385,000	$385,000	$385,000
Subtotal	—	—	—	$385,000	$385,000	$385,000

Source of Funds

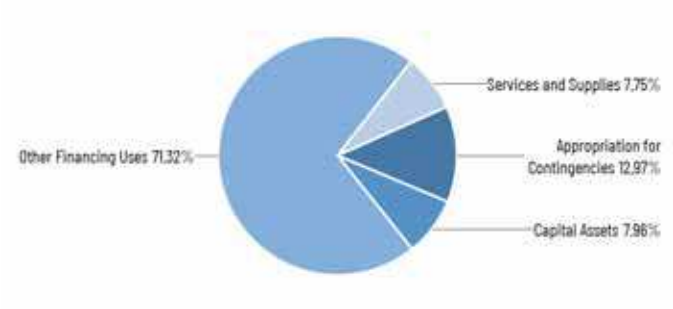
Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	—	—	—	$385,000	$385,000	$385,000
Total Source of Funds	—	—	—	$385,000	$385,000	$385,000

Unit Description

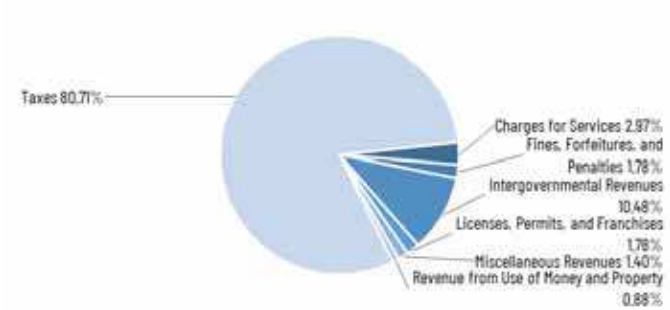
The Office of Emergency Services (OES) operates and activates the Monterey County Emergency Operations Center (EOC) during emergency conditions. This unit will capture emergency activities not related to normal operations of OES starting in Fiscal Year 2021-22.

CAO Non-Departmental

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$21,699,040	$8,081,746	$6,413,809	$4,002,288	$4,002,288	$(4,079,458)
Other Charges	$9,096,355	$504,811	$1,822,763	$(2,409,421)	$(2,409,421)	$(2,914,232)
Capital Assets	$558,387	$5,259,453	$1,760,500	$4,107,874	$4,107,874	$(1,151,579)
Other Financing Uses	$33,388,897	$73,114,485	$76,043,085	$39,070,641	$36,820,641	$(36,293,844)
Appropriation for Contingencies	—	$4,859,221	$3,259,221	$6,697,902	$6,697,902	$1,838,681
Subtotal	$64,742,678	$91,819,716	$89,299,378	$51,469,284	$49,219,284	$(42,600,432)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Taxes	$227,672,305	$225,055,093	$220,429,872	$235,572,746	$235,572,746	$10,517,653
Licenses, Permits, and Franchises	$6,319,652	$5,195,888	$5,195,888	$5,195,888	$5,195,888	—
Fines, Forfeitures, and Penalties	$5,756,128	$5,411,338	$4,994,370	$5,200,698	$5,200,698	$(210,640)
Revenue from Use of Money & Property	$21,661,932	$3,913,154	$3,892,338	$2,575,516	$2,575,516	$(1,337,638)
Intergovernmental Revenues	$7,338,292	$9,748,593	$37,264,994	$30,589,851	$30,589,851	$20,841,258
Charges for Services	$8,646,466	$4,971,789	$4,627,528	$8,661,409	$8,661,409	$3,689,620
Miscellaneous Revenues	$5,110,993	$4,179,121	$4,168,451	$4,083,472	$4,083,472	$(95,649)
Other Financing Sources	$1,913	$41,179,844	$37,404,365	$125,000	$125,000	$(41,054,844)
Subtotal	$282,507,681	$299,654,820	$317,977,806	$292,004,580	$292,004,580	$(7,650,240)
Fund Balance	$(7,142,270)	$(30,950,830)	$(30,125,908)	$(17,291,140)	$(17,291,140)	$13,659,690
General Fund Contributions	$(210,622,732)	$(176,884,274)	$(198,552,520)	$(223,244,156)	$(225,494,156)	$(48,609,882)
Total Source of Funds	$64,742,678	$91,819,716	$89,299,378	$51,469,284	$49,219,284	$(42,600,432)

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.

Summary of Recommendation

The FY 2021-22 Recommended Budget for the CAO's non-departmental operations is $53,553,408, a decrease of $38,266,308 from the prior year, including $29,937,578 reduction in transfers to

outside funds for Other Financing Uses and Building Improvement and Replacement, $7,517,244 reduction due to reorganization of housing functions to Housing and Community Development Department, and $2,971,289 for cost plan recoveries. Partially offsetting these reductions include: $1,838,681 increase in contingencies to the level required by policy, and $778,153 increase in the Development Set-Aside.

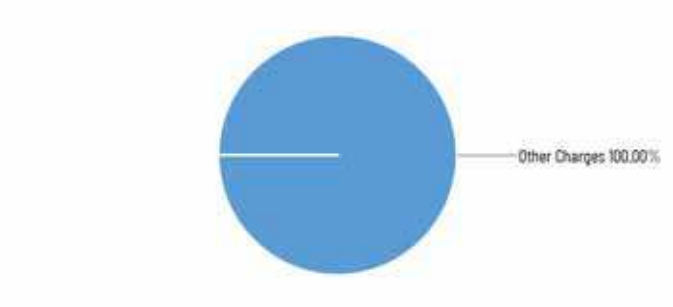
Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Contributions - Proposition 172 (CAO007)	3,144,425	3,144,425	3,144,425	3,257,732	3,257,732	113,307	001	8028
Contributions-Other Agencies (CAO007)	872,131	854,847	1,788,193	827,847	827,847	(27,000)	001	8029
Trial Courts (CAO008)	7,984,901	8,251,087	7,960,956	8,018,761	8,018,761	(232,326)	001	8031
Contingencies (CAO020)	1,597,903	4,859,221	4,859,221	6,697,902	6,697,902	1,838,681	001	8034
County Memberships (CAO013)	123,731	91,682	91,682	81,682	81,682	(10,000)	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)	23,801,582	50,133,176	50,267,458	34,169,993	31,919,993	(18,213,183)	001	8038
Other General Expenditures (CAO014)	173,613	382,540	382,540	168,047	168,047	(214,493)	001	8039
Homeland Security Grant (CAO023)	1,104,137	844,304	718,793	1,675,361	1,675,361	831,057	024	8412
Laguna Seca Track (CAO029)	17,907,719	0	0	0	0	0	001	8441
Auxiliary Services (CAO027)	5,456	28,580	12,572	28,899	28,899	319	001	8472
Vehicle Replacement Planning (CAO032)	8,451	3,820,573	1,684,629	3,646,916	3,646,916	(173,657)	478	8483
Enterprise Resource Planning (CAO034)	723,401	(229,317)	0	(723,401)	(723,401)	(494,084)	478	8506
Development Set-Aside (CAO036)	2,122,000	1,266,250	1,266,250	2,044,403	2,044,403	778,153	001	8512
Inclusionary Housing (CAO039)	203,541	863,460	795,643	0	0	(863,460)	009	8515
Revolving Loan Program (CAO040)	43,141	1,150,500	440,000	1,150,500	1,150,500	0	011	8516
Community Development Reuse (CAO041)	238,230	1,490,000	840,000	0	0	(1,490,000)	013	8517
Community Development Grant (CAO042)	645,956	3,629,508	3,438,129	0	0	(3,629,508)	013	8518
Boronda HS-A (CAO043)	0	13,000	0	0	0	(13,000)	176	8519
Castro/Paj HS-A (CAO044)	141,714	1,381,100	149,789	0	0	(1,381,100)	175	8520
Building Improvement and Replacement (CAO047)	0	5,944,132	7,558,450	(12,201,885)	(12,201,885)	(18,146,017)	478	8539
Equipment Replacement (CAO048)	0	0	0	(1,274,121)	(1,274,121)	(1,274,121)	478	8568
Subtotal	64,742,678	91,819,716	89,299,378	51,469,284	49,219,284	(42,600,432)		

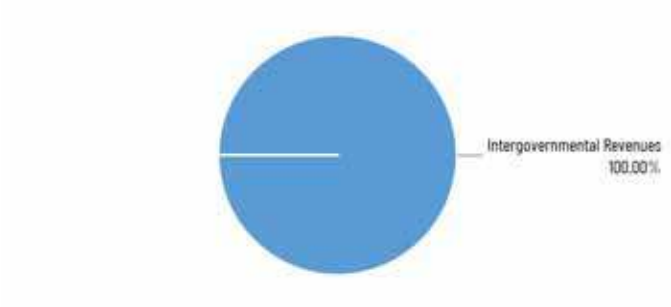
Contributions - Proposition 172

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Charges	$3,144,425	$3,144,425	$3,144,425	$3,257,732	$3,257,732	$113,307
Subtotal	$3,144,425	$3,144,425	$3,144,425	$3,257,732	$3,257,732	$113,307

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.

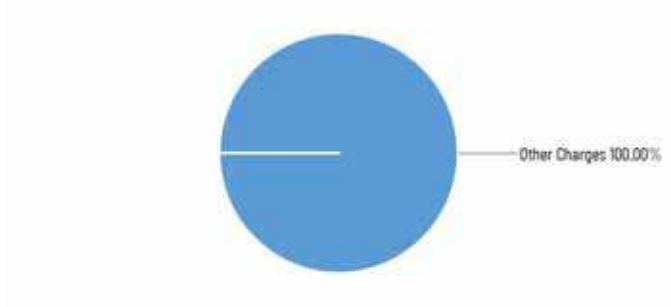
Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$3,257,732	$3,295,753	$3,144,425	$3,257,732	$3,257,732	$(38,021)
Subtotal	$3,257,732	$3,295,753	$3,144,425	$3,257,732	$3,257,732	$(38,021)
General Fund Contributions	$(113,307)	$(151,328)	—	—	—	$151,328
Total Source of Funds	$3,144,425	$3,144,425	$3,144,425	$3,257,732	$3,257,732	$113,307

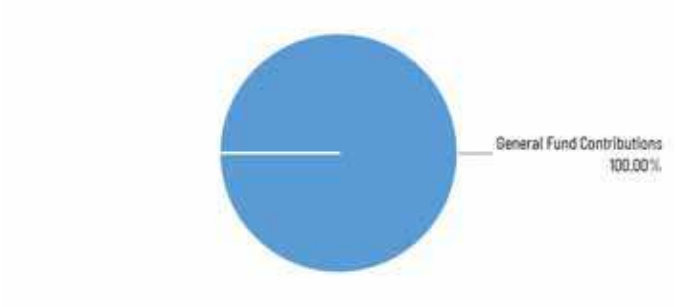
Contributions-Other Agencies

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$104,380	—	$84,209	—	—	—
Other Charges	$767,751	$854,847	$1,703,984	$827,847	$827,847	$(27,000)
Subtotal	$872,131	$854,847	$1,788,193	$827,847	$827,847	$(27,000)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	$872,131	$854,847	$1,788,193	$827,847	$827,847	$(27,000)
Total Source of Funds	$872,131	$854,847	$1,788,193	$827,847	$827,847	$(27,000)

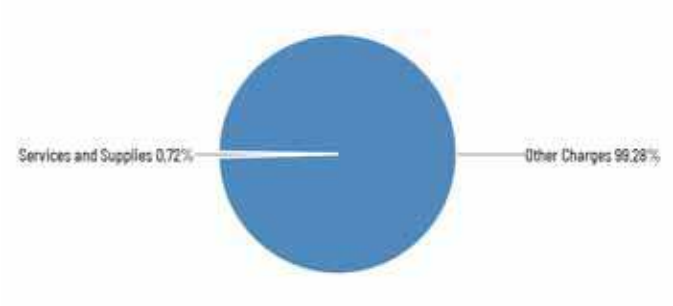
Unit Description

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.

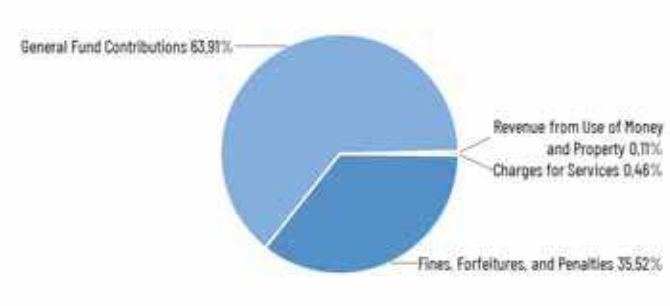
Trial Courts

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$23,847	$290,129	—	$57,803	$57,803	$(232,326)
Other Charges	$7,961,054	$7,960,958	$7,960,956	$7,960,958	$7,960,958	—
Subtotal	$7,984,901	$8,251,087	$7,960,956	$8,018,761	$8,018,761	$(232,326)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	$2,796,507	$3,058,820	$2,641,852	$2,848,180	$2,848,180	$(210,640)
Revenue from Use of Money & Property	$7,770	$9,801	$11,779	$8,503	$8,503	$(1,298)
Charges for Services	$45,994	$58,423	$36,035	$36,801	$36,801	$(21,622)
Miscellaneous Revenues	$(3,817)	—	$1,372	$1,234	$1,234	$1,234
Subtotal	$2,846,454	$3,127,044	$2,691,038	$2,894,718	$2,894,718	$(232,326)
General Fund Contributions	$5,138,447	$5,124,043	$5,269,918	$5,124,043	$5,124,043	—
Total Source of Funds	$7,984,901	$8,251,087	$7,960,956	$8,018,761	$8,018,761	$(232,326)

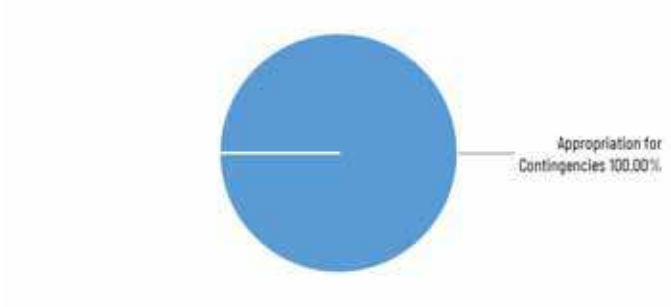
Unit Description

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 $8,018,761 and $2,894,178 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.

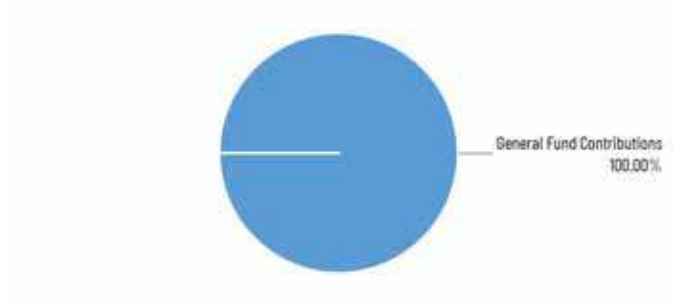
Contingencies

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Financing Uses	$1,597,903	—	$1,600,000	—	—	—
Appropriation for Contingencies	—	$4,859,221	$3,259,221	$6,697,902	$6,697,902	$1,838,681
Subtotal	$1,597,903	$4,859,221	$4,859,221	$6,697,902	$6,697,902	$1,838,681

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	$1,597,903	$4,859,221	$4,859,221	$6,697,902	$6,697,902	$1,838,681
Total Source of Funds	$1,597,903	$4,859,221	$4,859,221	$6,697,902	$6,697,902	$1,838,681

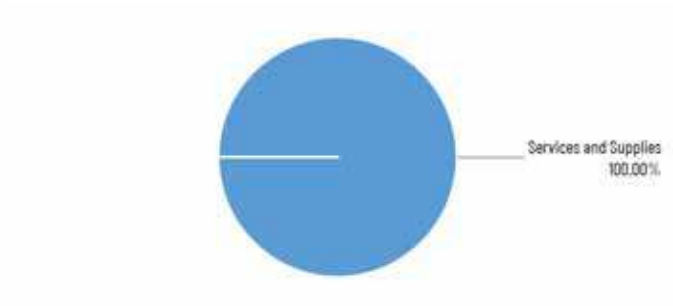
Unit Description

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

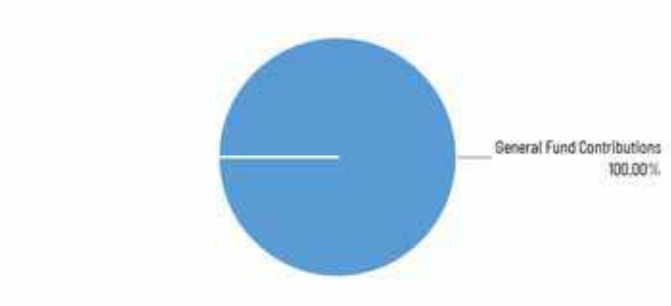
County Memberships

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$123,731	$91,682	$91,682	$81,682	$81,682	$(10,000)
Subtotal	$123,731	$91,682	$91,682	$81,682	$81,682	$(10,000)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	$123,731	$91,682	$91,682	$81,682	$81,682	$(10,000)
Total Source of Funds	$123,731	$91,682	$91,682	$81,682	$81,682	$(10,000)

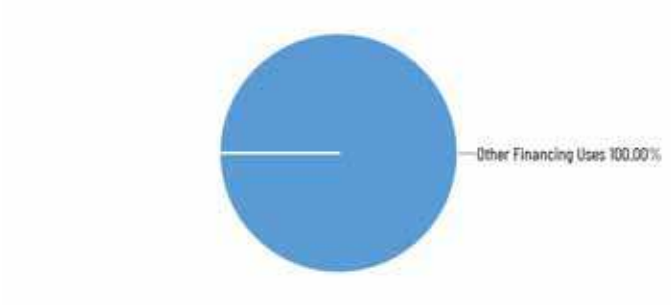
Unit Description

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 Rural County Representatives of California (RCRC). These organizations provide information on issues of interest to the County and provide an opportunity for the County to network with other boards and administrative staff.

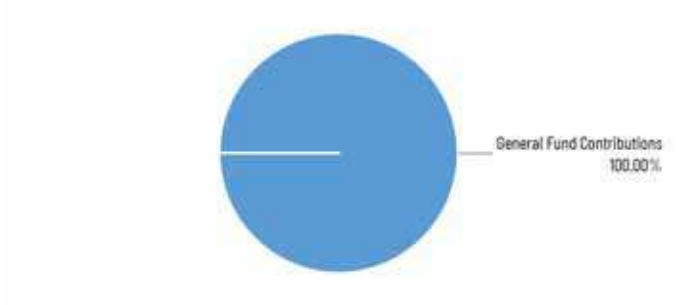
Medical Care Services

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	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 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	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	—

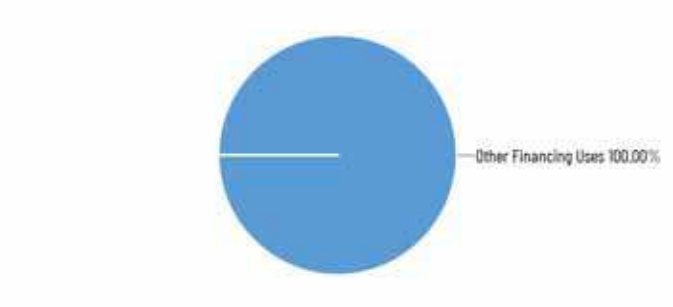
Unit Description

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.

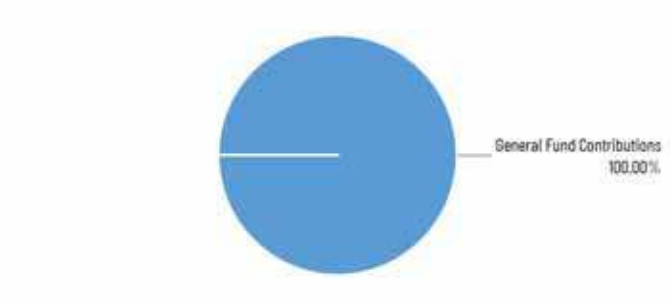
Other Financing Uses

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$88,463	—	—	—	—	—
Other Charges	$(4,177,227)	$(11,206,529)	$(11,206,529)	—	—	$11,206,529
Capital Assets	—	$1,250,000	—	—	—	$(1,250,000)
Other Financing Uses	$27,890,346	$60,089,705	$61,473,987	$34,169,993	$31,919,993	$(28,169,712)
Subtotal	$23,801,582	$50,133,176	$50,267,458	$34,169,993	$31,919,993	$(18,213,183)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	$23,801,582	$50,133,176	$50,267,458	$34,169,993	$31,919,993	$(18,213,183)
Total Source of Funds	$23,801,582	$50,133,176	$50,267,458	$34,169,993	$31,919,993	$(18,213,183)

Unit Description

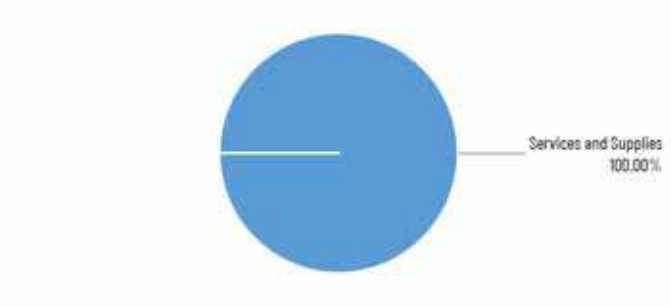
This unit makes payments and contributions from the General Fund to other County Funds for debt service, capital projects, contributions, and general subsidies. Funding may also be included for issues requiring additional review, analysis, County services, and issues that are exempt from the Brown Act,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

The FY 2021-22 Recommended Budget for Other Financing Uses totals $36.3 million, a decrease of $23.8 million from the prior-year attributed to one-time transfers of General Fund assignments. The FY2021-22 Recommended Budget includes a $17.3 million transfer to Capital Projects Fund. Additionally, this unit includes annual transfers to the Road Fund and debt service.

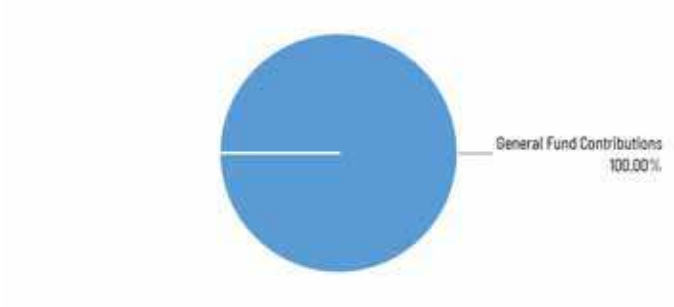
Other General Expenditures

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$173,613	$423,290	$423,290	$441,940	$441,940	$18,650
Other Charges	—	$(40,750)	$(40,750)	$(273,893)	$(273,893)	$(233,143)
Subtotal	$173,613	$382,540	$382,540	$168,047	$168,047	$(214,493)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	$173,613	$382,540	$382,540	$168,047	$168,047	$(214,493)
Total Source of Funds	$173,613	$382,540	$382,540	$168,047	$168,047	$(214,493)

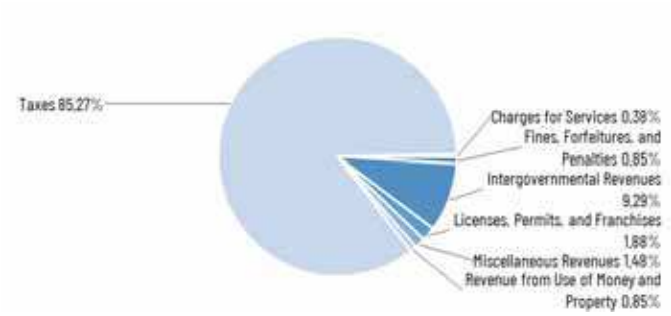
Unit Description

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 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Taxes	$227,672,305	$225,055,093	$220,429,872	$235,572,746	$235,572,746	$10,517,653
Licenses, Permits, and Franchises	$6,319,652	$5,195,888	$5,195,888	$5,195,888	$5,195,888	—
Fines, Forfeitures, and Penalties	$2,959,621	$2,352,518	$2,352,518	$2,352,518	$2,352,518	—
Revenue from Use of Money & Property	$5,683,864	$3,471,745	$3,471,745	$2,336,605	$2,336,605	$(1,135,140)
Intergovernmental Revenues	$2,008,022	$1,981,194	$29,639,492	$25,666,925	$25,666,925	$23,685,731
Charges for Services	$1,077,850	$1,110,366	$1,110,366	$1,052,692	$1,052,692	$(57,674)
Miscellaneous Revenues	$4,516,001	$4,179,121	$4,179,121	$4,082,238	$4,082,238	$(96,883)
Subtotal	$250,237,314	$243,345,925	$266,379,002	$276,259,612	$276,259,612	$32,913,687
General Fund Contributions	$(250,237,314)	$(243,345,925)	$(266,379,002)	$(276,259,612)	$(276,259,612)	$(32,913,687)
Total Source of Funds	—	—	—	—	—	—

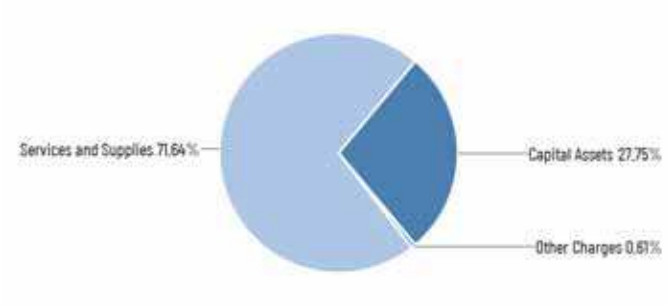
Unit Description

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.

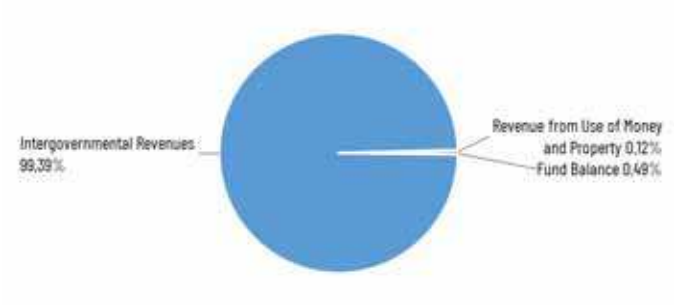
Homeland Security Grant

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$977,019	$637,158	$624,656	$1,200,291	$1,200,291	$563,133
Other Charges	$9,787	$7,515	$7,515	$10,167	$10,167	$2,652
Capital Assets	$117,332	$199,631	$86,622	$464,903	$464,903	$265,272
Subtotal	$1,104,137	$844,304	$718,793	$1,675,361	$1,675,361	$831,057

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$8,358	$2,000	$2,225	$2,000	$2,000	—
Intergovernmental Revenues	$1,242,804	$842,138	$851,569	$1,665,194	$1,665,194	$823,056
Miscellaneous Revenues	$6,807	—	—	—	—	—
Subtotal	$1,257,968	$844,138	$853,794	$1,667,194	$1,667,194	$823,056
Fund Balance	$(153,832)	$166	$(135,001)	$8,167	$8,167	$8,001
General Fund Contributions	$0	—	—	—	—	—
Total Source of Funds	$1,104,137	$844,304	$718,793	$1,675,361	$1,675,361	$831,057

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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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$17,052,541	—	—	—	—	—
Other Charges	$414,123	—	—	—	—	—
Capital Assets	$441,055	—	—	—	—	—
Subtotal	$17,907,719	—	—	—	—	—

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$15,322,945	—	—	—	—	—
Miscellaneous Revenues	$573,147	—	—	—	—	—
Other Financing Sources	$1,913	—	—	—	—	—
Subtotal	$15,898,005	—	—	—	—	—
General Fund Contributions	$2,009,715	—	—	—	—	—
Total Source of Funds	$17,907,719	—	—	—	—	—

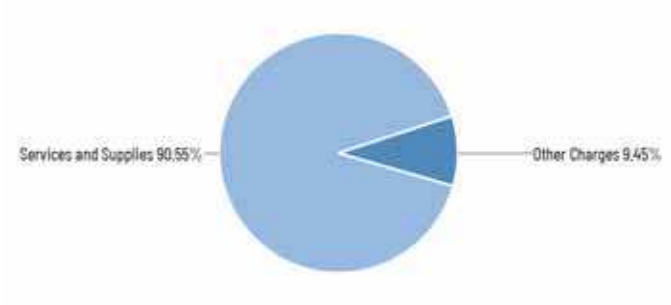
Unit Description

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

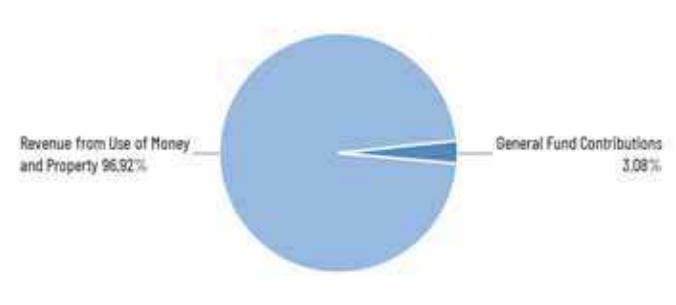
Auxiliary Services

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$4,515	$26,169	$10,161	$26,169	$26,169	—
Other Charges	$941	$2,411	$2,411	$2,730	$2,730	$319
Subtotal	$5,456	$28,580	$12,572	$28,899	$28,899	$319

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$17,336	$28,008	$12,000	$28,008	$28,008	—
Subtotal	$17,336	$28,008	$12,000	$28,008	$28,008	—
General Fund Contributions	$(11,880)	$572	$572	$891	$891	$319
Total Source of Funds	$5,456	$28,580	$12,572	$28,899	$28,899	$319

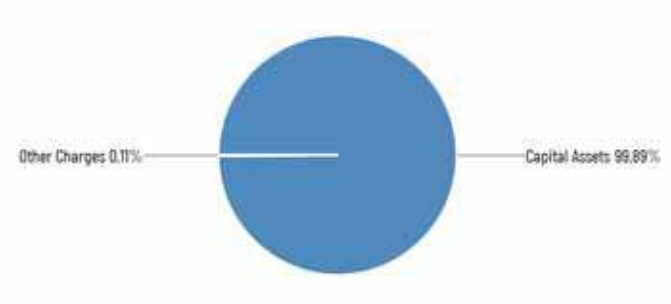
Unit Description

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

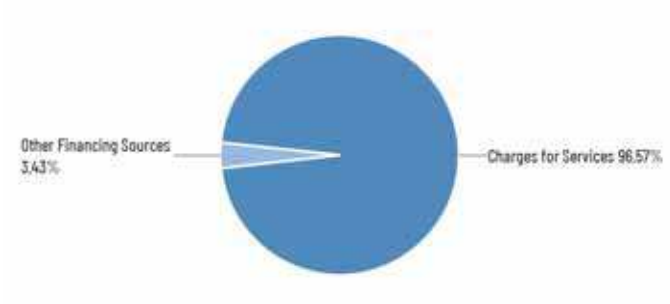
Vehicle Replacement Planning

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$38	—	—	—	—	—
Other Charges	$8,413	$10,751	$10,751	$3,945	$3,945	$(6,806)
Capital Assets	—	$3,809,822	$1,673,878	$3,642,971	$3,642,971	$(166,851)
Subtotal	$8,451	$3,820,573	$1,684,629	$3,646,916	$3,646,916	$(173,657)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	$3,426,697	$3,745,000	$3,459,936	$3,521,916	$3,521,916	$(223,084)
Miscellaneous Revenues	$1,640	—	—	—	—	—
Other Financing Sources	—	$10,568,707	$10,793,228	$125,000	$125,000	$(10,443,707)
Subtotal	$3,428,337	$14,313,707	$14,253,164	$3,646,916	$3,646,916	$(10,666,791)
Fund Balance	$(3,419,886)	$(10,493,134)	$(12,568,535)	—	—	$10,493,134
General Fund Contributions	$(0)	—	—	—	—	—
Total Source of Funds	$8,451	$3,820,573	$1,684,629	$3,646,916	$3,646,916	$(173,657)

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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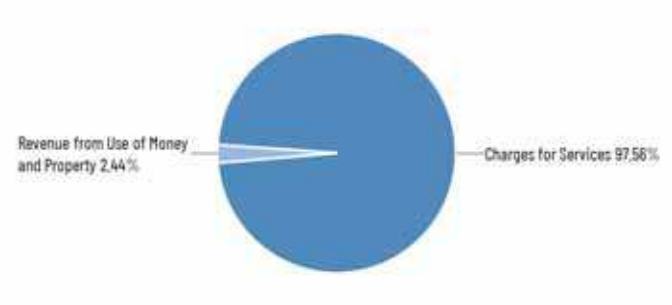
Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Charges	$723,401	$(229,317)	—	$(723,401)	$(723,401)	$(494,084)
Subtotal	$723,401	$(229,317)	—	$(723,401)	$(723,401)	$(494,084)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$120,596	—	—	$100,000	$100,000	$100,000
Charges for Services	$3,975,666	—	—	$4,000,000	$4,000,000	$4,000,000
Other Financing Sources	—	$4,000,000	—	—	—	$(4,000,000)
Subtotal	$4,096,262	$4,000,000	—	$4,100,000	$4,100,000	$100,000
Fund Balance	$(3,372,861)	$(4,229,317)	—	$(4,823,401)	$(4,823,401)	$(594,084)
General Fund Contributions	$0	—	—	—	—	—
Total Source of Funds	$723,401	$(229,317)	—	$(723,401)	$(723,401)	$(494,084)

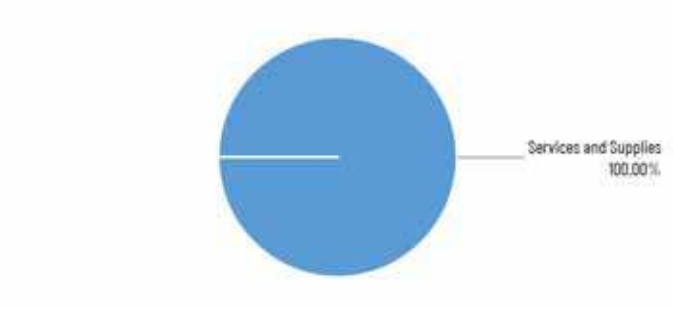
Unit Description

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.

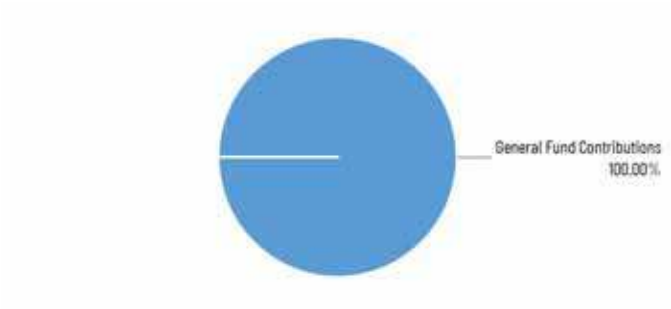
Development Set-Aside

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$2,122,000	$1,266,250	$1,266,250	$2,044,403	$2,044,403	$778,153
Subtotal	$2,122,000	$1,266,250	$1,266,250	$2,044,403	$2,044,403	$778,153

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	$2,122,000	$1,266,250	$1,266,250	$2,044,403	$2,044,403	$778,153
Total Source of Funds	$2,122,000	$1,266,250	$1,266,250	$2,044,403	$2,044,403	$778,153

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

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$203,167	$163,460	$285,643	—	—	$(163,460)
Other Charges	$374	—	—	—	—	—
Other Financing Uses	—	$700,000	$510,000	—	—	$(700,000)
Subtotal	$203,541	$863,460	$795,643	—	—	$(863,460)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$112,311	$26,000	$18,421	—	—	$(26,000)
Charges for Services	$115,717	$4,000	$7,500	—	—	$(4,000)
Subtotal	$228,028	$30,000	$25,921	—	—	$(30,000)
Fund Balance	$(24,487)	$833,460	$769,722	—	—	$(833,460)
General Fund Contributions	$0	—	—	—	—	—
Total Source of Funds	$203,541	$863,460	$795,643	—	—	$(863,460)

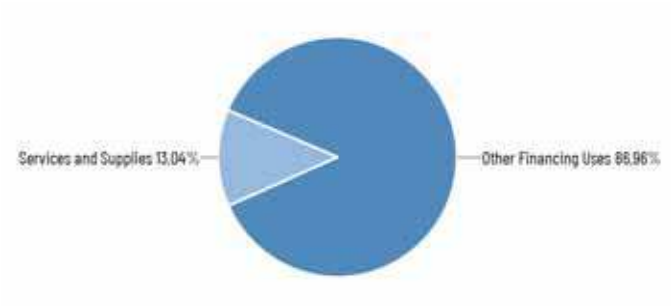
Unit Description

This unit was moved to Housing and Community Development Department in Fiscal Year 2021-22. 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.

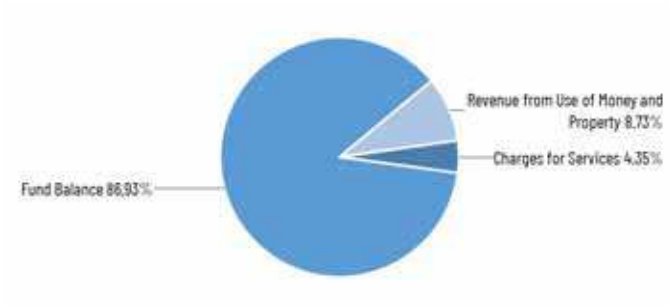
Revolving Loan Program

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$43,141	$150,000	$40,000	$150,000	$150,000	—
Other Charges	—	$500	—	$500	$500	—
Other Financing Uses	—	$1,000,000	$400,000	$1,000,000	$1,000,000	—
Subtotal	$43,141	$1,150,500	$440,000	$1,150,500	$1,150,500	—

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$34,349	$100,400	$25,937	$100,400	$100,400	—
Charges for Services	—	$50,000	—	$50,000	$50,000	—
Miscellaneous Revenues	$17,216	—	$4,164	—	—	—
Subtotal	$51,565	$150,400	$30,101	$150,400	$150,400	—
Fund Balance	$(8,424)	$1,000,100	$409,899	$1,000,100	$1,000,100	—
General Fund Contributions	$(0)	—	—	—	—	—
Total Source of Funds	$43,141	$1,150,500	$440,000	$1,150,500	$1,150,500	—

Unit Description

This unit was established for the reuse of grant funds in the form of loans that are repaid. It currently includes the County's Small Business Revolving Loan Fund (RLF), which supports the expansion, retention, and attraction of small business, commerce, industry and agriculture in Monterey County. The RLF is intended to help diversify and strengthen the economic base of the local area by assisting businesses that are unable to secure suitable private financing for start-up and expansion costs. RLF loans range in size from $10,000 to $250,000 and have created or helped retain more than 1,000 jobs since 1990.

Community Development Reuse

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

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$293	$10,000	—	—	—	$(10,000)
Other Charges	$237,937	—	$240,000	—	—	—
Other Financing Uses	—	$1,480,000	$600,000	—	—	$(1,480,000)
Subtotal	$238,230	$1,490,000	$840,000	—	—	$(1,490,000)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$117,035	$60,000	$97,631	—	—	$(60,000)
Miscellaneous Revenues	$(72,943)	—	—	—	—	—
Subtotal	$44,092	$60,000	$97,631	—	—	$(60,000)
Fund Balance	$194,138	$1,430,000	$742,369	—	—	$(1,430,000)
General Fund Contributions	$(0)	—	—	—	—	—
Total Source of Funds	$238,230	$1,490,000	$840,000	—	—	$(1,490,000)

Unit Description

This unit was moved to Housing and Community Development Department in Fiscal Year 2021-22. 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

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$645,956	$3,629,508	$3,438,129	—	—	$(3,629,508)
Subtotal	$645,956	$3,629,508	$3,438,129	—	—	$(3,629,508)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$22,115	—	$7,050	—	—	—
Intergovernmental Revenues	$829,735	$3,629,508	$3,629,508	—	—	$(3,629,508)
Charges for Services	$542	—	$1,691	—	—	—
Miscellaneous Revenues	$72,943	—	—	—	—	—
Subtotal	$925,334	$3,629,508	$3,638,249	—	—	$(3,629,508)
Fund Balance	$(279,378)	—	$(200,120)	—	—	—
General Fund Contributions	$0	—	—	—	—	—
Total Source of Funds	$645,956	$3,629,508	$3,438,129	—	—	$(3,629,508)

Unit Description

This unit was moved to Housing and Community Development Department in Fiscal Year 2021-22. 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

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	—	$13,000	—	—	—	$(13,000)
Subtotal	—	$13,000	—	—	—	$(13,000)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$263	$200	$1,012	—	—	$(200)
Subtotal	$263	$200	$1,012	—	—	$(200)
Fund Balance	$(263)	$12,800	$(1,012)	—	—	$(12,800)
General Fund Contributions	$0	—	—	—	—	—
Total Source of Funds	—	$13,000	—	—	—	$(13,000)

Unit Description

This unit was moved to Housing and Community Development Department in Fiscal Year 2021-22. 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

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$136,337	$1,381,100	$149,789	—	—	$(1,381,100)
Other Charges	$5,377	—	—	—	—	—
Subtotal	$141,714	$1,381,100	$149,789	—	—	$(1,381,100)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$214,990	$215,000	$244,538	—	—	$(215,000)
Charges for Services	$4,000	$4,000	$12,000	—	—	$(4,000)
Miscellaneous Revenues	—	—	$(16,206)	—	—	—
Subtotal	$218,990	$219,000	$240,332	—	—	$(219,000)
Fund Balance	$(77,277)	$1,162,100	$(90,543)	—	—	$(1,162,100)
General Fund Contributions	$0	—	—	—	—	—
Total Source of Funds	$141,714	$1,381,100	$149,789	—	—	$(1,381,100)

Unit Description

This unit was moved to Housing and Community Development Department in Fiscal Year 2021-22. 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

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Charges	—	—	—	$(12,201,885)	$(12,201,885)	$(12,201,885)
Other Financing Uses	—	$5,944,132	$7,558,450	—	—	$(5,944,132)
Subtotal	—	$5,944,132	$7,558,450	$(12,201,885)	$(12,201,885)	$(18,146,017)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Financing Sources	—	$26,611,137	$26,611,137	—	—	$(26,611,137)
Subtotal	—	$26,611,137	$26,611,137	—	—	$(26,611,137)
Fund Balance	—	$(20,667,005)	$(19,052,687)	$(12,201,885)	$(12,201,885)	$8,465,120
General Fund Contributions	—	—	—	—	—	—
Total Source of Funds	—	$5,944,132	$7,558,450	$(12,201,885)	$(12,201,885)	$(18,146,017)

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.

Equipment Replacement

(Budget Unit 8568—Fund 478—Appropriation Unit CAO048)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Charges	—	—	—	$(1,274,121)	$(1,274,121)	$(1,274,121)
Subtotal	—	—	—	$(1,274,121)	$(1,274,121)	$(1,274,121)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fund Balance	—	—	—	$(1,274,121)	$(1,274,121)	$(1,274,121)
General Fund Contributions	—	—	—	—	—	—
Total Source of Funds	—	—	—	$(1,274,121)	$(1,274,121)	$(1,274,121)

Unit Description

The Equipment Replacement unit is a new component of the Resource Planning Internal Service Fund (ISF). This unit is composed of the allocation of the equipment depreciation overhead recovered through the County's annual Countywide Cost Allocation Plan (COWCAP). Depreciation is allocated among the County general fund departments using the straight-line method based on the assigned useful life of the asset. Funds are used to fund equipment improvement and replacement projects.

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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.

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

ECONOMIC DEVELOPMENT

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

ADMINISTRATION

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

HEALTH AND HUMAN SERVICES

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

PUBLIC SAFETY

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

EMPLOYMENT AND INFORMATION SYSTEMS

LABOR RELATIONS

BENEFITS

EMPLOYEE RELATIONS

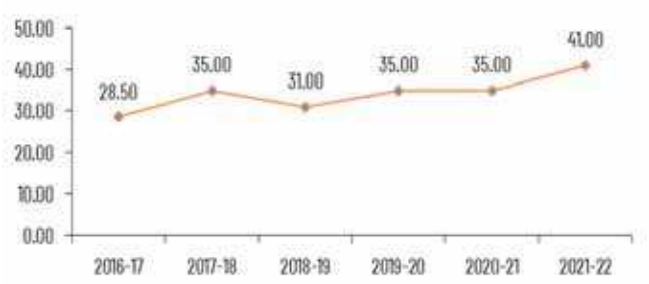
LEARNING AND ORGANIZATIONAL DEVELOPMENT

Operating Budget: $14,827,913
Positions (FTEs): 41.00

Irma Ramirez-Bough
Human Resources Director

- Learning & Organizational Development
- HR Systems, HR Transactions, Records Management & Reception
- Benefits
- Employee & Labor Relations
- Finance
- Class & Compensation, Recruitment & Exam, Departmental HR Services

Staffing Trends

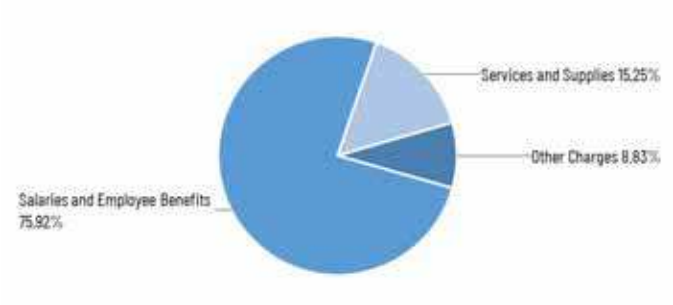


Expenditure/Revenue History (in millions)

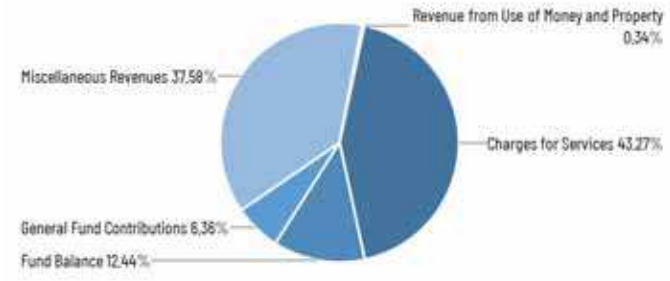
The Human Resources Department develops and delivers human resources services and programs designed to support the strategic initiatives of the County.

Key Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Mid-Year
Number of recruitments conducted.	251	213	297
Number of applications received.	15,249	18,714	8,215
Number of new hires (permanent and temporary employees).	735	520	417
Number of promotions (competitive, flexible, and reclassifications).	562	552	245
Number of voluntary separations (retirement and resignation).	538	490	260

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$10,554,734	$11,138,026	$11,173,013	$11,462,263	$11,257,311	$119,285
Services and Supplies	$1,409,465	$2,065,658	$1,592,841	$2,261,213	$2,261,213	$195,555
Other Charges	$(416,133)	$5,753,246	$6,177,905	$1,309,389	$1,309,389	$(4,443,857)
Subtotal	$11,548,066	$18,956,930	$18,943,759	$15,032,865	$14,827,913	$(4,129,017)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$274,620	$178,500	$113,398	$49,800	$49,800	$(128,700)
Charges for Services	$6,534,047	$5,936,555	$5,957,038	$6,416,759	$6,416,759	$480,204
Miscellaneous Revenues	$5,461,804	$5,438,688	$5,553,215	$5,572,889	$5,572,889	$134,201
Subtotal	$12,270,471	$11,553,743	$11,623,651	$12,039,448	$12,039,448	$485,705
Fund Balance	$197,145	$7,373,470	$7,224,758	$1,845,018	$1,845,018	$(5,528,452)
General Fund Contributions	$(919,550)	$29,717	$95,350	$1,148,399	$943,447	$913,730
Total Source of Funds	$11,548,066	$18,956,930	$18,943,759	$15,032,865	$14,827,913	$(4,129,017)

Summary of Recommendation

The Recommended Budget for the Human Resources Department (HRD) is $14,827,913, financed by $12,039,448 in revenue, $1,845,018 in fund balance, and a general fund contribution of $943,447. The Recommended Budget represents an appropriation decrease of $4,129,017 compared to the FY 2020-21 Adopted Budget due to a decrease in OPEB contributions and the elimination of refunds to departments from accumulated fund balance surplus in the Benefits Internal Services Fund (ISF). The Recommended Budget reflects a revenue increase of $485,705 compared to the FY 2020-21 Adopted Budget. The estimated use of $1,845,018 in fund balance results from the costs of benefits exceeding revenues, which are purposely budgeted this way to reduce surplus fund balance.

The Recommended Budget includes 41 positions. During FY 2020-21, a HR Program Manager position was added to the HRD's budget. Two Associate Personnel Analyst and a Personnel Technician-Confidential positions are recommended to be transferred from the Resource Management Agency to the HRD. A Senior Personnel Analyst and an Associate Personnel Analyst positions were restored via augmentations. Lastly, two Associate Personnel Analyst positions were added starting FY 2021-22 via augmentations.

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

Developed and implemented the Human Resources Emergency Response Manual with safety protocols and procedures to support COVID-19 relief.

Collaborated with the County Counsel, Health, and Information Technology departments to internally develop an employee Symptom Self-Screening application and COVID-19 Workplace Exposure Reporting Tool.

Updated the Catastrophic Leave Donation Program and Donated Leave Bank, Family Care and Medical Leave, Families First

Coronavirus Response Act, Lactation Accommodation While at Work, and Telework policies.

Designed and developed four online mandated training courses on COVID-19 Protocols, Telework During COVID-19, COVID-19 Screening Application, and Workplace Exposure Protocols for managers, supervisors, and employees.

Implemented the COVID-19 Response Volunteer Program to seek community volunteers to support the County's COVID-19 emergency response efforts.

Collaborated with the Information Technology Department to create a Human Resources COVID-19 resource website to educate and provide the County workforce on COVID-19 related benefits, policies, protocols, and resources.

Initiated contact with local high schools, and colleges to create strategies that lead to a pipeline for job shadows, internships, and job applicants.

Conducted comprehensive market research and data analysis review to identify recommended comparable agencies.

Abolished obsolete classifications to be to modernize and simplify the County's Classification and Compensation system.

Finalized Memoranda of Understanding language with all employee groups and made the updated documents available online for reference.

Launched a quarterly Employee Benefits Newsletter highlighting changes and announcements of new employee benefit programs (e.g. pet and legal insurance).

Researched and determined cost prohibitive to introduce a post-employment health plan.

Developed a Customer Service Survey to be completed by end users in the Recruitment Tracking System.

Successfully implemented the NEOGOV Onboard module to navigate new employees through County and departmental policies, procedures and protocols.

Budget Year Goals

Revise correspondence and establish protocols and procedures for notifying applicants in the Applicant Tracking System - NEOGOV Insight during the recruitment process.

Initiate Career Fairs for local high schools, colleges and community participants.

Create and develop outreach strategies to engage community partners, educational institutions, and professional organizations.

Collaborate with the Information Technology Department to create and implement an online classification and compensation tracking system to improve efficiencies and customer satisfaction.

Submit for Board approval a recommended Compensation Philosophy.

Successfully complete successor agreement negotiations with 16 bargaining units, prepare negotiation summaries and schedule orientations available to all departments to discuss negotiated changes to the contracts.

Launch a satisfaction survey for the County's Deferred Compensation plan.

Launch the "Leadership Learning Exchange" website to provide the County workforce with formal and informal learning tools to enhance employee engagement.

Conduct Fall 2021 Countywide annual employee engagement survey.

Implement the NEOGOV Perform module.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Employee & Labor Relations (HRD001)	710,142	788,753	858,742	945,904	833,849	45,096	001	8401
Human Resources Services (HRD001)	1,856,141	2,096,875	2,069,037	3,246,904	3,154,007	1,057,132	001	8402
Learning & Organizational Development (HRD001)	67,489	0	0	0	0	0	001	8403
Employee Benefits (HRD001)	745,695	595,393	626,100	561,059	561,059	(34,334)	001	8404
Dental (HRD002)	4,078,886	8,889,981	9,568,739	5,871,560	5,871,560	(3,018,421)	477	8413
Vision (HRD002)	842,395	1,051,932	1,003,815	1,052,100	1,052,100	168	477	8414
Employee Assistance Program (HRD002)	103,029	117,966	116,346	104,004	104,004	(13,962)	477	8415

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Disability (HRD002)	379,746	385,452	380,627	393,885	393,885	8,433	477	8416
Unemployment (HRD002)	728,621	2,166,743	1,800,604	784,637	784,637	(1,382,106)	477	8417
Misc Benefits (HRD002)	702,327	768,998	735,462	977,717	977,717	208,719	477	8418
Other Post-Employment Benefits (HRD002)	5,632,612	5,546,141	5,242,816	4,700,563	4,700,563	(845,578)	477	8419
Human Resources Administration (HRD001)	(4,875,410)	(4,017,354)	(4,024,980)	(4,155,444)	(4,155,444)	(138,090)	001	8445
HR Information System (HRD001)	576,393	566,050	566,451	549,976	549,976	(16,074)	001	8496
Subtotal	11,548,066	18,956,930	18,943,759	15,032,865	14,827,913	(4,129,017)		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Employee & Labor Relations	$710,142	$788,753	$858,742	$945,904	833,849	$45,096
Human Resources Services	$1,856,141	$2,096,875	$2,069,037	$3,246,904	3,154,007	$1,057,132
Learning & Organizational Development	$67,489	—	—	—	—	—
Employee Benefits	$745,695	$595,393	$626,100	$561,059	561,059	$(34,334)
Dental	$4,078,886	$8,889,981	$9,568,739	$5,871,560	5,871,560	$(3,018,421)
Vision	$842,395	$1,051,932	$1,003,815	$1,052,100	1,052,100	$168
Employee Assistance Program	$103,029	$117,966	$116,346	$104,004	104,004	$(13,962)
Disability	$379,746	$385,452	$380,627	$393,885	393,885	$8,433
Unemployment	$728,621	$2,166,743	$1,800,604	$784,637	784,637	$(1,382,106)
Misc Benefits	$702,327	$768,998	$735,462	$977,717	977,717	$208,719
Other Post-Employment Benefits	$5,632,612	$5,546,141	$5,242,816	$4,700,563	4,700,563	$(845,578)
Human Resources Administration	$(4,875,410)	$(4,017,354)	$(4,024,980)	$(4,155,444)	(4,155,444)	$(138,090)
HR Information System	$576,393	$566,050	$566,451	$549,976	549,976	$(16,074)
Subtotal	$11,548,066	$18,956,930	$18,943,759	$15,032,865	14,827,913	$(4,129,017)

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	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	10.00	9.00	13.00	4.00
14B28	SUPERVISING PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	3.00	5.00	5.00	0.00
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	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	3.00	3.00	3.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	0.00	0.00	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

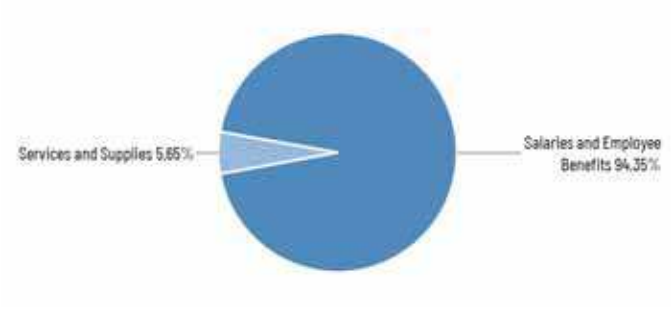
Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	5.00	4.00	5.00	1.00
14M61	HR PROGRAM MANAGER	3.00	3.00	4.00	1.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
	Total	35.00	35.00	41.00	6.00

Augmentation Request

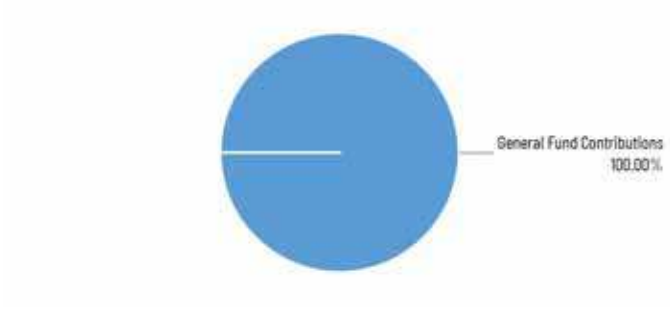
Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
1060	1060-8401-001-AUG2	Restore Vacant Senior Personnel Analyst	Restore Vacant Position	165,167	1.00	165,167	1.00
1060	1060-8401-001-AUG6	New Personnel Tech-Confidential	Request New Position	112,055	1.00	-	-
1060	1060-8402-001-AUG1	Restore Vacant Associate Personnel Analyst	Restore Vacant Position	155,091	1.00	155,091	1.00
1060	1060-8402-001-AUG3	New Multimedia Specialist	Request New Position	92,897	1.00	-	-
1060	1060-8402-001-AUG4	New Associate Personnel Analyst	Request New Position	155,091	1.00	155,091	1.00
1060	1060-8402-001-AUG5	New Associate Personnel Analyst	Request New Position	155,091	1.00	155,091	1.00
			Grand Total:	835,392	6.00	630,440	4.00

Human Resources Departmental

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$4,372,598	$5,639,526	$5,587,895	$6,818,263	$6,613,311	$973,785
Services and Supplies	$503,236	$226,522	$224,137	$395,735	$395,735	$169,213
Other Charges	$(5,795,384)	$(5,836,331)	$(5,716,682)	$(6,065,599)	$(6,065,599)	$(229,268)
Subtotal	$(919,550)	$29,717	$95,350	$1,148,399	$943,447	$913,730

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	$(919,550)	$29,717	$95,350	$1,148,399	$943,447	$913,730
Total Source of Funds	$(919,550)	$29,717	$95,350	$1,148,399	$943,447	$913,730

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 $943,477, which reflects $7,009,046 in expenditures and $6,065,599 in reimbursements from the Countywide Cost Allocation Plan (COWCAP), Workers' Comp Fund, and the Benefits ISF. The Recommended Budget reflects an increase of $1,142,998 in expenditures compared to the FY 2020-21 Adopted Budget due to three positions that were transferred from the Resource Management Agency to this department, two Associate Personnel Analyst positions that were added via augmentations, and to the rising costs in salaries and pension contributions.

Human Resources

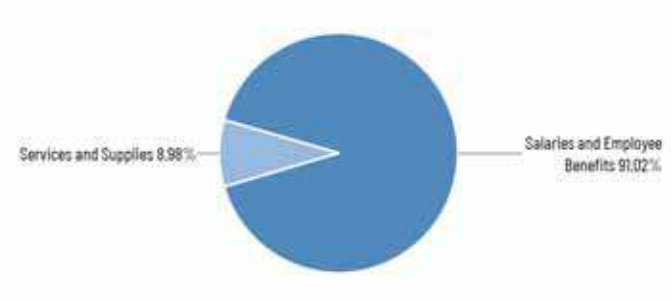
Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Employee & Labor Relations (HRD001)	710,142	788,753	858,742	945,904	833,849	45,096	001	8401
Human Resources Services (HRD001)	1,856,141	2,096,875	2,069,037	3,246,904	3,154,007	1,057,132	001	8402
Learning & Organizational Development (HRD001)	67,489	0	0	0	0	0	001	8403
Employee Benefits (HRD001)	745,695	595,393	626,100	561,059	561,059	(34,334)	001	8404
Human Resources Administration (HRD001)	(4,875,410)	(4,017,354)	(4,024,980)	(4,155,444)	(4,155,444)	(138,090)	001	8445
HR Information System (HRD001)	576,393	566,050	566,451	549,976	549,976	(16,074)	001	8496
Subtotal	(919,550)	29,717	95,350	1,148,399	943,447	913,730		

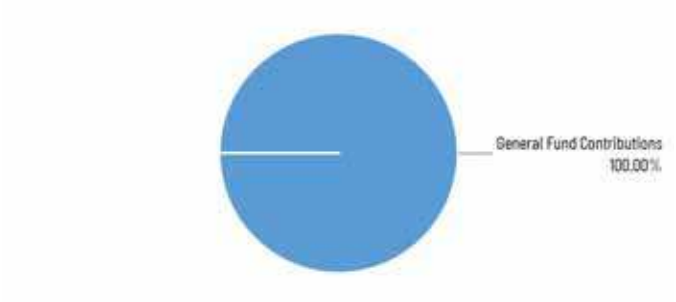
Employee & Labor Relations

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$560,684	$729,320	$792,057	$871,047	$758,992	$29,672
Services and Supplies	$149,458	$59,433	$66,685	$74,857	$74,857	$15,424
Subtotal	$710,142	$788,753	$858,742	$945,904	$833,849	$45,096

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	$710,142	$788,753	$858,742	$945,904	$833,849	$45,096
Total Source of Funds	$710,142	$788,753	$858,742	$945,904	$833,849	$45,096

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.

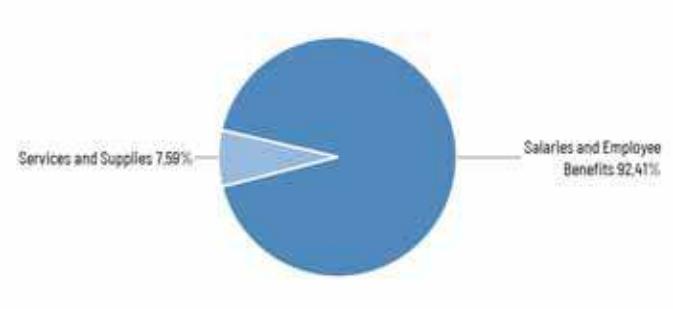
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
14B21	ASSOCIATE PERSONNEL ANALYST	1.00
14B32	SENIOR PERSONNEL ANALYST	2.00
14M61	HUMAN RESOURCES PROGRAM MANAGER	2.00
	Total	5.00

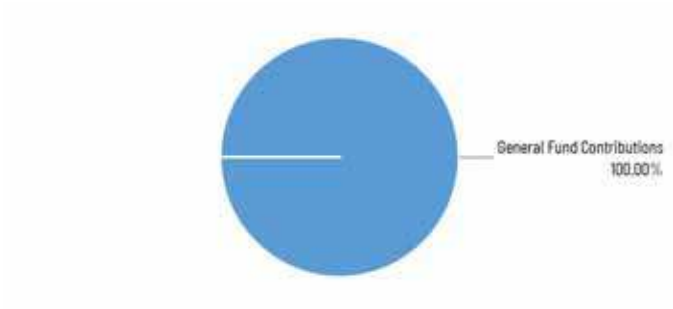
Human Resources Services

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$1,707,749	$2,034,824	$2,010,737	$3,007,640	$2,914,743	$879,919
Services and Supplies	$148,392	$62,051	$58,300	$239,264	$239,264	$177,213
Subtotal	$1,856,141	$2,096,875	$2,069,037	$3,246,904	$3,154,007	$1,057,132

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	$1,856,141	$2,096,875	$2,069,037	$3,246,904	$3,154,007	$1,057,132
Total Source of Funds	$1,856,141	$2,096,875	$2,069,037	$3,246,904	$3,154,007	$1,057,132

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 2021-22 Positions

Classification Code	Classification Label	FTE
14B21	ASSOCIATE PERSONNEL ANALYST	11.00
14B28	SUPERVISING PERSONNEL ANALYST	1.00
14B32	SENIOR PERSONNEL ANALYST	2.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	3.00
14M61	HUMAN RESOURCES PROGRAM MANAGER	1.00
	Total	18.00

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 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$62,887	—	—	—	—	—
Services and Supplies	$4,602	—	—	—	—	—
Subtotal	$67,489	—	—	—	—	—

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	$67,489	—	—	—	—	—
Total Source of Funds	$67,489	—	—	—	—	—

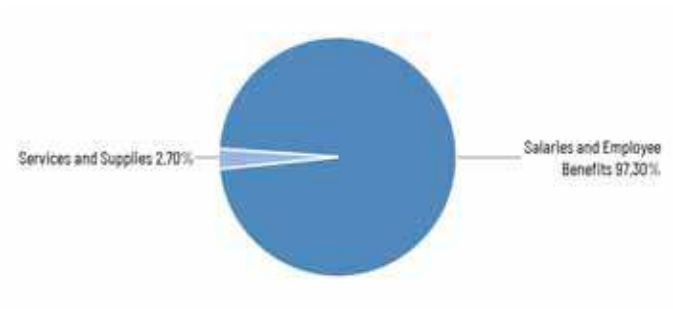
Unit Description

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.

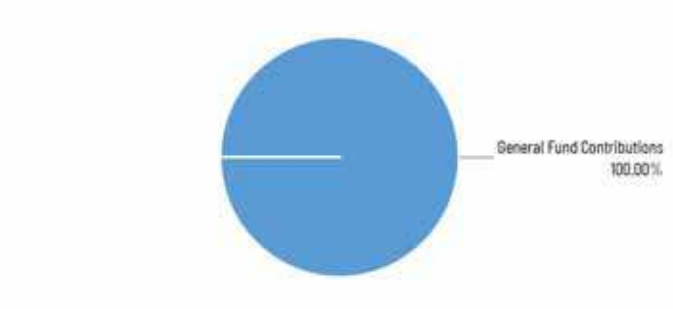
Employee Benefits

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$718,455	$976,158	$898,927	$961,661	$961,661	$(14,497)
Services and Supplies	$27,239	$22,133	$23,339	$26,680	$26,680	$4,547
Other Charges	—	$(402,898)	$(296,166)	$(427,282)	$(427,282)	$(24,384)
Subtotal	$745,695	$595,393	$626,100	$561,059	$561,059	$(34,334)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	$745,695	$595,393	$626,100	$561,059	$561,059	$(34,334)
Total Source of Funds	$745,695	$595,393	$626,100	$561,059	$561,059	$(34,334)

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.

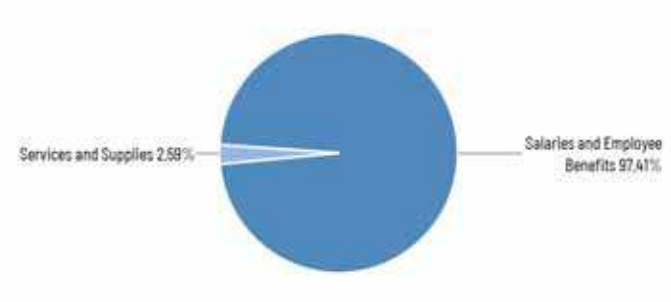
Recommended FY 2021-22 Positions

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	HUMAN RESOURCES 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 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$871,941	$1,374,385	$1,363,270	$1,444,500	$1,444,500	$70,115
Services and Supplies	$48,033	$41,694	$32,266	$38,373	$38,373	$(3,321)
Other Charges	$(5,795,384)	$(5,433,433)	$(5,420,516)	$(5,638,317)	$(5,638,317)	$(204,884)
Subtotal	$(4,875,410)	$(4,017,354)	$(4,024,980)	$(4,155,444)	$(4,155,444)	$(138,090)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	$(4,875,410)	$(4,017,354)	$(4,024,980)	$(4,155,444)	$(4,155,444)	$(138,090)
Total Source of Funds	$(4,875,410)	$(4,017,354)	$(4,024,980)	$(4,155,444)	$(4,155,444)	$(138,090)

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.

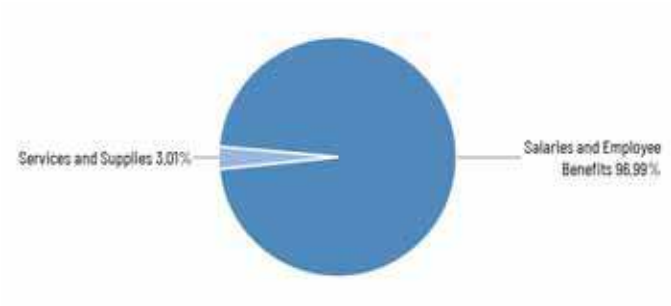
Recommended FY 2021-22 Positions

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

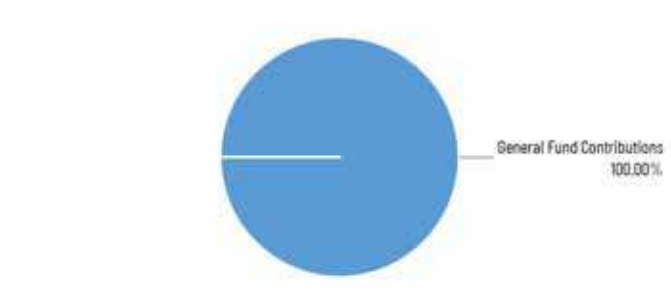
HR Information System

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

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$450,882	$524,839	$522,904	$533,415	$533,415	$8,576
Services and Supplies	$125,511	$41,211	$43,547	$16,561	$16,561	$(24,650)
Subtotal	$576,393	$566,050	$566,451	$549,976	$549,976	$(16,074)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	$576,393	$566,050	$566,451	$549,976	$549,976	$(16,074)
Total Source of Funds	$576,393	$566,050	$566,451	$549,976	$549,976	$(16,074)

Unit Description

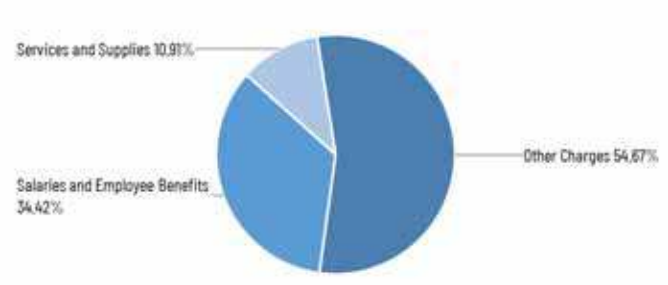
The HR Information Systems Division supports the strategic vision of the County through the implementation of secure, effective processes and enabling technologies in areas such as data management, reporting, analysis, workforce management, recruiting, compensation, benefits administration, and compliance.

Recommended FY 2021-22 Positions

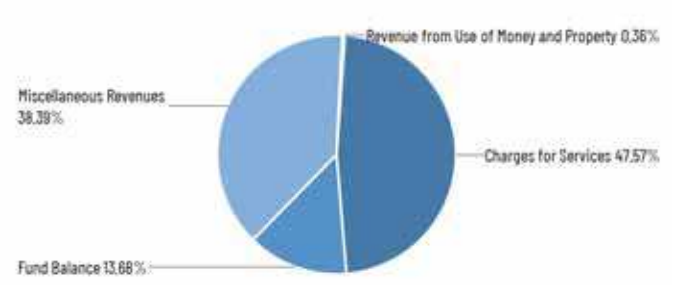
Classification Code	Classification Label	FTE
14B21	ASSOCIATE PERSONNEL ANALYST	1.00
14C31	MANAGEMENT ANALYST III	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	2.00
	Total	4.00

Human Resources Non-Departmental

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$5,802,496	$5,498,500	$5,204,491	$4,644,000	$4,644,000	$(854,500)
Services and Supplies	$906,123	$1,839,136	$1,368,704	$1,865,478	$1,865,478	$26,342
Other Charges	$5,379,251	$11,589,577	$11,894,587	$7,374,988	$7,374,988	$(4,214,589)
Subtotal	$12,087,870	$18,927,213	$18,467,782	$13,884,466	$13,884,466	$(5,042,747)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$272,297	$178,500	$111,773	$49,800	$49,800	$(128,700)
Charges for Services	$6,534,047	$5,936,555	$5,957,038	$6,416,759	$6,416,759	$480,204
Miscellaneous Revenues	$5,089,027	$5,438,688	$5,185,100	$5,572,889	$5,572,889	$134,201
Subtotal	$11,895,371	$11,553,688	$11,253,911	$12,039,448	$12,039,448	$485,760
Fund Balance	$197,145	$7,373,470	$7,224,758	$1,845,018	$1,845,018	$(5,528,452)
Total Source of Funds	12,467,616	18,927,213	18,848,409	13,884,466	$13,884,466	$(5,051,180)

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 $13,884,466, financed by $12,039,448 in revenues and the use of $1,845,018 in fund balance. The Recommended Budget reflects a decrease of $5,042,747 in appropriations compared to the FY 2020-21 Adopted Budget due to a decrease in OPEB contributions and the elimination of refunds 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

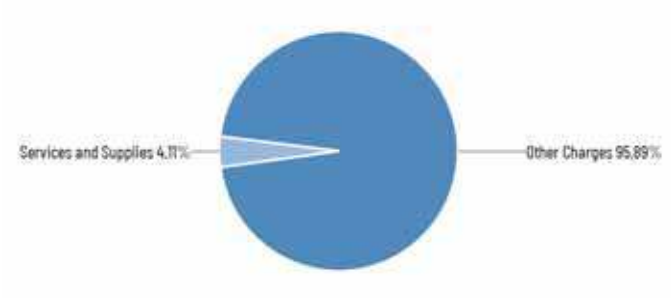
	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Dental (HRD002)	4,078,886	8,889,981	9,568,739	5,871,560	5,871,560	(3,018,421)	477	8413
Vision (HRD002)	842,395	1,051,932	1,003,815	1,052,100	1,052,100	168	477	8414
Employee Assistance Program (HRD002)	103,029	117,966	116,346	104,004	104,004	(13,962)	477	8415
Disability (HRD002)	379,746	385,452	380,627	393,885	393,885	8,433	477	8416
Unemployment (HRD002)	728,621	2,166,743	1,800,604	784,637	784,637	(1,382,106)	477	8417
Misc Benefits (HRD002)	702,327	768,998	735,462	977,717	977,717	208,719	477	8418
Other Post-Employment Benefits (HRD002)	5,632,612	5,546,141	5,242,816	4,700,563	4,700,563	(845,578)	477	8419
Subtotal	12,467,616	18,927,213	18,848,409	13,884,466	13,884,466	(5,042,747)		

Human Resources

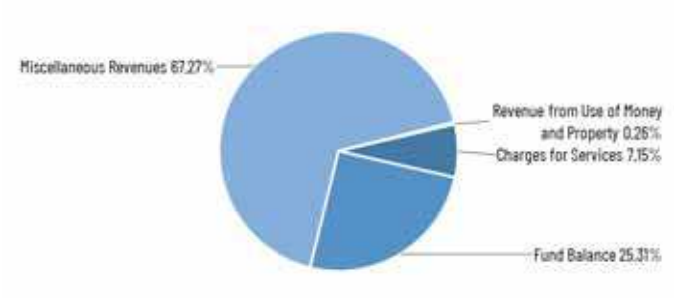
Dental

(Budget Unit 8413—Fund 477—Appropriation Unit HRD002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$235,581	$458,981	$423,027	$241,560	$241,560	$(217,421)
Other Charges	$3,843,306	$8,431,000	$9,145,712	$5,630,000	$5,630,000	$(2,801,000)
Subtotal	$4,078,886	$8,889,981	$9,568,739	$5,871,560	$5,871,560	$(3,018,421)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$148,798	$110,000	$57,853	$15,500	$15,500	$(94,500)
Charges for Services	$424,080	$420,000	$428,406	$420,000	$420,000	—
Miscellaneous Revenues	$3,939,838	$3,840,000	$3,969,283	$3,950,000	$3,950,000	$110,000
Subtotal	$4,512,715	$4,370,000	$4,455,542	$4,385,500	$4,385,500	$15,500
Fund Balance	$(433,829)	$4,519,981	$5,113,197	$1,486,060	$1,486,060	$(3,033,921)
General Fund Contributions	$0	—	—	—	—	—
Total Source of Funds	$4,078,886	$8,889,981	$9,568,739	$5,871,560	$5,871,560	$(3,018,421)

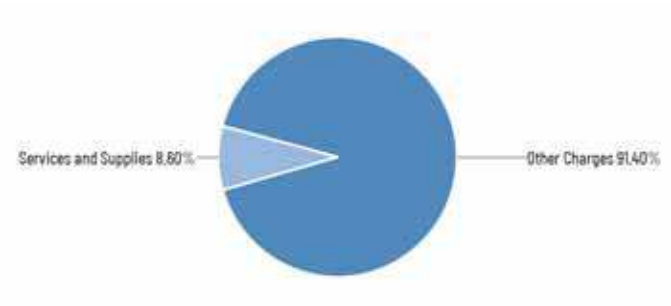
Unit Description

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.

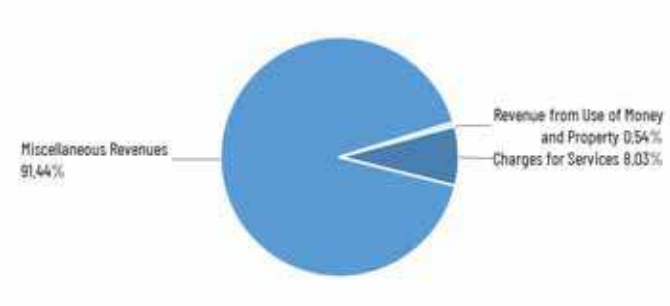
Vision

(Budget Unit 8414—Fund 477—Appropriation Unit HRD002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$88,418	$90,327	$88,563	$90,500	$90,500	$173
Other Charges	$753,977	$961,605	$915,252	$961,600	$961,600	$(5)
Subtotal	$842,395	$1,051,932	$1,003,815	$1,052,100	$1,052,100	$168

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$6,066	$6,000	$6,299	$6,000	$6,000	—
Charges for Services	$89,363	$80,000	$92,077	$90,000	$90,000	$10,000
Miscellaneous Revenues	$918,301	$1,024,232	$1,025,460	$1,025,000	$1,025,000	$768
Subtotal	$1,013,730	$1,110,232	$1,123,836	$1,121,000	$1,121,000	$10,768
Fund Balance	$(171,335)	$(58,300)	$(120,021)	$(68,900)	$(68,900)	$(10,600)
General Fund Contributions	$(0)	—	—	—	—	—
Total Source of Funds	$842,395	$1,051,932	$1,003,815	$1,052,100	$1,052,100	$168

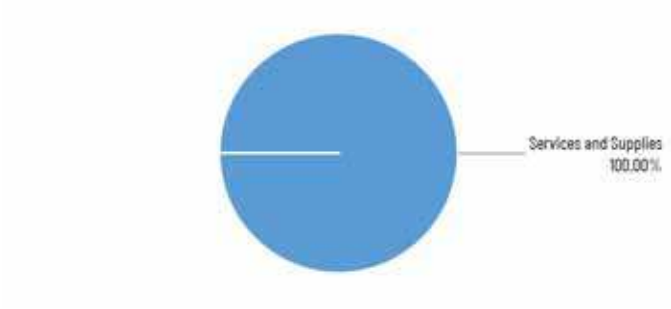
Unit Description

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.

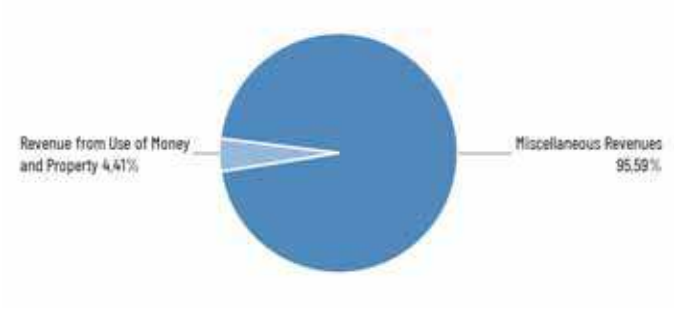
Employee Assistance Program

(Budget Unit 8415—Fund 477—Appropriation Unit HRD002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$103,029	$117,966	$116,346	$104,004	$104,004	$(13,962)
Subtotal	$103,029	$117,966	$116,346	$104,004	$104,004	$(13,962)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$7,360	$4,500	$4,932	$4,800	$4,800	$300
Miscellaneous Revenues	$104,240	$104,004	$105,357	$104,004	$104,004	—
Subtotal	$111,600	$108,504	$110,289	$108,804	$108,804	$300
Fund Balance	$(8,571)	$9,462	$6,057	$(4,800)	$(4,800)	$(14,262)
General Fund Contributions	$0	—	—	—	—	—
Total Source of Funds	$103,029	$117,966	$116,346	$104,004	$104,004	$(13,962)

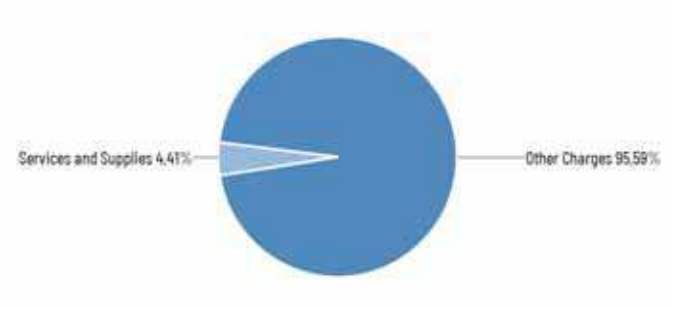
Unit Description

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.

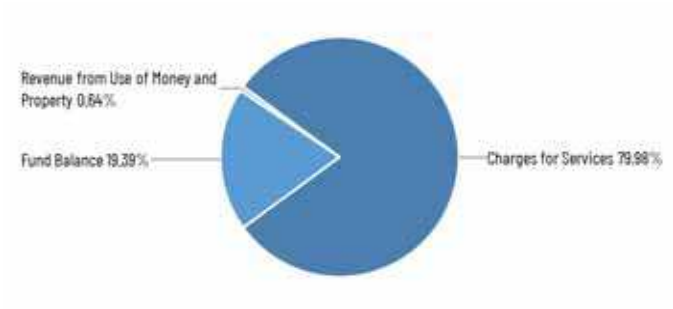
Unemployment

(Budget Unit 8417—Fund 477—Appropriation Unit HRD002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$8,388	—	—	—	—	—
Services and Supplies	$5,064	$26,743	$23,953	$34,637	$34,637	$7,894
Other Charges	$715,169	$2,140,000	$1,776,651	$750,000	$750,000	$(1,390,000)
Subtotal	$728,621	$2,166,743	$1,800,604	$784,637	$784,637	$(1,382,106)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$61,601	$35,000	$24,261	$5,000	$5,000	$(30,000)
Charges for Services	—	—	—	$627,522	$627,522	$627,522
Subtotal	$61,601	$35,000	$24,261	$632,522	$632,522	$597,522
Fund Balance	$667,020	$2,131,743	$1,776,343	$152,115	$152,115	$(1,979,628)
General Fund Contributions	$(0)	—	—	—	—	—
Total Source of Funds	$728,621	$2,166,743	$1,800,604	$784,637	$784,637	$(1,382,106)

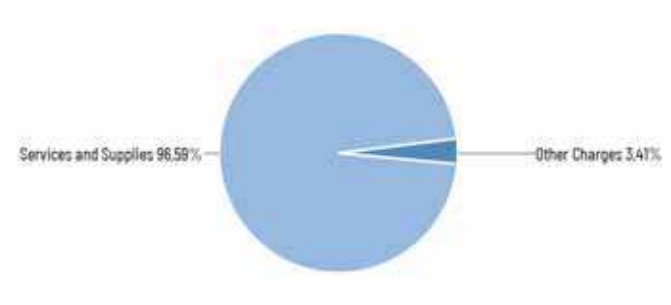
Unit Description

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.

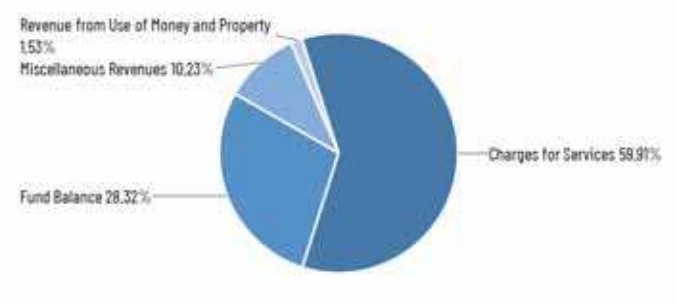
Misc Benefits

(Budget Unit 8418—Fund 477—Appropriation Unit HRD002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$182,390	—	—	—	—	—
Services and Supplies	$453,138	$712,026	$678,490	$944,329	$944,329	$232,303
Other Charges	$66,799	$56,972	$56,972	$33,388	$33,388	$(23,584)
Subtotal	$702,327	$768,998	$735,462	$977,717	$977,717	$208,719

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$24,848	$20,000	$16,355	$15,000	$15,000	$(5,000)
Charges for Services	$707,903	$200,552	$200,552	$585,788	$585,788	$385,236
Miscellaneous Revenues	$126,649	$85,000	$85,000	$100,000	$100,000	$15,000
Subtotal	$859,400	$305,552	$301,907	$700,788	$700,788	$395,236
Fund Balance	$(157,073)	$463,446	$433,555	$276,929	$276,929	$(186,517)
General Fund Contributions	$(0)	—	—	—	—	—
Total Source of Funds	$702,327	$768,998	$735,462	$977,717	$977,717	$208,719

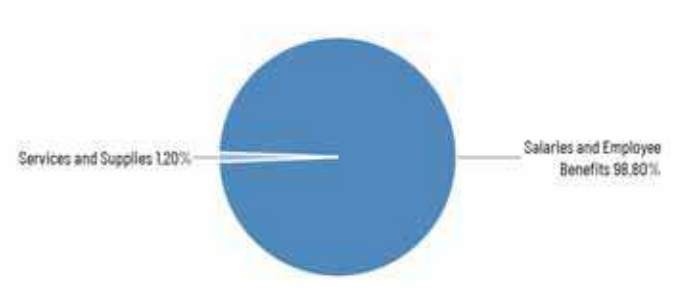
Unit Description

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.

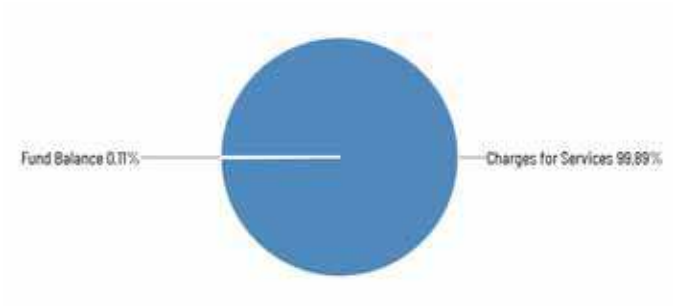
Other Post-Employment Benefits

(Budget Unit 8419—Fund 477—Appropriation Unit HRD002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$5,611,719	$5,498,500	$5,204,491	$4,644,000	$4,644,000	$(854,500)
Services and Supplies	$20,894	$47,641	$38,325	$56,563	$56,563	$8,922
Subtotal	$5,632,612	$5,546,141	$5,242,816	$4,700,563	$4,700,563	$(845,578)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$23,624	$1,000	$2,073	$2,000	$2,000	$1,000
Charges for Services	$5,312,701	$5,236,003	$5,236,003	$4,693,449	$4,693,449	$(542,554)
Subtotal	$5,336,325	$5,237,003	$5,238,076	$4,695,449	$4,695,449	$(541,554)
Fund Balance	$296,287	$309,138	$4,740	$5,114	$5,114	$(304,024)
General Fund Contributions	$(0)	—	—	—	—	—
Total Source of Funds	$5,632,612	$5,546,141	$5,242,816	$4,700,563	$4,700,563	$(845,578)

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.

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Civil Rights Office

Department Overview:

The Civil Rights Office (CRO) ensures the County follows federal and State civil rights laws that promote equal employment opportunities and services for its employees and residents and a culture of respect that is free from harassment and discrimination. Efforts include training the workforce, advising County departments on diversity, equity, and inclusion tools, and enforcing Titles VI and VII of the Civil Rights Act of 1964, the Americans with Disabilities Act (ADA) of 1990, the California Fair Employment and Housing Act, the County of Monterey nondiscrimination ordinances, related policies (Nondiscrimination, Sexual Harassment, Language Access and Effective Communication, and Reasonable Accommodation), and the County of Monterey Equal Opportunity Plan (EOP) and Title VI Plan.

Programs and Functions:

The Office develops and provides two mandatory trainings: the State-mandated Harassment and Discrimination Prevention (HDP) training and the Civil Rights training (CRT). CRO advises departments on applying equal opportunity law, developing and using equitable tools to support fair recruitment efforts, community engagement, and workplace diversity, equity, and inclusion practices in their operations. The Office reviews and resolves internal complaints of unlawful discrimination, harassment, and retaliation, in violation of federal and State civil rights statutes. CRO also helps residents address issues of equity, diversity, and inclusion, as established by Title VI, to ensure access to County services that is free of discrimination.

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

ADMINISTRATION

Administration of the County's Equal Opportunity Plan and Title VI Implementation Plan, the implementation of mandatory HDP and CRT training, 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 free from harassment and discrimination. The Civil Rights training helps participants understand and gain tools to address implicit bias and inequities at the individual and institutional level, understand cultural competence, and strive for cultural humility.

INFRASTRUCTURE

Supports departments tasked with planning and developing physical infrastructure by focusing on fairness and equitable access to infrastructure. CRO aids in compliance with ADA, ensuring County buildings and services are accessible to people with disabilities.

PUBLIC SAFETY

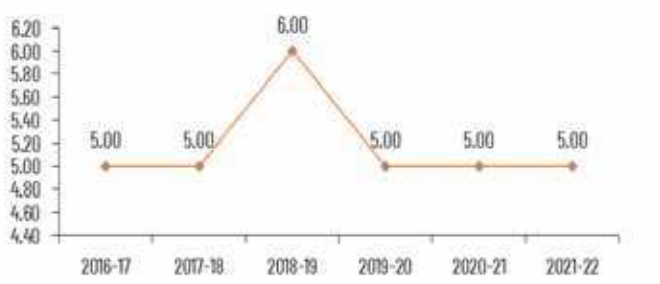
Support the County's public safety branches to achieve their goals, while interacting with the public, of creating a safe environment for people to achieve their potential, allowing businesses and communities to thrive and grow.

Operating Budget: $77,778
Positions (FTEs): 5.00

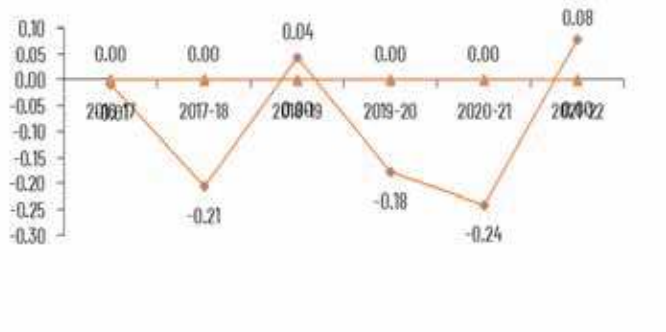
Juan P. Rodriguez
Civil Rights Officer

Civil Rights Office

Staffing Trends



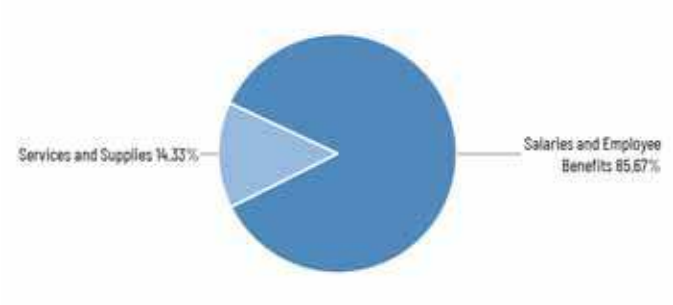
Expenditure/Revenue History (in millions)



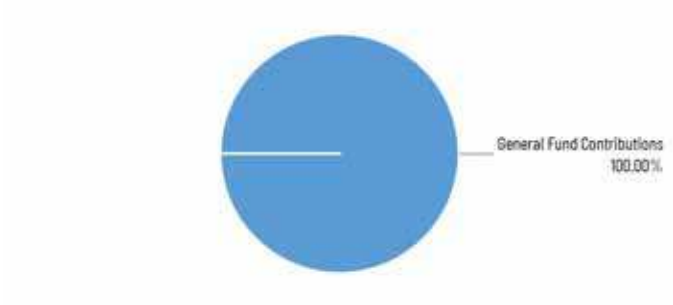
The Civil Rights Office helps the County respect civil rights, provide equal opportunity for all, and pursue equity in all operations by developing culture of diversity and inclusion.

Key Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Mid-Year
Percent of County non-management employees completing the Harassment and Discrimination Prevention training requirement. Target = 75%	77%	84%	95%
Percent of County management employees completing the Harassment and Discrimination Prevention training requirement. Target = 75%	79%	87%	91%
Percent of County non-management employees completing the Civil Rights training requirement. Target = 50%	7%	48%	60%
Percent of County management employees completing the Civil Rights training requirement. Target = 75%	63%	66%	3%
Percent of inquiries and complaints of discrimination submitted to the Civil Rights Office processed within 90 days. Target = 75%	87%	94%	97%

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$765,970	$834,032	$833,997	$828,864	$828,864	$(5,168)
Services and Supplies	$89,813	$88,540	$88,575	$138,660	$138,660	$50,120
Other Charges	$(1,034,005)	$(1,164,820)	$(1,164,820)	$(889,746)	$(889,746)	$275,074
Subtotal	$(178,221)	$(242,248)	$(242,248)	$77,778	$77,778	$320,026

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	$(178,221)	$(242,248)	$(242,248)	$77,778	$77,778	$320,026
Total Source of Funds	$(178,221)	$(242,248)	$(242,248)	$77,778	$77,778	$320,026

Summary of Recommendation

The FY 2021-22 Recommended Budget for the Civil Rights Office includes a General Fund Contribution (GFC) of $77,778 and a $889,746 Countywide Cost Plan (COWCAP) credit that is lower than the Department's costs of $967,524. This is a GFC increase of $320,026 from the current year adopted budget, during which the Office experienced a surplus as a result of a COWCAP credit that exceeded costs.

Budget Impacts

The Recommended Budget maintains basic service levels with the following augmentations to offset the impact of COWCAP and rising benefit costs: $16,000 for the preparation of the County's biannual equal opportunity plan, as required by federal statutes and the Office of Federal Contract Compliance Office (OFCCP); $15,500 for online Harassment and Discrimination Prevention (HDP) training as required by California Government Code Section 12950.1 et seq.; $7,500 for a case management system for complaints of discrimination, harassment, and retaliation; $5,000 for American Sign Language (ASL) interpretation and Spanish translation of Civil Rights Office documents; $15,000 for training staff on civil rights and equal opportunity laws, and investigations and training techniques; and, $10,000 for support to provide Civil Rights training to the workforce and community partners. 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 diversity, equity, and inclusion in Monterey County. The training, specifically developed for our workforce, highlights implicit bias and inequities in our community. It shows a way for County government to be part of the solution.

Since shelter in place, in-person classroom training has shifted to live online training via Zoom. While challenging at first, the Civil Rights Office and County employees adapted to the new format, reporting continued high levels of satisfaction with the training.

The online format provided several opportunities for the Civil Rights Office. This year, the Civil Rights Office trained outside agencies and non-profits on civil rights laws, biases, cultural competence and cultural humility, and providing services to our community equitably. The three-day two-to-three-hour sessions allowed us to help our community partners and to test content for improvements in the employee Civil Rights training.

It is a great source of pride for the Office to have partnered with the County's Probation Department to provide training to youth in Juvenile Hall and the Youth Center related to civil rights, diversity, equity, and inclusion. These sessions are well received by attendees, including Probation Department staff.

As a result of these innovative approaches to training, the Civil Rights Office received a Merit Award from the California State Association

of Counties (CSAC) for its Civil Rights training. CSAC honored 49 programs out of 363 entries from 25 counties.

A change in State law mandates that employers train all employees every two years on prevention of harassment and discrimination, as required by Government Code Section 12950.1 et seq. The Civil Rights Office helped the County exceed its training compliance goal of 75% by nineteen percentage points. Currently, the County has an overall compliance rate of 94% for all County employees.

Budget Year Goals

Train County departments on developing and maintaining a department-level equal opportunity plan, which now includes Title VI and Title VII of the Civil Rights Act of 1964 components.

Continue to 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.

Continue to provide Civil Rights training to the County workforce, integrating principles of governing for racial equity, implicit bias, cultural competence and humility, and local civil rights history, and continue reviewing and revising the training to assist County employees in serving a diverse community.

Provide civil rights training to community partners, such as government agencies and non-profits.

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 January 2021, in addition to all County supervisors and managers, Government Code Sections 12950 and 12950.1 now require that employers provide harassment and discrimination prevention training to all employees every two years. This mandate increased the training requirement significantly.

The 2020 election saw the defeat of Proposition 16. This proposition would have repealed Proposition 209 Affirmative Action Amendment passed in 1996, which prohibits affirmative action policies in employment. While this might make it more difficult for the County to reach its diversity, equity, and inclusion goals, it provides the Civil Rights Office with the opportunity to find creative solutions and work collaboratively with other departments to meet goals.

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Civil Rights Office (CRO001)	(178,221)	(242,248)	(242,248)	77,778	77,778	320,026	001	8505
Subtotal	(178,221)	(242,248)	(242,248)	77,778	77,778	320,026		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Civil Rights Office	$(178,221)	$(242,248)	$(242,248)	$77,778	77,778	$320,026
Subtotal	$(178,221)	$(242,248)	$(242,248)	$77,778	77,778	$320,026

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
14B25	EQUAL OPPORTUNITY OFFICER	1.00	1.00	1.00	0.00
14B47	ASSOCIATE EQUAL OPPORTUNITY ANALYST	2.00	2.00	2.00	0.00
14B49	SENIOR EQUAL OPPORTUNTY ANALYST	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
	Total	5.00	5.00	5.00	0.00

Augmentation Request

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
1080	1080-8505-001-AUG1	Equal Opportunity Plan Development	New Program/Service	16,000	-	16,000	-
1080	1080-8505-001-AUG2	State-Mandated Training (Prevention Sex. Har.)	New Program/Service	15,500	-	15,500	-
1080	1080-8505-001-AUG3	Complaint Case Management Software	Status Quo Other	7,500	-	7,500	-
1080	1080-8505-001-AUG4	ASL and Spanish Interpretation/Translation	New Program/Service	5,000	-	5,000	-
1080	1080-8505-001-AUG5	Continuing Training and Education	Status Quo Other	15,000	-	15,000	-
1080	1080-8505-001-AUG6	Titles VI & VII Civil Rights Act Training Support	New Program/Service	10,000	-	10,000	-
			Grand Total:	69,000	-	69,000	-

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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 for County departments and districts 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, 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:

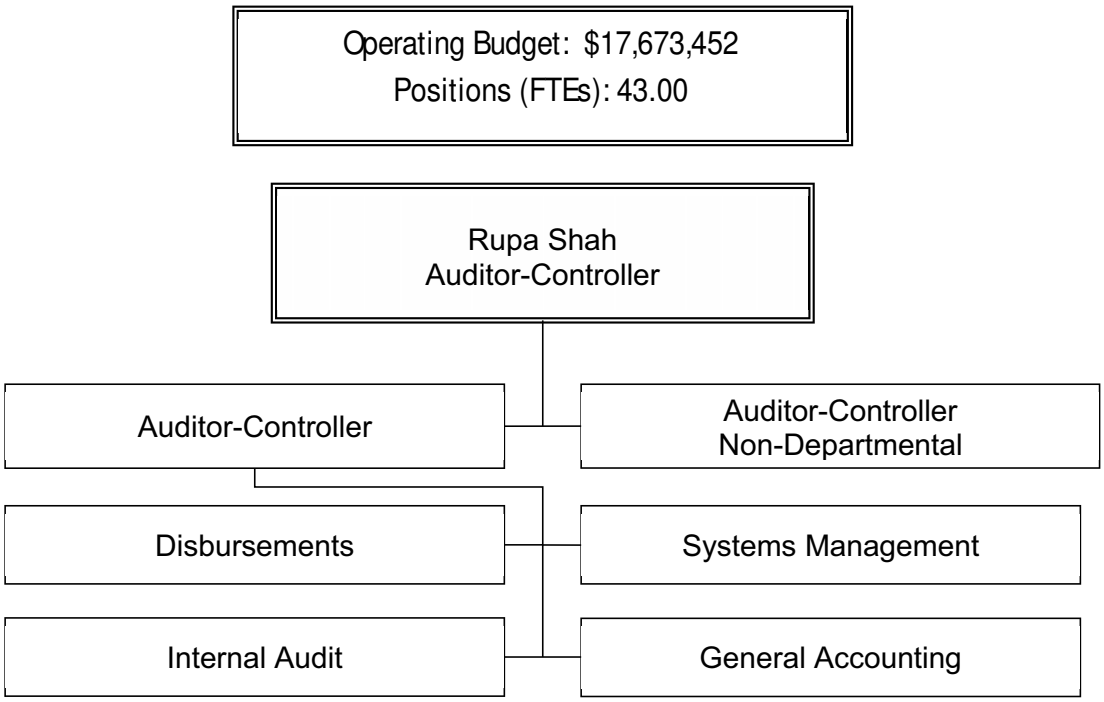
The Office of the Auditor-Controller consists of five divisions: Auditor-Controller (Administration), Disbursements, General Accounting, Internal Audit, and Systems Management. The Administration Division is responsible for strategic planning, policy guidance and facilitating office environments. The 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; management of consultant service contracts that monitor County's sales tax revenue; preparing reimbursement claims for cost of County's programs mandated by the State; and annual audits.

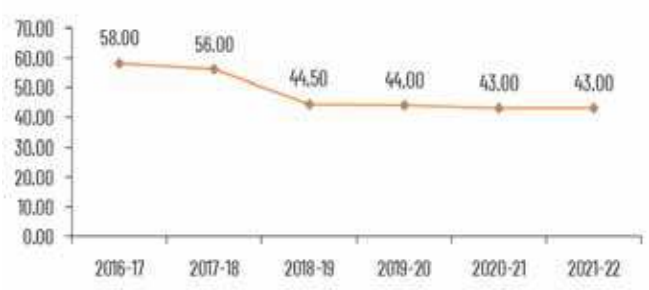
Department's Contributions to Monterey County's Strategic Initiatives:

ADMINISTRATION

The Office of the Auditor-Controller promotes an organization that practices efficient and effective resource management and is recognized for responsiveness, strong customer orientation, accountability and transparency which includes budget control and control over the official system of record. This commitment is reflected in this Office's Strategic Plan and the Government Finance Officers Association (GFOA) award-winning Annual Comprehensive Financial Report (ACFR).



Staffing Trends

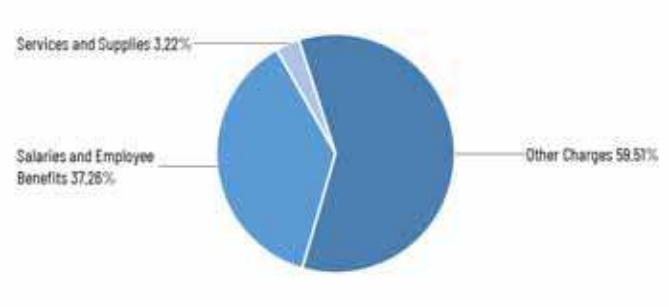


Expenditure/Revenue History (in millions)

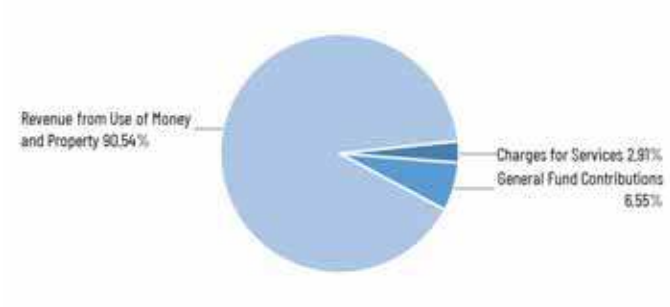
The Office of the Auditor-Controller performs local, State and federally mandated duties, promotes an organization that practices efficient and effective resource management, and is recognized for accountability and transparency.

Key Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Mid-Year
Number of claims paid by electronic payments. Target = 10% increase.	988	1,333	991
Percentage of Direct Deposits to banks. Target = 100%.	94%	94%	94%
Standardize pay practices. Target = reduce the number of pay, leave, deduction and benefit events based on MOU.	105,979	120,750	100,271

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$5,477,453	$6,434,610	$6,190,735	$6,585,900	$6,585,900	$151,290
Services and Supplies	$916,761	$579,475	$610,779	$569,222	$569,222	$(10,253)
Other Charges	$12,103,853	$9,846,915	$9,846,922	$10,518,330	$10,518,330	$671,415
Other Financing Uses	$32,860,000	—	—	—	—	—
Subtotal	$51,358,067	$16,861,000	$16,648,436	$17,673,452	$17,673,452	$812,452

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	—	$1,500,000	$1,500,000	—	—	$(1,500,000)
Revenue from Use of Money & Property	$6,729,061	$14,411,775	$14,411,775	$16,001,900	$16,001,900	$1,590,125
Charges for Services	$531,992	$517,754	$516,912	$514,653	$514,653	$(3,101)
Miscellaneous Revenues	$3,572	—	—	—	—	—
Other Financing Sources	$43,286,278	—	—	—	—	—
Subtotal	$50,550,903	$16,429,529	$16,428,687	$16,516,553	$16,516,553	$87,024
Fund Balance	$15,212	—	—	—	—	—
General Fund Contributions	$791,952	$431,471	$219,749	$1,156,899	$1,156,899	$725,428
Total Source of Funds	$51,358,067	$16,861,000	$16,648,436	$17,673,452	$17,673,452	$812,452

Summary of Recommendation

The Fiscal Year (FY) 2021-22 Recommended Budget for the Office of the Auditor-Controller is $17,673,452, financed by $16,516,553 in revenue and a General Fund Contribution (GFC) of $1,156,899. Expenditures increased by $812,452 mainly due to a decrease in the Countywide Cost Allocation Plan (COWCAP) credit, increased debt principal payments and a new position.

The Recommended Budget includes augmentations for a software subscription for LeaseQuery ($40,000), restoration of 1.0 full-time equivalent (FTE) vacant Accountant Auditor II ($127,200), and a new 1.0 FTE Auditor Controller Analyst II (184,997).

Budget Impacts

The Recommended Budget includes the deletion of a vacant 1.0 FTE Payroll Technician-Confidential position for which an augmentation was not requested.

Prior Year Accomplishments

Completed JP Morgan Single Use Account design and technical work. Awaiting Board of Supervisor final approval by June 30, 2021.

Met with department timekeepers and benefit coordinators via Zoom regarding Families First Coronavirus Response Act (FFCRA), shelter in place processes and Board of Supervisor Paid Leave to train and provide guidance. Recorded Zoom meetings were sent to attendees for reference and training.

Special assessments were loaded and balanced, tax rates approved by the Board of Supervisors, and FY 2020-21 tax information updated in Megabyte. Secured extension was successfully run mid-September and secured property tax bills were created.

The FY 2020-21 Tax Rate Book was prepared and published on the Auditor-Controller's website in October 2020. Property tax apportionments were successfully calculated and distributed on December 21,2020.

The Annual Comprehensive Financial Report (ACFR) for FY 2019-20 was posted to the Auditor-Controller's website on March 18, 2021. Applied for the Award for Excellence in Financial Reporting from Government Finance Officers Association (GFOA).

Received the GFOA Award for Excellence in Financial Reporting for the FY 2018-19 ACFR.

Assisted with the FY 2019-20 Annual Audit and the Single Audit conducted by the independent auditing firm. Annual Audit was issued on March 3, 2021. Due to COVID-19 pandemic, the Single Audit issuance was delayed by audited County departments.

Prepared and submitted the State Financial Transactions report for the County and special districts for FY 2019-20 by April 9, 2021. The delays were due to staffing shortages/turnover due to COVID.

Prepared and submitted the Countywide Cost Allocation Plan (COWCAP) for use in FY 2021-22 by December 31, 2020. Experienced delays in FY 2020-21 Adopted Budget book preparation due to COVID-19 which was published April 15, 2021.

Budget Year Goals

Implement County departments' use of JP Morgan Single Use Account by August 1, 2021.

Meet with department timekeepers, finance managers and benefit coordinators via Zoom to disseminate information regarding Memorandum of Understanding (MOU) and Fair Labor Standards Act (FLSA) changes and continue training on Monterey County Travel and Business Expense Reimbursement Policy. Recorded Zoom meetings will be posted for reference and training.

By September 2021, have all special assessments loaded and balanced, tax rates approved by the Board of Supervisors, and FY 2021-22 information updated in property tax system to run the secured extension process for creating the secured property tax roll.

By December 31,2021, calculate FY 2021-22 apportionment factors and compile information to complete the Tax Rate Book for FY 2021-22 and publish on Auditor-Controller's website.

Prepare the Annual Comprehensive Financial Report (ACFR) for FY 2020-21 and receive an unmodified opinion by December 31, 2021. Apply for and receive the Award for Excellence in Financial Reporting from GFOA.

By December 31, 2021, assist with completion of the FY 2020-21 Annual Audit for the ACFR and compile the Schedule of Expenditures of Federal Awards (SEFA) for use by the external auditors for the single audit.

Prepare the State Financial Transactions report for the County and Special Districts for FY 2020-22 by January 31, 2022.

Prepare the Countywide Cost Allocation Plan (COWCAP) for use in FY 2022-23, by January 31, 2022.

Prepare the FY 2021-22 Adopted Budget book and publish on the Auditor-Controller's website by January 31, 2022.

Collaborate with County Departments in preparation for ERP Systems upgrade, including systems readiness, resources, requirements, and implementation services by June 30, 2022. Develop and facilitate Advantage HRM Security and Accounting Override Management training to departments by June 1, 2022.

Pending Issues

Pending completion of the State Controller's review and approval of the preliminary COWCAP in June 2021, the adopted budget may be impacted.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
PIC Debt Service (AUD005)	50,030,551	15,911,775	15,911,775	16,001,900	16,001,900	90,125	251	8007
Annual Audits (AUD002)	132,180	38,646	38,653	52,684	52,684	14,038	001	8010
Auditor Controller (AUD001)	(3,672,312)	(4,721,776)	(4,783,249)	(4,281,150)	(4,281,150)	440,626	001	8011
Debt Management (AUD001)	1,650	0	0	0	0	0	001	8371

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Disbursements (AUD001)	2,548,280	2,785,551	2,745,441	2,894,248	2,894,248	108,697	001	8372
Systems Management (AUD001)	729,841	904,210	890,581	959,019	959,019	54,809	001	8373
General Accounting (AUD001)	1,428,913	1,608,907	1,567,368	1,737,375	1,737,375	128,468	001	8374
Internal Audit (AUD001)	158,963	333,687	277,867	309,376	309,376	(24,311)	001	8375
Subtotal	51,358,067	16,861,000	16,648,436	17,673,452	17,673,452	812,452		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
PIC Debt Service	$50,030,551	$15,911,775	$15,911,775	$16,001,900	16,001,900	$90,125
Annual Audits	$132,180	$38,646	$38,653	$52,684	52,684	$14,038
Auditor Controller	$(3,672,312)	$(4,721,776)	$(4,783,249)	$(4,281,150)	(4,281,150)	$440,626
Debt Management	$1,650	—	—	—	—	—
Disbursements	$2,548,280	$2,785,551	$2,745,441	$2,894,248	2,894,248	$108,697
Systems Management	$729,841	$904,210	$890,581	$959,019	959,019	$54,809
General Accounting	$1,428,913	$1,608,907	$1,567,368	$1,737,375	1,737,375	$128,468
Internal Audit	$158,963	$333,687	$277,867	$309,376	309,376	$(24,311)
Subtotal	$51,358,067	$16,861,000	$16,648,436	$17,673,452	17,673,452	$812,452

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

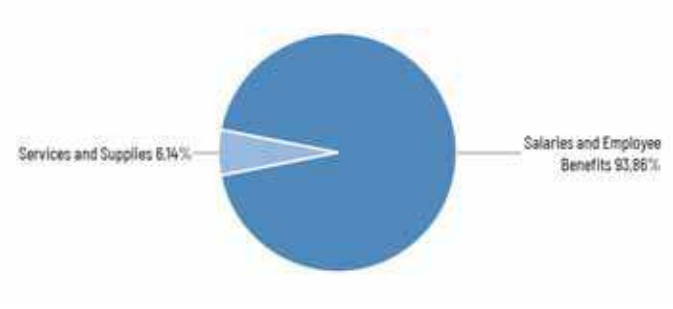
Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
10B02	AUDITOR-CONTROLLER	1.00	1.00	1.00	0.00
12A02	ASSISTANT AUDITOR-CONTROLLER	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14P32	ERP BUSINESS ANALYST	4.00	5.00	5.00	0.00
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	6.00	6.00	6.00	0.00
20B25	AUDITOR-CONTROLLER ANALYST II	1.00	1.00	2.00	1.00
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	7.00	6.00	(1.00)
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	44.00	43.00	43.00	0.00

Augmentation Request

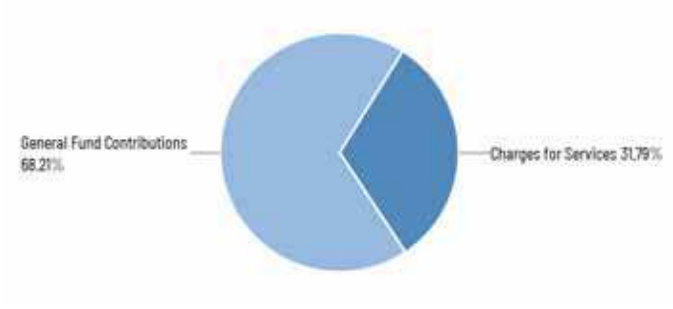
Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
1110	1110-8011-001-AUG1	Software	New Program/Service	40,000	-	40,000	-
1110	1110-8372-001-AUG3	Accountant Auditor II	Restore Vacant Position	127,200	1.00	127,200	1.00
1110	1110-8374-001-AUG2	Auditor-Controller Analyst II	Request New Position	184,997	1.00	184,997	1.00
			Grand Total:	352,197	2.00	352,197	2.00

Auditor-Controller Departmental

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$5,475,803	$6,434,610	$6,190,735	$6,585,900	$6,585,900	$151,290
Services and Supplies	$413,164	$411,604	$442,908	$430,487	$430,487	$18,883
Other Charges	$(4,695,282)	$(5,935,635)	$(5,935,635)	$(5,397,519)	$(5,397,519)	$538,116
Subtotal	$1,193,686	$910,579	$698,008	$1,618,868	$1,618,868	$708,289

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	$531,992	$517,754	$516,912	$514,653	$514,653	$(3,101)
Miscellaneous Revenues	$3,572	—	—	—	—	—
Subtotal	$535,564	$517,754	$516,912	$514,653	$514,653	$(3,101)
General Fund Contributions	$658,122	$392,825	$181,096	$1,104,215	$1,104,215	$711,390
Total Source of Funds	$1,193,686	$910,579	$698,008	$1,618,868	$1,618,868	$708,289

Description

The Office of the Auditor-Controller is organized into five divisions: Auditor-Controller (Administration), Disbursement, General Accounting, Internal Audit, and Systems Management.

Summary of Recommendation

The Recommended Budget for the Office of the Auditor-Controller's departmental units is $1,618,868 an increase of $708,289 from the FY 2020-21 Adopted Budget. The increase is due to pension plan, health insurance, augmented software expenses, and a decrease in the Countywide Cost Allocation Plan credit.

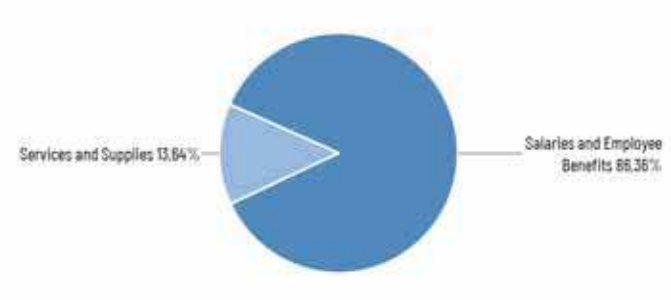
Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Auditor Controller (AUD001)	(3,672,312)	(4,721,776)	(4,783,249)	(4,281,150)	(4,281,150)	440,626	001	8011
Debt Management (AUD001)	1,650	0	0	0	0	0	001	8371
Disbursements (AUD001)	2,548,280	2,785,551	2,745,441	2,894,248	2,894,248	108,697	001	8372
Systems Management (AUD001)	729,841	904,210	890,581	959,019	959,019	54,809	001	8373
General Accounting (AUD001)	1,428,913	1,608,907	1,567,368	1,737,375	1,737,375	128,468	001	8374
Internal Audit (AUD001)	158,963	333,687	277,867	309,376	309,376	(24,311)	001	8375
Subtotal	1,195,336	910,579	698,008	1,618,868	1,618,868	708,289		

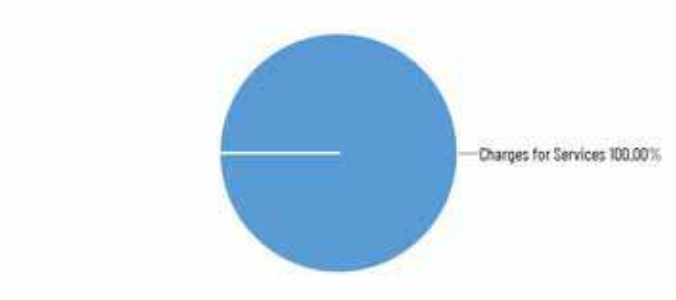
Auditor Controller

(Budget Unit 8011—Fund 001—Appropriation Unit AUD001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$780,717	$969,908	$921,995	$964,096	$964,096	$(5,812)
Services and Supplies	$241,252	$243,951	$230,391	$152,273	$152,273	$(91,678)
Other Charges	$(4,694,282)	$(5,935,635)	$(5,935,635)	$(5,397,519)	$(5,397,519)	$538,116
Subtotal	$(3,672,312)	$(4,721,776)	$(4,783,249)	$(4,281,150)	$(4,281,150)	$440,626

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	$365,899	$338,742	$329,901	$329,901	$329,901	$(8,841)
Miscellaneous Revenues	$3,382	—	—	—	—	—
Subtotal	$369,281	$338,742	$329,901	$329,901	$329,901	$(8,841)
General Fund Contributions	$(4,041,593)	$(5,060,518)	$(5,113,150)	$(4,611,051)	$(4,611,051)	$449,467
Total Source of Funds	$(3,672,312)	$(4,721,776)	$(4,783,249)	$(4,281,150)	$(4,281,150)	$440,626

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.

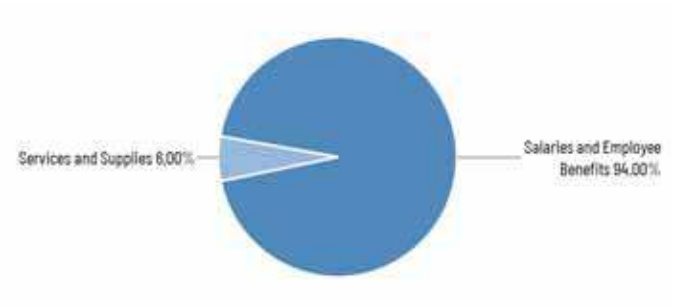
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
10B02	AUDITOR-CONTROLLER	1.00
12A02	ASSISTANT AUDITOR-CONTROLLER	1.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00
80J21	ACCOUNT CLERK	1.00
	Total	4.00

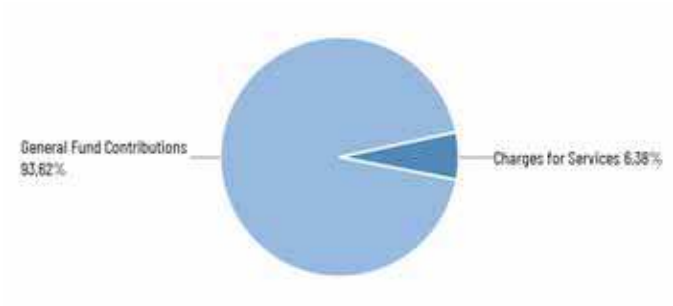
Disbursements

(Budget Unit 8372—Fund 001—Appropriation Unit AUD001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$2,481,187	$2,721,252	$2,684,308	$2,720,535	$2,720,535	$(717)
Services and Supplies	$67,094	$64,299	$61,133	$173,713	$173,713	$109,414
Subtotal	$2,548,280	$2,785,551	$2,745,441	$2,894,248	$2,894,248	$108,697

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	$166,093	$179,012	$187,011	$184,752	$184,752	$5,740
Miscellaneous Revenues	$190	—	—	—	—	—
Subtotal	$166,283	$179,012	$187,011	$184,752	$184,752	$5,740
General Fund Contributions	$2,381,997	$2,606,539	$2,558,430	$2,709,496	$2,709,496	$102,957
Total Source of Funds	$2,548,280	$2,785,551	$2,745,441	$2,894,248	$2,894,248	$108,697

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 2021-22 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
80J30	ACCOUNTING TECHNICIAN	1.00

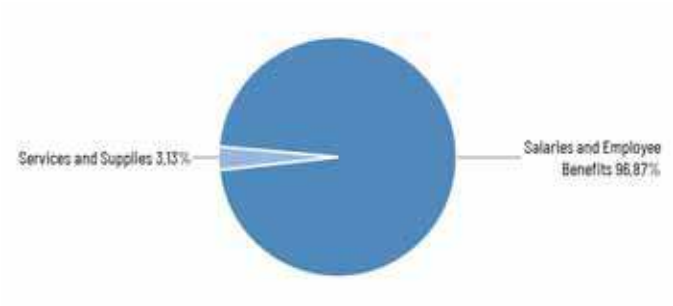
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
80J80	ACCOUNTS PAYABLE SUPERVISOR	1.00
80J96	PAYROLL TECHNICIAN-CONFIDENTIAL	6.00
80J97	SENIOR PAYROLL TECHNICIAN - CONFIDENTIAL	2.00
80J98	SUPERVISING PAYROLL COORDINATOR-CONFIDENTIAL	1.00
	Total	21.00

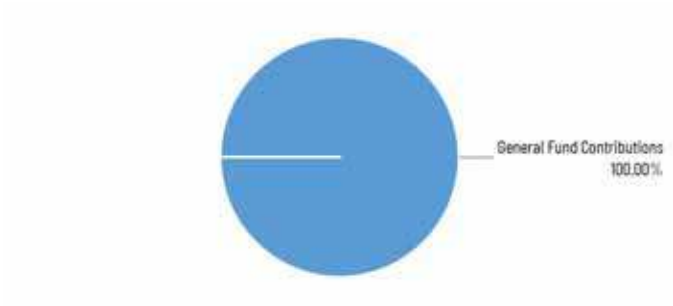
Systems Management

(Budget Unit 8373—Fund 001—Appropriation Unit AUD001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$710,598	$882,508	$867,143	$928,966	$928,966	$46,458
Services and Supplies	$19,243	$21,702	$23,438	$30,053	$30,053	$8,351
Subtotal	$729,841	$904,210	$890,581	$959,019	$959,019	$54,809

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	$729,841	$904,210	$890,581	$959,019	$959,019	$54,809
Total Source of Funds	$729,841	$904,210	$890,581	$959,019	$959,019	$54,809

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. These systems include Megabyte Property Tax system, SymPro Debt, and the Enterprise Resource Planning (ERP) system, namely CGI Advantage, to include the following modules: Performance Budget, Advantage Financial, Advantage HRM, Vendor Self Service, Employee Self Service, InfoAdvantage reporting.

Systems Management provides procurement, development, implementation and production support for countywide and department-administered systems in collaboration with the Information Technology Department, other agencies and vendors. 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.

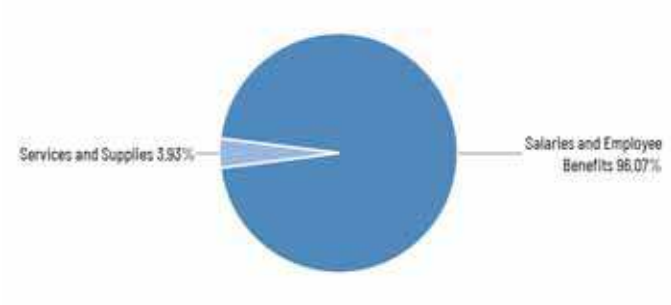
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
14P32	ERP BUSINESS ANALYST	5.00
	Total	5.00

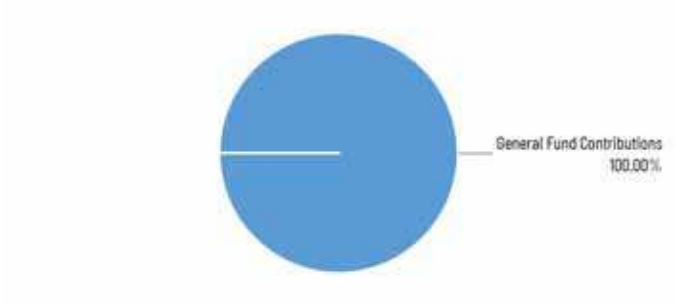
General Accounting

(Budget Unit 8374—Fund 001—Appropriation Unit AUD001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$1,354,378	$1,543,082	$1,460,836	$1,669,053	$1,669,053	$125,971
Services and Supplies	$75,535	$65,825	$106,532	$68,322	$68,322	$2,497
Other Charges	$(1,000)	—	—	—	—	—
Subtotal	$1,428,913	$1,608,907	$1,567,368	$1,737,375	$1,737,375	$128,468

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	$1,428,913	$1,608,907	$1,567,368	$1,737,375	$1,737,375	$128,468
Total Source of Funds	$1,428,913	$1,608,907	$1,567,368	$1,737,375	$1,737,375	$128,468

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 Annual Comprehensive Financial Report (ACFR) 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.

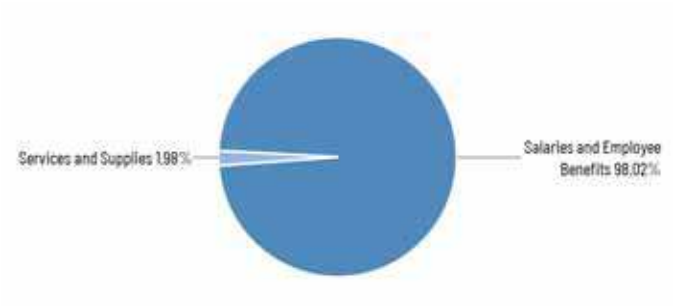
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
20B22	ACCOUNTANT AUDITOR III	4.00
20B24	AUDITOR-CONTROLLER ANALYST I	4.00
20B25	AUDITOR-CONTROLLER ANALYST II	1.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
	Total	11.00

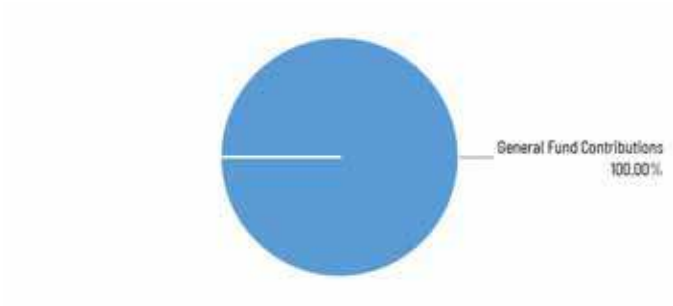
Internal Audit

(Budget Unit 8375—Fund 001—Appropriation Unit AUD001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$148,923	$317,860	$256,453	$303,250	$303,250	$(14,610)
Services and Supplies	$10,040	$15,827	$21,414	$6,126	$6,126	$(9,701)
Subtotal	$158,963	$333,687	$277,867	$309,376	$309,376	$(24,311)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	$158,963	$333,687	$277,867	$309,376	$309,376	$(24,311)
Total Source of Funds	$158,963	$333,687	$277,867	$309,376	$309,376	$(24,311)

Unit Description

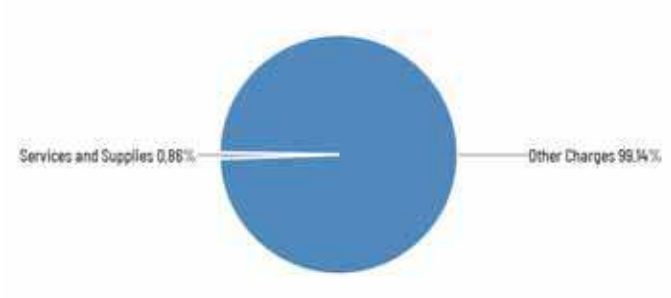
The Internal Audit Unit promotes efficiency and effectiveness by developing and executing audit programs designed to examine, verify, and analyze financial records, operating procedures, and systems of internal control for County departments, special districts, and other agencies. Audit reports presented 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 2021-22 Positions

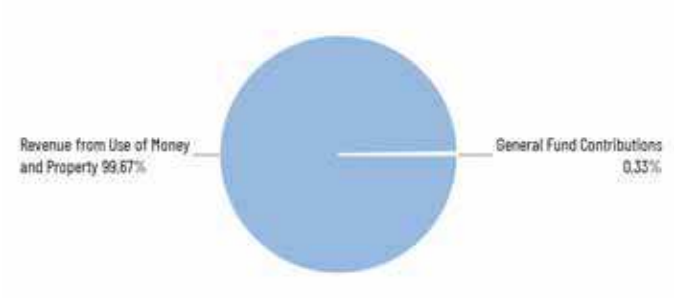
Classification Code	Classification Label	FTE
20B31	INTERNAL AUDITOR II	1.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.00
	Total	2.00

Auditor-Controller Non-Departmental

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$503,597	$167,871	$167,871	$138,735	$138,735	$(29,136)
Other Charges	$16,799,135	$15,782,550	$15,782,557	$15,915,849	$15,915,849	$133,299
Other Financing Uses	$32,860,000	—	—	—	—	—
Subtotal	$50,162,731	$15,950,421	$15,950,428	$16,054,584	$16,054,584	$104,163

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	—	$1,500,000	$1,500,000	—	—	$(1,500,000)
Revenue from Use of Money & Property	$6,729,061	$14,411,775	$14,411,775	$16,001,900	$16,001,900	$1,590,125
Other Financing Sources	$43,286,278	—	—	—	—	—
Subtotal	$50,015,339	$15,911,775	$15,911,775	$16,001,900	$16,001,900	$90,125
Fund Balance	$15,212	—	—	—	—	—
General Fund Contributions	$132,180	$38,646	$38,653	$52,684	$52,684	$14,038
Total Source of Funds	$50,162,731	$15,950,421	$15,950,428	$16,054,584	$16,054,584	$104,163

Description

The Office of the Auditor-Controller non-departmental operations includes two units: Public Improvement Corporation Debt Service, and Annual Audits.

Summary of Recommendation

The Recommended Budget for the Auditor-Controller non-departmental operations is $16,054,584, an increase of $104,163 over FY 2020-21 due to higher bond principal payments and decreased Countywide Cost Allocation Plan credit, offset by lower audit costs.

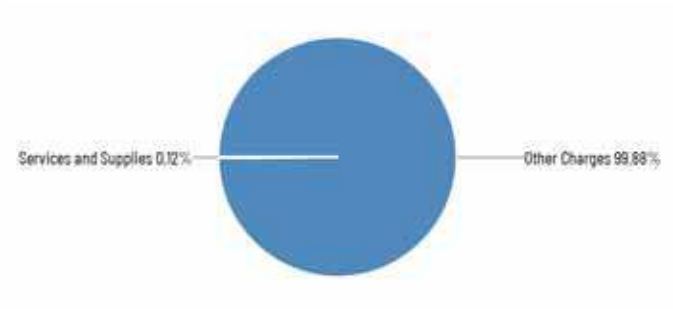
Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
PIC Debt Service (AUD005)	50,030,551	15,911,775	15,911,775	16,001,900	16,001,900	90,125	251	8007
Annual Audits (AUD002)	132,180	38,646	38,653	52,684	52,684	14,038	001	8010
Subtotal	50,162,731	15,950,421	15,950,428	16,054,584	16,054,584	104,163		

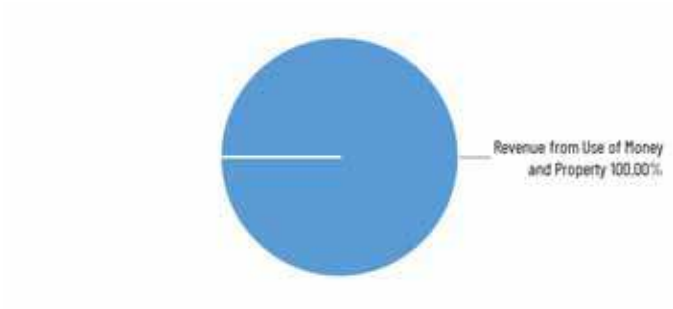
PIC Debt Service

(Budget Unit 8007—Fund 251—Appropriation Unit AUD005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$284,100	$19,000	$19,000	$19,000	$19,000	—
Other Charges	$16,886,451	$15,892,775	$15,892,775	$15,982,900	$15,982,900	$90,125
Other Financing Uses	$32,860,000	—	—	—	—	—
Subtotal	$50,030,551	$15,911,775	$15,911,775	$16,001,900	$16,001,900	$90,125

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	—	$1,500,000	$1,500,000	—	—	$(1,500,000)
Revenue from Use of Money & Property	$6,729,061	$14,411,775	$14,411,775	$16,001,900	$16,001,900	$1,590,125
Other Financing Sources	$43,286,278	—	—	—	—	—
Subtotal	$50,015,339	$15,911,775	$15,911,775	$16,001,900	$16,001,900	$90,125
Fund Balance	$15,212	—	—	—	—	—
General Fund Contributions	$(0)	—	—	—	—	—
Total Source of Funds	$50,030,551	$15,911,775	$15,911,775	$16,001,900	$16,001,900	$90,125

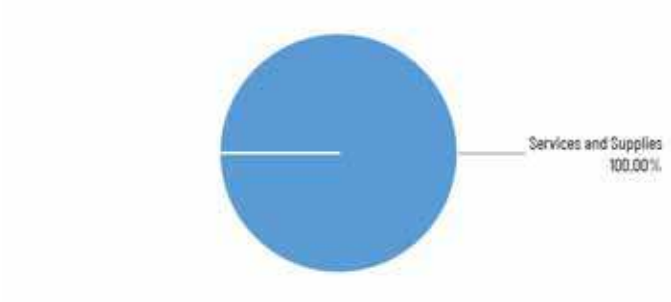
Unit Description

The Public Improvement Corporation (PIC) Debt Service funds debt payments and related expenses for Certificates of Participation (COPs) issued by the PIC. COPs are long-term financial commitments whereby the County transfers title of a particular property to the PIC. The PIC then leases the facility back to the County and sells participation in the lease revenue stream to investors in the form of bonds.

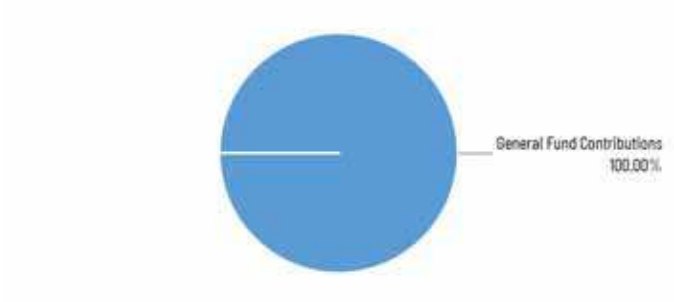
Annual Audits

(Budget Unit 8010—Fund 001—Appropriation Unit AUD002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$219,496	$148,871	$148,871	$119,735	$119,735	$(29,136)
Other Charges	$(87,316)	$(110,225)	$(110,218)	$(67,051)	$(67,051)	$43,174
Subtotal	$132,180	$38,646	$38,653	$52,684	$52,684	$14,038

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	$132,180	$38,646	$38,653	$52,684	$52,684	$14,038
Total Source of Funds	$132,180	$38,646	$38,653	$52,684	$52,684	$14,038

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.

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, other County taxes, fines and fees, and through the implementation and oversight of banking and investment services.

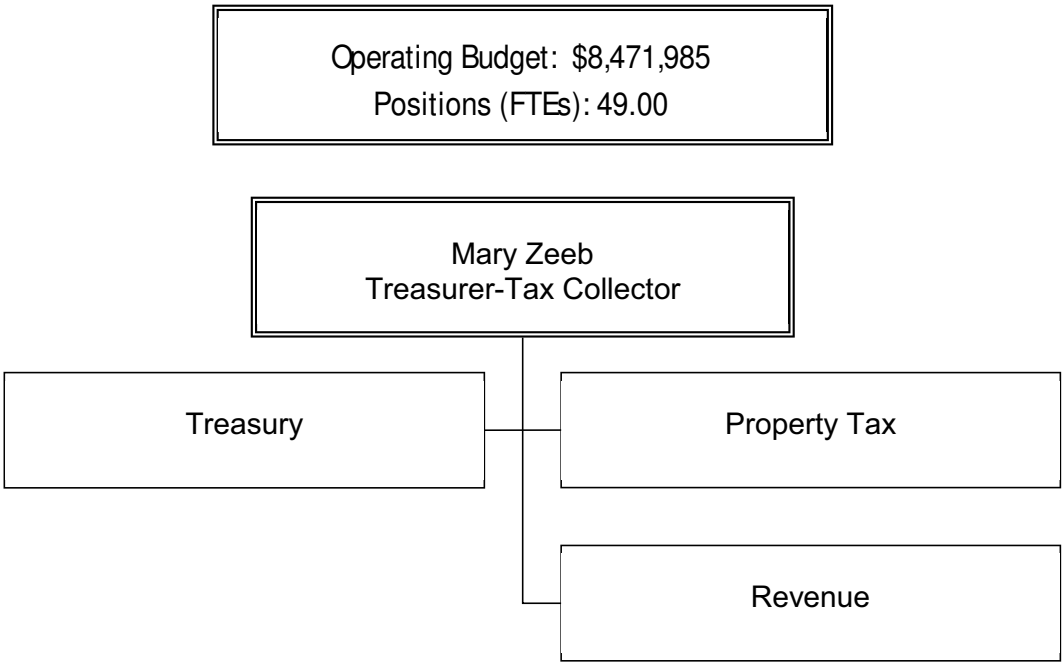
Programs and Functions:

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 County, all school districts, cities, special districts, community service districts and libraries throughout Monterey County. The Property Tax Division also collects transient occupancy taxes (TOT) and commercial cannabis business taxes from related businesses in unincorporated areas of the County and administers the County's Business License Ordinance, including requirements for the issuance, annual review, and renewal of business licenses for unincorporated area permitted cannabis operations. These 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. Revenue Division - In-house collection services for various operating departments, including Probation, Public Defender, and Sheriff. The bulk of the Revenue Division's activities involve the billing and collection of court-ordered fines and fees through agreement with the local Superior Court of California, which provides for the Division to recover its costs from a portion of funds collected. Treasury - Safeguards and prudently invests all deposits for the County, all 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.

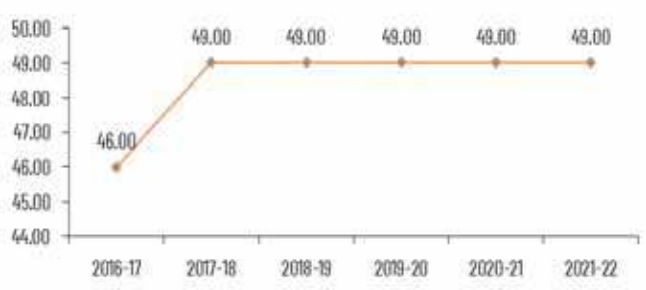
Department's Contributions to Monterey County's Strategic Initiatives:

ADMINISTRATION

The Treasurer-Tax Collector is committed to efficient and effective resource management, and is recognized for responsiveness, strong customer service orientation, accountability, and transparency. The departmental culture includes a broad focus on the 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.



Staffing Trends

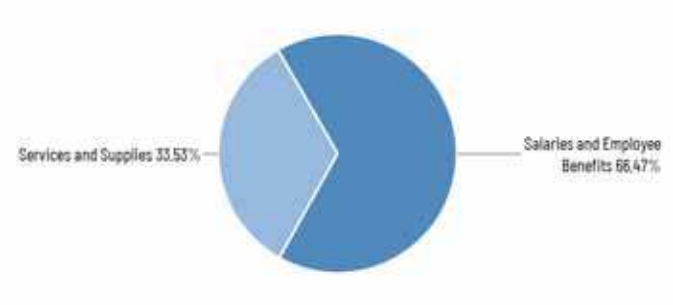


Expenditure/Revenue History (in millions)

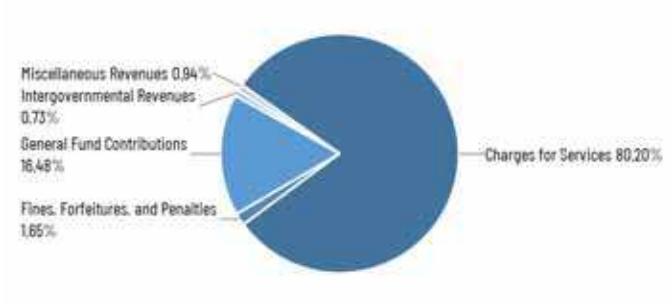
The Department tracks key performance measures to monitor the success and effectiveness of departmental activities and professional services relevant to Treasury banking and investment services, the collection of property and transient occupancy (TOT) taxes by the Tax Division, and customer service ratings related to Court ordered fines, fees, and restitution collected through the collections program.

Key Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 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%	98.9%	98.7%	56.1%
Tax – Percentage of property taxes collected – UNSECURED. Target = 96%	97.9%	98.0%	95.2%
Revenue – Percentage of customers who rate services received as excellent.Target = 90%	98.0%	98.6%	99.0%

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$5,523,691	$6,397,586	$5,631,789	$6,506,532	$6,506,532	$108,946
Services and Supplies	$2,808,742	$3,147,107	$2,815,635	$3,282,301	$3,282,301	$135,194
Other Charges	$(2,192,005)	$(2,501,971)	$(2,448,892)	$(1,316,848)	$(1,316,848)	$1,185,123
Subtotal	$6,140,429	$7,042,722	$5,998,532	$8,471,985	$8,471,985	$1,429,263

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Licenses, Permits, and Franchises	$7,930	$5,110	$5,110	$6,610	$6,610	$1,500
Fines, Forfeitures, and Penalties	$143,830	$143,467	$143,467	$139,780	$139,780	$(3,687)
Intergovernmental Revenues	$44,779	$62,477	$58,000	$62,000	$62,000	$(477)
Charges for Services	$5,234,508	$6,865,277	$5,803,569	$6,788,829	$6,788,829	$(76,448)
Miscellaneous Revenues	$70,854	$47,204	$48,060	$79,267	$79,267	$32,063
Subtotal	$5,501,902	$7,123,535	$6,058,206	$7,076,486	$7,076,486	$(47,049)
General Fund Contributions	$638,527	$(80,813)	$(59,674)	$1,395,499	$1,395,499	$1,476,312
Total Source of Funds	$6,140,429	$7,042,722	$5,998,532	$8,471,985	$8,471,985	$1,429,263

Summary of Recommendation

The Recommended Budget for the Treasurer-Tax Collector (TTC) is $8,471,985 financed by estimated revenues of $7,076,486, resulting in a General Fund Contribution (GFC) of $1,395,499. Expenditures grew by $1,429,263 due to increases in earned annual step increases, Federal Insurance Contribution Act (FICA), Public Employee Retirement (PERS) contributions, unemployment insurance, workers compensation, General Liability, healthcare benefits, and a decrease of $1,255,763 in the Countywide Cost Allocation Plan (COWCAP) credit. Revenue is projected to decrease by $47,049, primarily due to cost cuts in the Revenue Division resulting in a similar level of reductions in offsetting revenue recouped through the State's Court Ordered Debt program.

The Recommended Budget includes augmentations for funding the dedicated cannabis business tax and business license team ($16,959) and a one-time expense for replacement of the department's aging video surveillance security system ($62,000).

Budget Impacts

The TTC's recommended budget prioritizes maintaining current staffing and existing levels of service. To fund non-discretionary cost increases with the available GFC and estimated revenue, services and supplies expenditures were reduced by $185,723, impacting most other expense categories across all three divisions. The department's budget has no flexibility to fund new workload or unanticipated cost increases in either internal or vendor services or in the case of systems or equipment failure.

The TTC's Revenue Division and approximately 64% of Treasury responsibilities are supported by cost recovery based on year end actual costs of services provided. In an effort to minimize additional cost impacts to other public agencies that rely on TTC services including Treasury portfolio participants and the local Superior Court, the TTC has cut expenditures in the Revenue Division and Treasury to offset annually escalating non-discretionary expenditures. These

efforts will continue through careful monitoring of actual expenditures throughout the course of the fiscal year.

Prior Year Accomplishments

Responded to the State of California's COVID-19 Stay-at-Home order imposed in March 2020. TTC was designated as an essential operation to facilitate uninterrupted Treasury banking and investment services and to receive and process in-person property tax and other payments. The TTC maintained pandemic emergency continuity of operations without service interruption throughout Fiscal Year (FY) 2020-21.

Developed and implemented new procedures and protocols, due to the TTC's requirement to maintain onsite and in person business with the public as an essential service following the COVID-19 emergency closure of the County Administrative Building. Examples of previously unforeseen work requirements and changes in normal operations throughout FY 2020-21 include:

Drafting and posting multiple versions of safety protocols and signage in public and employee work areas for revised maximum capacity notices, taping off drinking fountains and applying six-foot distancing markers on floors and counters.

Drafting and posting of new public messaging with revised business hours and payment options to avoid in person transactions, in English and Spanish, in front lobby customer service area and on the video-stream Jumbotron. New messaging was also included on the TTC's website pages and automated voicemail and email responses for each of the divisions.

Addressed employee protection by locating multiple vendor sites and local businesses to acquire and to address emergency-related shortage of personal protective products including acrylic dividers to increase employee protection at the front customer service counter and all other employee workspaces.

Met social distancing requirements, minimized employee traffic in shared hallways and common areas, and ensured employees maintained secure delivery of essential services for all Treasury operations and workload. Departmental Information Technology (IT) staff identified, purchased, and configured laptops to provide remote access with full workplace systems capabilities, including telephones.

Reduced the possibility of office-wide COVID-19 infection. Managers developed and implemented rotational schedules allowing employees to alternate remote and on-site work and meet social distancing requirements without compromising levels of service. An internal Telecommuting Policy was developed and departmental IT staff provided one-on-one learning session to ensure employees understood and gain hands-on training for remote access protocols and security. Facilitated new remote protocols to successfully interview job candidates and fill business-essential vacant positions.

TTC management has developed and continues to refine opportunities using Zoom and Team meetings to maintain employee engagement, ongoing communication, social interaction, and team building.

Waived penalties for late payment of property taxes per Governor Newsom's Emergency Executive Order N-61-20. Property Tax staff developed and implemented new processes and forms to assist impacted taxpayers.

Implemented processes for providing confidential tax information to banking institutions for commercial cannabis operators, complying with Assembly Bill (AB) 1525-Information Sharing with Financial Institutions and Business and Professions Code section 26260.

Created and implemented new processes, in response to AB1607-Gender Discrimination: Notification, requiring notice of the Gender Tax Repeal Act of 1995 on all issued business licenses.

Completed the Discharge of Accountability project, discharging 27,253 Superior Court accounts totaling $18.9 million. Plans include a second discharge in late April 2021.

Vacated 9,419 Juvenile Probation accounts totaling $4.4 million pursuant to Senate Bill (SB) 190-Juvenile Fines & Fees and related Board of Supervisors action.

Reassigned a total of 7,227 parking accounts valued at $337,000 in conjunction with transferring parking collection activities to the former Resource Management Agency (RMA).

Working in close collaboration with the local Superior Court, the Revenue Division updated and executed the long-standing Court/County Memorandum of Understanding (MOU) for the collection of court ordered debt.

Completed reorganization of Revenue Division management positions and roles and will continue to assess and track effectiveness of implemented changes to facilitate cost-savings, increase efficiencies, and improve growth opportunities and succession planning.

Ensured the safety of all invested assets while maintaining adequate liquidity for expenditure obligations.

Continued to actively review legislative actions to understand proposed new mandates and other changes impacting internal operations. Staff attended virtual training sessions and educational seminars to maintain compliance with legislative requirements.

Collaborated with Assessor/County Clerk-Recorder to share and cross-train internal Information Technology staff, providing an economy of scale, expanding expertise and growth opportunities, and improving continuity of operations between the two departments.

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. Explore ongoing options for remote one-on-one interactions, recognition events, departmental celebrations, cross-training, routine team meetings, and performance reviews through the duration of the COVID-19 pandemic.

Engage staff in emergency preparedness, including regular cross-training to ensure uninterrupted support of critical functions and reinforce internal commitments and requirements for Continuity of Operations Plan (COOP).

TTC staff will continue to identify and review digital file systems and oversee the migration of relevant records to a secured platform to back-up and preserve critical records, enhance employee remote work

capabilities and options in the event that normal access to the workplace facility and systems is not possible, and improve customer support and departmental efficiency, further reinforcing COOP functions.

Initiate implementation of online Business License and Transient Occupancy Tax applications.

Review and implement a Transient Occupancy Tax Handbook to educate the public and disseminate information related to Transient Occupancy Tax collection.

Complete amendments of policies and procedures for registration and taxation of outdoor cannabis operations.

Implement procedures in response to changes in legislation that impact internal operations for collection of property and commercial cannabis tax collections and explore measures to improve services that support commercial cannabis tax and business license payments and processes for resolving accounts more quickly.

Analyze processes and implement measures that improve efficiencies in the collection of Secured Real Property Taxes, specifically focusing on a third-party lockbox solution to process property tax payments.

In support of effective operations and best practices, the Revenue Division will continue to coordinate with the Probation Department and local Superior Court to complete required activities for discharge of accountability for uncollectible accounts.

Upgrade Revenue Division case management system to enable convenient customer-initiated Electronic Fund Transfer (EFT) payments and recurring payment options, and additional automations to streamline internal processes.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Property Tax (TRE001)	2,502,933	2,885,079	2,731,962	3,114,091	3,114,091	229,012	001	8263
Revenue (TRE001)	3,463,836	4,333,159	3,489,739	4,173,316	4,173,316	(159,843)	001	8264
Treasury (TRE001)	173,660	(175,516)	(223,169)	1,184,578	1,184,578	1,360,094	001	8266
Subtotal	6,140,429	7,042,722	5,998,532	8,471,985	8,471,985	1,429,263		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Property Tax	$2,502,933	$2,885,079	$2,731,962	$3,114,091	3,114,091	$229,012
Revenue	$3,463,836	$4,333,159	$3,489,739	$4,173,316	4,173,316	$(159,843)
Treasury	$173,660	$(175,516)	$(223,169)	$1,184,578	1,184,578	$1,360,094
Subtotal	$6,140,429	$7,042,722	$5,998,532	$8,471,985	8,471,985	$1,429,263

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	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	2.00	2.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00	1.00	1.00	0.00
16C88	BUSINESS TECHNOLOGY ANALYST III	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	1.00	1.00	1.00	0.00
20B11	ACCOUNTANT II	2.00	2.00	2.00	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
20B12	ACCOUNTANT III	1.00	1.00	2.00	1.00
20B41	TREASURY OFFICER II	3.00	3.00	3.00	0.00
20B93	FINANCE MANAGER II	2.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
20B96	FINANCE SYSTEMS MANAGER	1.00	1.00	1.00	0.00
25A32	REVENUE OFFICER II	9.00	9.00	9.00	0.00
25A33	SUPERVISING REVENUE OFFICER	1.00	1.00	1.00	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00	1.00	0.00	(1.00)
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

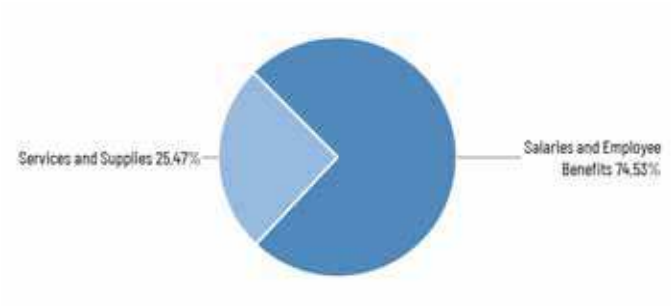
Augmentation Request

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
1170	1170-8263-001-AUG1	CNBS Tax Collection	Status Quo Other	16,959	-	16,959	-
1170	1170-8263-001-AUG2	Security Cameras	Status Quo Other	62,000	-	62,000	-
			Grand Total:	78,959	-	78,959	-

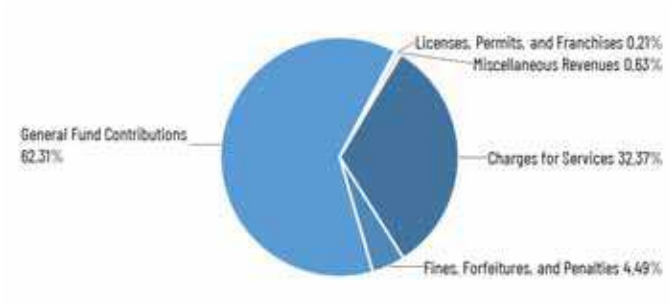
Property Tax

(Budget Unit 8263—Fund 001—Appropriation Unit TRE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$2,484,718	$2,695,444	$2,548,490	$2,782,965	$2,782,965	$87,521
Services and Supplies	$590,920	$737,089	$665,090	$951,135	$951,135	$214,046
Other Charges	$(572,706)	$(547,454)	$(481,618)	$(620,009)	$(620,009)	$(72,555)
Subtotal	$2,502,933	$2,885,079	$2,731,962	$3,114,091	$3,114,091	$229,012

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Licenses, Permits, and Franchises	$7,930	$5,110	$5,110	$6,610	$6,610	$1,500
Fines, Forfeitures, and Penalties	$138,000	$143,467	$143,467	$139,780	$139,780	$(3,687)
Intergovernmental Revenues	$866	—	—	—	—	—
Charges for Services	$850,252	$984,971	$936,719	$1,007,993	$1,007,993	$23,022
Miscellaneous Revenues	$21,655	$14,150	$14,150	$19,467	$19,467	$5,317
Subtotal	$1,018,704	$1,147,698	$1,099,446	$1,173,850	$1,173,850	$26,152
General Fund Contributions	$1,484,229	$1,737,381	$1,632,516	$1,940,241	$1,940,241	$202,860
Total Source of Funds	$2,502,933	$2,885,079	$2,731,962	$3,114,091	$3,114,091	$229,012

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 2021-22 Positions

Classification Code	Classification Label	FTE
10B06	TREASURER-TAX COLLECTOR	1.00
12A24	ASSISTANT TREASURER-TAX COLLECTOR	1.00
14C31	MANAGEMENT ANALYST III	2.00
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

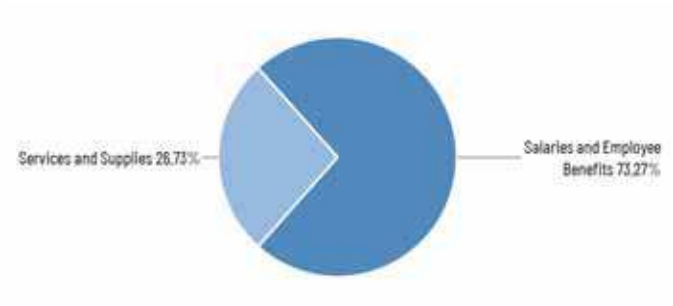
Recommended FY 2021-22 Positions

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

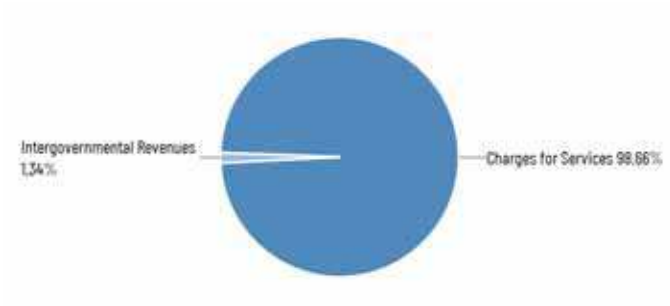
Revenue

(Budget Unit 8264—Fund 001—Appropriation Unit TRE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$2,515,813	$3,166,162	$2,537,226	$3,157,728	$3,157,728	$(8,434)
Services and Supplies	$1,176,541	$1,305,364	$1,103,637	$1,152,040	$1,152,040	$(153,324)
Other Charges	$(228,517)	$(138,367)	$(151,124)	$(136,452)	$(136,452)	$1,915
Subtotal	$3,463,836	$4,333,159	$3,489,739	$4,173,316	$4,173,316	$(159,843)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	$5,830	—	—	—	—	—
Intergovernmental Revenues	$43,913	$62,477	$58,000	$62,000	$62,000	$(477)
Charges for Services	$3,355,859	$4,776,142	$3,788,718	$4,580,097	$4,580,097	$(196,045)
Miscellaneous Revenues	$2,995	$2,629	$3,200	$4,000	$4,000	$1,371
Subtotal	$3,408,597	$4,841,248	$3,849,918	$4,646,097	$4,646,097	$(195,151)
General Fund Contributions	$55,239	$(508,089)	$(360,179)	$(472,781)	$(472,781)	$35,308
Total Source of Funds	$3,463,836	$4,333,159	$3,489,739	$4,173,316	$4,173,316	$(159,843)

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 Probation, Public Defender, and Sheriff, as well as the Superior Court of California, County of Monterey.

The 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 2021-22 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 ANLYST III	1.00
20B11	ACCOUNTANT II	1.00
20B12	ACCOUNTANT III	1.00
20B93	FINANCE MANAGER II	1.00

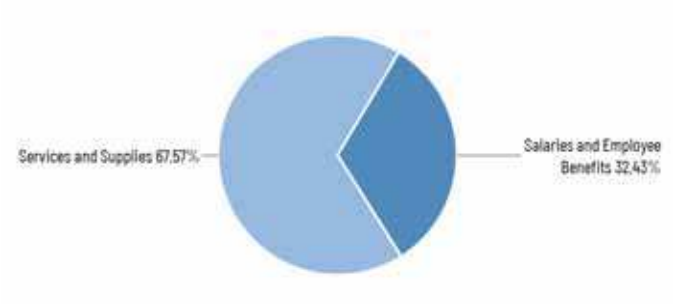
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
25A32	REVENUE OFFICER II	9.00
25A33	SUPERVISING REVENUE OFFICER	1.00
80J21	ACCOUNT CLERK	7.00
80J30	ACCOUNTING TECHNICIAN	3.00
	Total	27.00

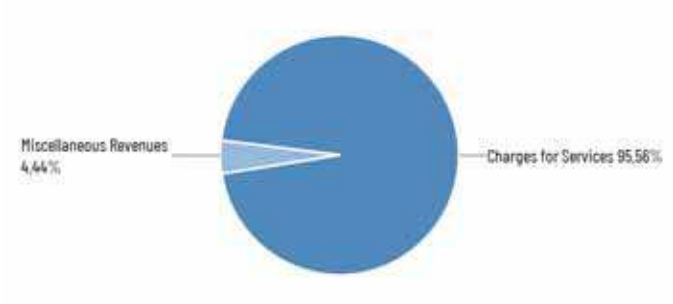
Treasury

(Budget Unit 8266—Fund 001—Appropriation Unit TRE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$523,161	$535,980	$546,073	$565,839	$565,839	$29,859
Services and Supplies	$1,041,281	$1,104,654	$1,046,908	$1,179,126	$1,179,126	$74,472
Other Charges	$(1,390,782)	$(1,816,150)	$(1,816,150)	$(560,387)	$(560,387)	$1,255,763
Subtotal	$173,660	$(175,516)	$(223,169)	$1,184,578	$1,184,578	$1,360,094

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	$1,028,397	$1,104,164	$1,078,132	$1,200,739	$1,200,739	$96,575
Miscellaneous Revenues	$46,204	$30,425	$30,710	$55,800	$55,800	$25,375
Subtotal	$1,074,601	$1,134,589	$1,108,842	$1,256,539	$1,256,539	$121,950
General Fund Contributions	$(900,941)	$(1,310,105)	$(1,332,011)	$(71,961)	$(71,961)	$1,238,144
Total Source of Funds	$173,660	$(175,516)	$(223,169)	$1,184,578	$1,184,578	$1,360,094

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 2021-22 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 $74 billion, generating over $740 million for local government agencies and schools.

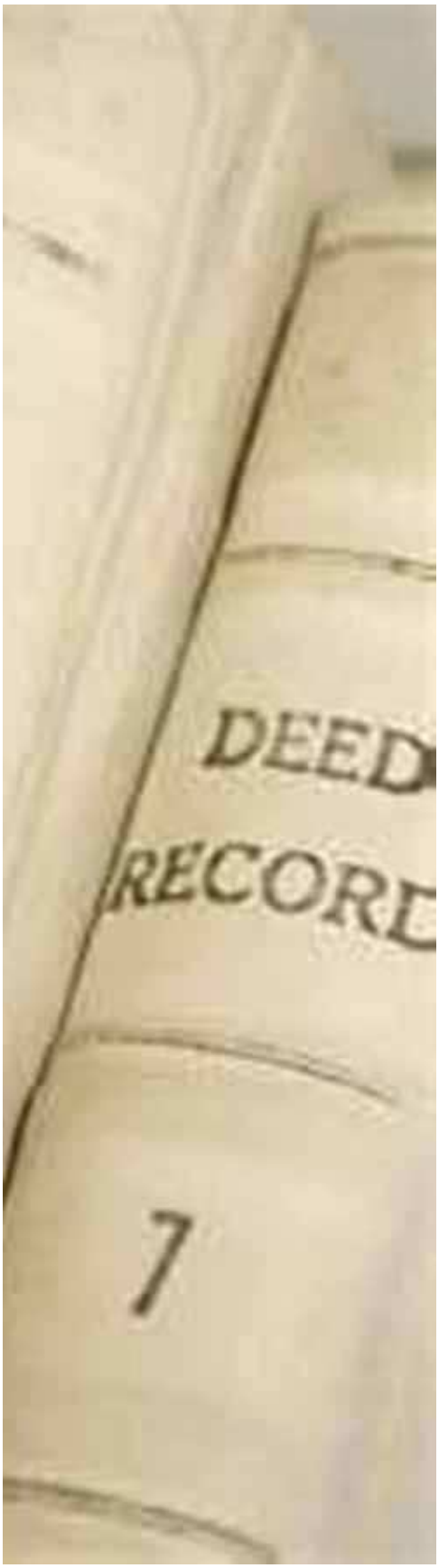
Programs and Functions:

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.



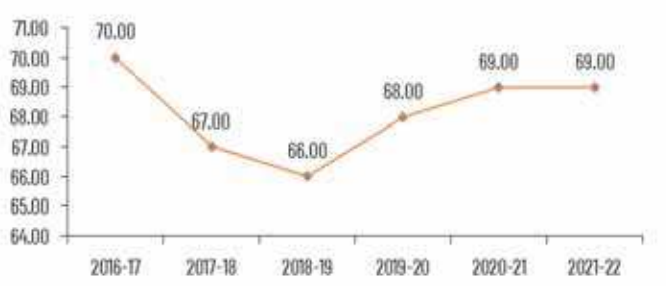
Operating Budget: $10,550,698
Positions (FTEs): 69.00

Stephen L. Vagnini
Assessor-County Clerk-Recorder

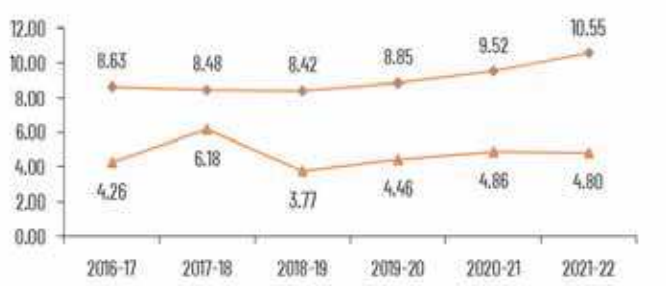
Assessor

Clerk-Recorder

Staffing Trends



Expenditure/Revenue History (in millions)

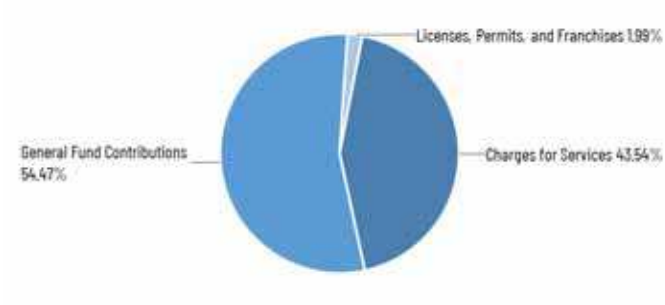


The goal of the Assessor-County Clerk-Recorder is to streamline operations for greater accountability, efficient service delivery, and cost savings by producing an accurate and timely assessment roll and providing quality customer service in a courteous and professional manner.

Key Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Mid-Year
Percent of customers rating customer service as "Excellent." Target = 95%	98%	98%	98% (C/R) 56% (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.	67.6%	74.0%	80.0%

Use of Funds

Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$6,852,939	$7,938,166	$7,509,517	$8,064,243	$8,064,243	$126,077
Services and Supplies	$865,977	$967,319	$924,088	$1,265,091	$1,265,091	$297,772
Other Charges	$1,078,577	$1,184,939	$1,040,407	$1,111,364	$1,111,364	$(73,575)
Capital Assets	$49,352	$110,000	$50,000	$110,000	$110,000	—
Subtotal	$8,846,844	$10,200,424	$9,524,012	$10,550,698	$10,550,698	$350,274

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Licenses, Permits, and Franchises	$141,312	$210,000	$194,410	$210,000	$210,000	—
Revenue from Use of Money & Property	$2,718	—	—	—	—	—
Intergovernmental Revenues	$170,000	$170,000	$170,000	—	—	$(170,000)
Charges for Services	$4,149,251	$4,208,748	$4,495,450	$4,593,541	$4,593,541	$384,793
Miscellaneous Revenues	$1,063	$5,000	$1,100	$1,000	$1,000	$(4,000)
Subtotal	$4,464,344	$4,593,748	$4,860,960	$4,804,541	$4,804,541	$210,793
General Fund Contributions	$4,382,501	$5,606,676	$4,663,052	$5,746,157	$5,746,157	$139,481
Total Source of Funds	$8,846,844	$10,200,424	$9,524,012	$10,550,698	$10,550,698	$350,274

Summary of Recommendation

The Recommended Budget for Assessor-County Clerk-Recorder is $10,550,698, financed by $4,804,541 in revenue and a General Fund Contribution (GFC) of $5,746,157. The Recommended Budget reflects a $350,274 increase in costs for worker compensation, health insurance, General Liability, and Countywide Cost Plan (COWCAP) charges; offset by decreases in various services and supplies and a revenue increase of $210,793 from recording fees.

Budget Impacts

In FY 2021-22, the State is discontinuing the State Supplementation for County Assessors Program (SSCAP) resulting in the loss of a $170,000 grant for the Assessors' counterbalanced by increased revenue from recording fees. Staff workload has continued to increase with the loss of positions over the years, and Proposition 8 reviews and appeals requiring greater analysis. Workload in the Recorder's Office is also increasing due to decreased mortgage rates and the passage of Proposition 19, which changed how real property is assessed in California.

Prior Year Accomplishments

Completed the 2020 local assessment roll on time, with a net assessed value of over $74 billion. The Assessor's Office also reviewed the assessed valuation of over 7,200 properties with reduced values under the provisions of Proposition 8, Proposition 13 and Revenue and Tax Code Section 51.

As designated essential workers who could not all work from home, office work areas were safeguarded. Policies were put into place to protect against the easy transmission of the COVID-19 virus within

the workplace and prepare the Department for any future pandemics that may arise.

Added web services such as online verification for vital record requests and California Environmental Quality Act (CEQA) filing document images in the County Clerk/Recorder's Office.

Continued to expand electronic recording with a continued increase in agents and submitters participating in e-recording. In FY 2020-21, the Recorder's electronic recordings consisted of 80% of all recorded documents.

Continued 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 with management, office supervisors, and staff.

Budget Year Goals

By June 30, 2022, produce a completed assessment roll of residential, commercial, and industrial properties in the County of Monterey for FY 2021-22.

Grow the percentage of electronically recorded documents by 2% in the Recorder's Office.

Continue preservation project of old real property books and map record books in the Recorder's Office. In FY 2020-21, the preservation project was put on hold due to the COVID-19 pandemic.

Maintain a status quo level in ongoing efforts to digitize paper vital record certificates for FY 2021-22.

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.

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Assessor (ACR001)	6,122,709	7,044,786	6,478,354	7,424,551	7,424,551	379,765	001	8003
Clerk/Recorder (ACR002)	2,445,391	2,805,638	2,695,658	2,776,147	2,776,147	(29,491)	001	8004
Clerk/Recorder (ACR003)	278,745	350,000	350,000	350,000	350,000	0	027	8004
Subtotal	8,846,844	10,200,424	9,524,012	10,550,698	10,550,698	350,274		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Assessor	$6,122,709	$7,044,786	$6,478,354	$7,424,551	7,424,551	$379,765
Clerk/Recorder	$2,724,136	$3,155,638	$3,045,658	$3,126,147	3,126,147	$(29,491)
Subtotal	$8,846,844	$10,200,424	$9,524,012	$10,550,698	10,550,698	$350,274

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	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	13.00	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	7.00	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	2.00	2.00	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
80E92	RECORDER SERVICES SUPERVISOR	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
80P22	PHOTOCOPYIST	2.00	2.00	2.00	0.00
80R11	ASSESSMENT CLERK	1.00	1.00	1.00	0.00
80R22	PROPERTY TRANSFER CLERK	4.00	4.00	4.00	0.00
80R23	SENIOR PROPERTY TRANSFER CLERK	1.00	1.00	1.00	0.00
	Total	68.00	69.00	69.00	0.00

Assessor

(Budget Unit 8003—Fund 001—Appropriation Unit ACR001)

Use of Funds

Source of Funds

Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$5,057,812	$6,045,326	$5,635,515	$6,149,444	$6,149,444	$104,118
Services and Supplies	$455,107	$433,643	$431,554	$679,387	$679,387	$245,744
Other Charges	$609,791	$555,817	$411,285	$585,720	$585,720	$29,903
Capital Assets	—	$10,000	—	$10,000	$10,000	—
Subtotal	$6,122,709	$7,044,786	$6,478,354	$7,424,551	$7,424,551	$379,765

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$170,000	$170,000	$170,000	—	—	$(170,000)
Charges for Services	$1,251,195	$1,410,000	$1,309,033	$1,410,000	$1,410,000	—
Subtotal	$1,421,195	$1,580,000	$1,479,033	$1,410,000	$1,410,000	$(170,000)
General Fund Contributions	$4,701,513	$5,464,786	$4,999,321	$6,014,551	$6,014,551	$549,765
Total Source of Funds	$6,122,709	$7,044,786	$6,478,354	$7,424,551	$7,424,551	$379,765

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 2021-22 Positions

Classification Code	Classification Label	FTE
11B01	ASSESSOR-COUNTY CLERK-RECORDER	1.00
12A15	ASSISTANT ASSESSOR-VALUATION	1.00
14B32	SENIOR PERSONNEL ANALYST	1.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00
14K45	AUDITOR APPRAISER MANAGER	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00
28A21	APPRAISER II	13.00
28A22	APPRAISER III	5.00
28A80	SUPERVISING APPRAISER	2.00

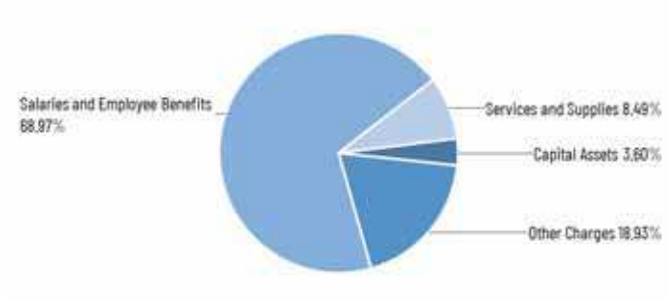
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
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

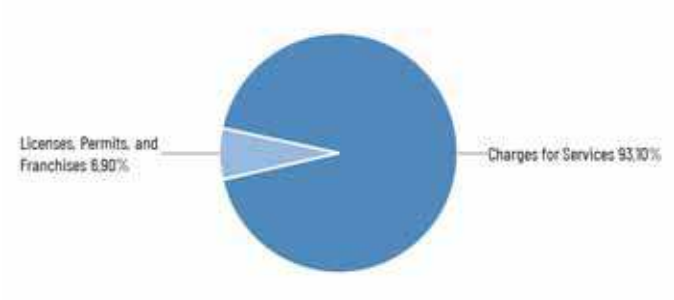
Clerk/Recorder

(Budget Unit 8004—Fund 001—Appropriation Unit ACR002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$1,795,127	$1,892,840	$1,874,002	$1,914,799	$1,914,799	$21,959
Services and Supplies	$181,478	$183,676	$142,534	$235,704	$235,704	$52,028
Other Charges	$468,786	$629,122	$629,122	$525,644	$525,644	$(103,478)
Capital Assets	—	$100,000	$50,000	$100,000	$100,000	—
Subtotal	$2,445,391	$2,805,638	$2,695,658	$2,776,147	$2,776,147	$(29,491)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Licenses, Permits, and Franchises	$141,312	$210,000	$194,410	$210,000	$210,000	—
Charges for Services	$2,305,576	$2,448,748	$2,836,417	$2,833,541	$2,833,541	$384,793
Miscellaneous Revenues	$1,063	$5,000	$1,100	$1,000	$1,000	$(4,000)
Subtotal	$2,447,951	$2,663,748	$3,031,927	$3,044,541	$3,044,541	$380,793
General Fund Contributions	$(2,560)	$141,890	$(336,269)	$(268,394)	$(268,394)	$(410,284)
Total Source of Funds	$2,445,391	$2,805,638	$2,695,658	$2,776,147	$2,776,147	$(29,491)

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 2021-22 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

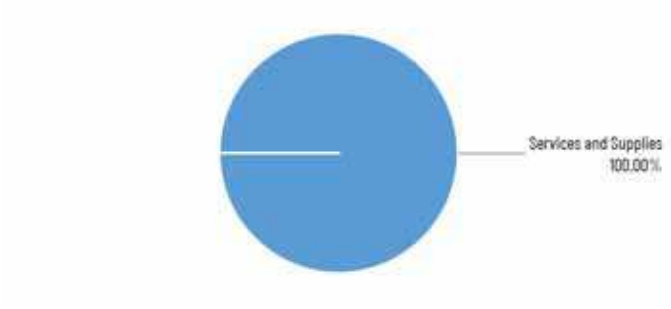
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
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

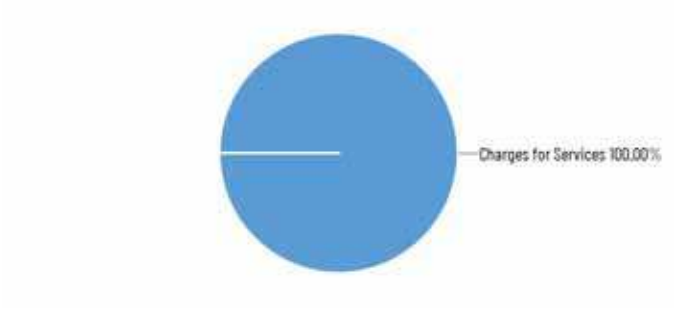
Clerk/Recorder

(Budget Unit 8004—Fund 027—Appropriation Unit ACR003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$229,392	$350,000	$350,000	$350,000	$350,000	—
Capital Assets	$49,352	—	—	—	—	—
Subtotal	$278,745	$350,000	$350,000	$350,000	$350,000	—

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$2,718	—	—	—	—	—
Charges for Services	$592,480	$350,000	$350,000	$350,000	$350,000	—
Subtotal	$595,197	$350,000	$350,000	$350,000	$350,000	—
General Fund Contributions	$(316,453)	—	—	—	—	—
Total Source of Funds	$278,745	$350,000	$350,000	$350,000	$350,000	—

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 2021-22, in the amount of $350,000, represents the estimated funding available to fund eligible expenditures during the budget year.

County Counsel

Departmental Overview:

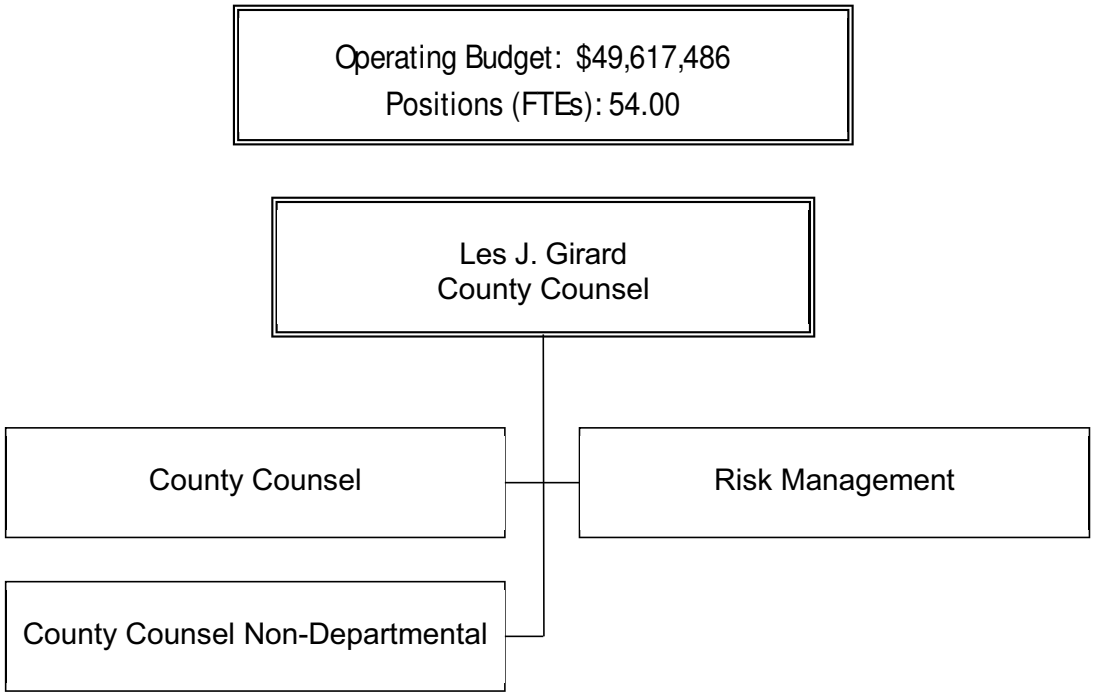
The Office of the County Counsel serves as the in-house legal counsel for the County of Monterey, the Board of Supervisors (BOS), and all County officers, departments, agencies, boards, and commissions, as well as liaison and support to the Civil Grand Jury. In addition to providing legal advice, the Office also represents the County in civil and special litigation in State and federal courts, various administrative proceedings, and coordinates the services of outside legal counsel.

Programs and Functions:

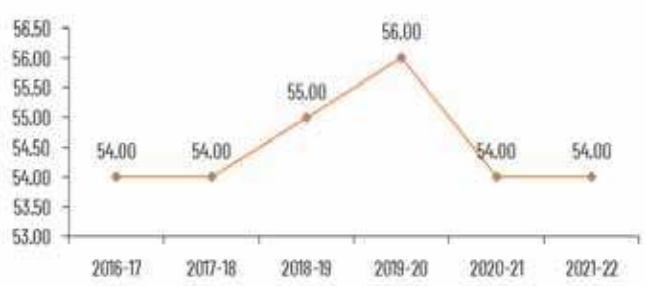
The County Counsel's Office consists of four divisions. The General Government, Litigation and Land Use Divisions provide legal counsel to County departments, and representation in litigation matters. The Risk Management Division is responsible for the oversight and management of all County insurance and self-insurance programs, claims management, safety, ergonomics, and other risk transfer and loss control activities that protect the County and mitigate losses. The Office manages and advises the Monterey County Civil Grand Jury and provides legal and insurance-related services for the Water Resource Agency.

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

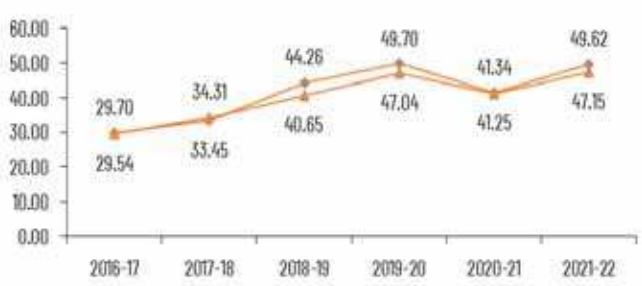
The Office of County Counsel addresses each of the Strategic Initiative Policy Areas: Economic Development, Administration, Health & Human Services, Infrastructure and Public Safety. The primary goal of the Office of the County Counsel is providing services with the highest degree of competence and integrity in a timely and responsive manner in order to enable the Board of Supervisors, County officials and departments, and outside agencies to effectively carry out their functions and achieve their goals.



Staffing Trends



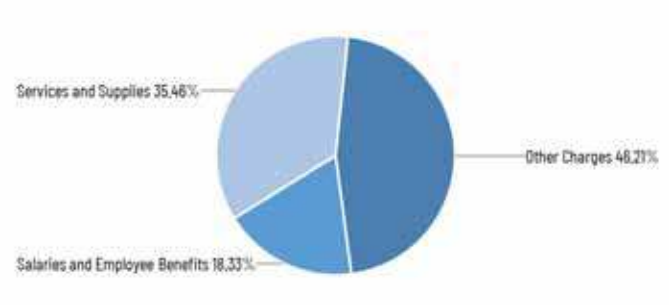
Expenditure/Revenue History (in millions)



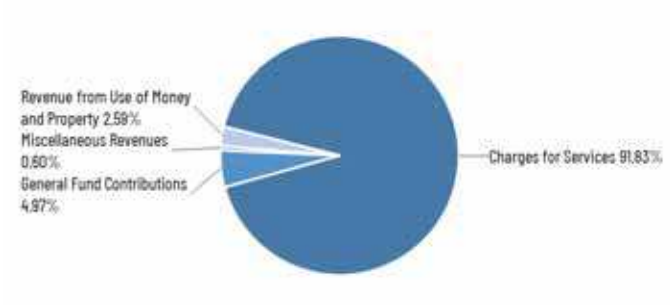
Legal advisor and primary litigator for the Board of Supervisors, elected County officials, and all County departments and agencies on issues of law or public policy. County Counsel also advises various boards, special districts and commissions operating within the County. In doing so, County Counsel enables its clients to carry out their responsibilities in a manner fully consistent with the law. The Risk Division manages general liability and workers' compensation programs, safety, ergonomics, and procures insurance.

Key Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Mid-Year
Number of Litigation matters opened/pending.	327	465	522
Number of Liability Claims opened/pending.	131	88	64
Number of new and returning assignments and percentage of completion within cycle of two weeks.	3,837 78%	3,565 72%	1,756 62%
Number of Workers' Compensation claims open or pending status.	940	946	922
Annual Average Workers' Compensation Costs per new claim.	$14,725	$14,853	$13,168

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$7,238,397	$9,104,543	$8,008,124	$9,092,834	$9,092,834	$(11,709)
Services and Supplies	$11,997,681	$15,299,433	$14,205,203	$17,596,740	$17,596,740	$2,297,307
Other Charges	$30,463,184	$24,554,866	$19,122,017	$22,927,912	$22,927,912	$(1,626,954)
Subtotal	$49,699,262	$48,958,842	$41,335,344	$49,617,486	$49,617,486	$658,644

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	$105,201	—	$115,931	—	—	—
Revenue from Use of Money & Property	$2,056,742	$1,315,147	$1,523,727	$1,284,649	$1,284,649	$(30,498)
Charges for Services	$35,096,995	$36,963,165	$37,008,051	$45,565,147	$45,565,147	$8,601,982
Miscellaneous Revenues	$4,435,748	$300,000	$1,001,330	$300,000	$300,000	—
Other Financing Sources	$5,343,866	—	$1,600,000	—	—	—
Subtotal	$47,038,552	$38,578,312	$41,249,039	$47,149,796	$47,149,796	$8,571,484
Fund Balance	$2,151,762	$7,262,452	$(2,642,576)	—	—	$(7,262,452)
General Fund Contributions	$508,948	$3,118,078	$2,728,881	$2,467,690	$2,467,690	$(650,388)
Total Source of Funds	$49,699,262	$48,958,842	$41,335,344	$49,617,486	$49,617,486	$658,644

Summary of Recommendation

The Fiscal Year (FY) 2021-22 Recommended Budget for the Office of the County Counsel is $49,617,486, financed by $47,149,796 in revenue and a General Fund Contribution (GFC) of $2,467,690. Expenditures in the Recommended Budget grew by $658,644 due to increases excess insurance costs, Third Party Administrator (TPA) fees, workers' compensation (WC) claims, General Liability (GL) claims, and the funding of GL Non-Recoverable Internal Service Fund (ISF), and a decrease in interfund reimbursements. Increased costs are offset by a decrease in Claim Judgements and an increase in the Countywide Cost Plan (COWCAP) credit. Cost increases in TPA, WC, and GL are allocated out. Revenue is estimated to grow by $8,571,484 as the GL Non-Recoverable ISF was not funded in FY 2020-21 at the actuarial recommended amount.

Budget Impacts

The Recommended Budget includes augmentations to provide funding for three Senior Deputy County Counsel and a Deputy County Counsel IV currently being underfilled to be filled at appropriate level. Also included is an augmentation ensuring appropriate funding for Grand Jury operations.

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. The Department may have to request additional funding during FY 2021-22 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 ISFs should be operating at an 80% confidence level after 10 years. The County programs have remained at 70% over the last 17 years.

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
County Counsel (COU001)	578,165	2,833,348	2,616,335	2,177,119	2,177,119	(656,229)	001	8057
Grand Jury (COU005)	169,253	429,977	429,977	446,769	446,769	16,792	001	8405
Risk Management (COU002)	0	(7,805)	0	0	0	7,805	001	8407
General Liability (COU003)	21,511,826	20,733,628	16,746,167	22,221,395	22,221,395	1,487,767	475	8408
Workers Compensation (COU004)	27,136,627	24,750,136	21,375,236	24,558,401	24,558,401	(191,735)	476	8409
Enterprise Risk (COU006)	303,390	219,558	167,629	213,802	213,802	(5,756)	001	8429
Subtotal	49,699,262	48,958,842	41,335,344	49,617,486	49,617,486	658,644		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
County Counsel	$578,165	$2,833,348	$2,616,335	$2,177,119	2,177,119	$(656,229)
Grand Jury	$169,253	$429,977	$429,977	$446,769	446,769	$16,792
Risk Management	—	$(7,805)	—	—	—	$7,805
General Liability	$21,511,826	$20,733,628	$16,746,167	$22,221,395	22,221,395	$1,487,767
Workers Compensation	$27,136,627	$24,750,136	$21,375,236	$24,558,401	24,558,401	$(191,735)
Enterprise Risk	$303,390	$219,558	$167,629	$213,802	213,802	$(5,756)
Subtotal	$49,699,262	$48,958,842	$41,335,344	$49,617,486	49,617,486	$658,644

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

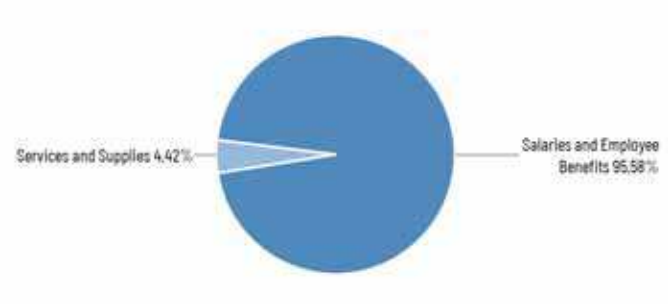
Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
11A04	COUNTY COUNSEL	1.00	1.00	1.00	0.00
12C38	ASSISTANT COUNTY COUNSEL	1.00	1.00	1.00	0.00
12C39	CHIEF ASSISTANT COUNTY COUNSEL	1.00	1.00	1.00	0.00
14B62	ASSOCIATE RISK & BENEFITS 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 ANLYST	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
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	1.00	0.00	0.00	0.00
39B21	DEPUTY COUNTY COUNSEL II	1.00	0.00	0.00	0.00
39B23	DEPUTY COUNTY COUNSEL IV	15.00	15.00	15.00	0.00
39B25	SENIOR DEPUTY COUNTY COUNSEL	4.00	4.00	4.00	0.00
74K50	SAFETY COORDINATOR/ INVESTIGATOR	3.00	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	1.00	0.00
80B26	LEGAL SECRETARY III	0.00	7.00	7.00	0.00
80B98	LEGAL SECRETARY-CONFIDENTIAL	5.00	0.00	0.00	0.00
80B99	SENIOR LEGAL SECRETARY-CONFIDIDENTIAL	2.00	0.00	0.00	0.00
99ZWC	ALLOCATION ON LOAN WORK COMP	10.00	10.00	10.00	0.00
	Total	56.00	54.00	54.00	0.00

Augmentation Request

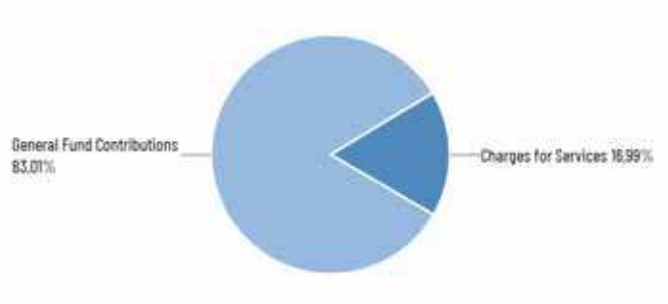
Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
1210	1210-8057-001-AUG1	Deputy County Counsel IV	Status Quo Other	42,971	-	42,971	-
1210	1210-8057-001-AUG2	Senior County Counsel	Status Quo Other	18,589	-	18,589	-
1210	1210-8057-001-AUG3	Senior County Counsel	Status Quo Other	18,589	-	18,589	-
1210	1210-8057-001-AUG4	Senior County Counsel	Status Quo Other	18,589	-	18,589	-
1210	1210-8405-001-AUG5	Civil Grand Jury	Status Quo Other	8,756	-	8,756	-
			Grand Total:	45,934	-	45,934	-

County Counsel Departmental

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$7,155,360	$9,017,381	$7,927,370	$9,004,130	$9,004,130	$(13,251)
Services and Supplies	$416,942	$718,218	$720,550	$416,848	$416,848	$(301,370)
Other Charges	$(6,994,137)	$(6,910,056)	$(6,031,585)	$(7,243,859)	$(7,243,859)	$(333,803)
Subtotal	$578,165	$2,825,543	$2,616,335	$2,177,119	$2,177,119	$(648,424)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	$105,201	—	$115,931	—	—	—
Charges for Services	$436,413	$357,000	$369,129	$370,000	$370,000	$13,000
Subtotal	$541,615	$357,000	$485,060	$370,000	$370,000	$13,000
General Fund Contributions	$36,551	$2,468,543	$2,131,275	$1,807,119	$1,807,119	$(661,424)
Total Source of Funds	$578,165	$2,825,543	$2,616,335	$2,177,119	$2,177,119	$(648,424)

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) 2021-22 Recommended Budget for County Counsel Departmental is $2,177,119, a decrease of $648,424. The decrease is primarily due to an increase in the Countywide Cost Plan (COWCAP) credit and a decrease cost in General Liability. The Recommended Budget includes $2,088,531 in expenditures for Risk Management, offset by reimbursements from the GL and WC Internal Service Funds (ISFs).

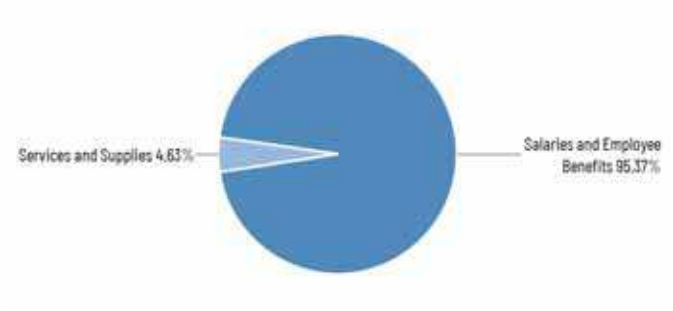
Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
County Counsel (COU001)	578,165	2,833,348	2,616,335	2,177,119	2,177,119	(656,229)	001	8057
Risk Management (COU002)	0	(7,805)	0	0	0	7,805	001	8407
Subtotal	578,165	2,825,543	2,616,335	2,177,119	2,177,119	(648,424)		

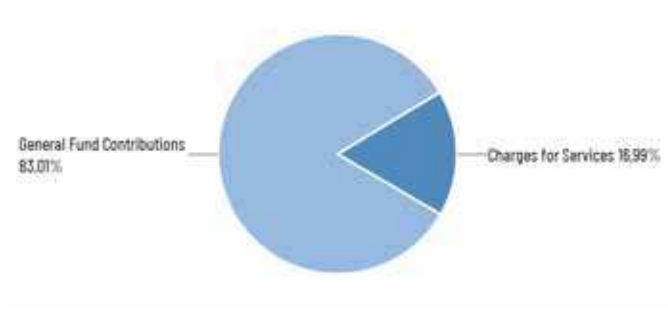
County Counsel

(Budget Unit 8057—Fund 001—Appropriation Unit COU001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$5,605,185	$6,806,286	$6,380,707	$6,993,195	$6,993,195	$186,909
Services and Supplies	$326,585	$654,324	$638,184	$339,252	$339,252	$(315,072)
Other Charges	$(5,353,605)	$(4,627,262)	$(4,402,556)	$(5,155,328)	$(5,155,328)	$(528,066)
Subtotal	$578,165	$2,833,348	$2,616,335	$2,177,119	$2,177,119	$(656,229)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	$105,201	—	$115,931	—	—	—
Charges for Services	$436,413	$357,000	$369,129	$370,000	$370,000	$13,000
Subtotal	$541,615	$357,000	$485,060	$370,000	$370,000	$13,000
General Fund Contributions	$36,551	$2,476,348	$2,131,275	$1,807,119	$1,807,119	$(669,229)
Total Source of Funds	$578,165	$2,833,348	$2,616,335	$2,177,119	$2,177,119	$(656,229)

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.

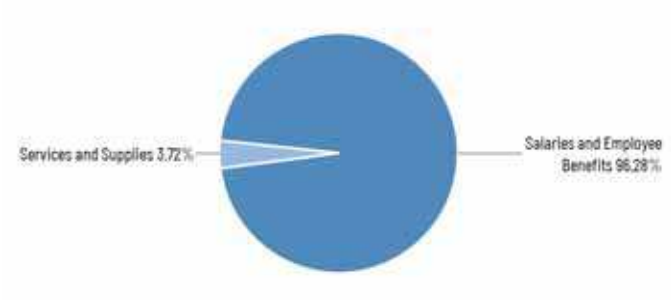
Recommended FY 2021-22 Positions

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
39B23	DEPUTY COUNTY COUNSEL IV	15.00
39B25	SENIOR DEPUTY COUNTY COUNSEL	4.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80B26	LEGAL SECRETARY III	7.00
	Total	32.00

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 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$1,550,175	$2,211,095	$1,546,663	$2,010,935	$2,010,935	$(200,160)
Services and Supplies	$90,356	$63,894	$82,366	$77,596	$77,596	$13,702
Other Charges	$(1,640,532)	$(2,282,794)	$(1,629,029)	$(2,088,531)	$(2,088,531)	$194,263
Subtotal	—	$(7,805)	—	—	—	$7,805

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	—	$(7,805)	—	—	—	$7,805
Total Source of Funds	—	$(7,805)	—	—	—	$7,805

Unit Description

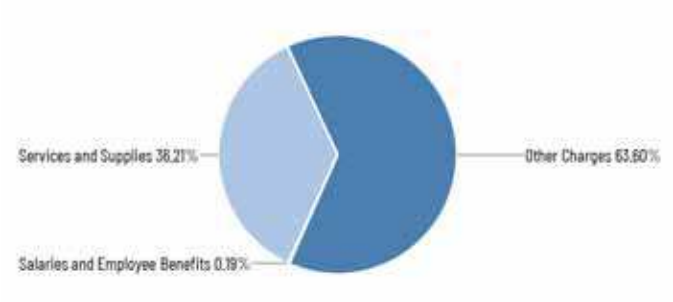
Risk Management oversees and manages County insurance programs, claims management, safety, ergonomics, contract risk review, and other risk transfer and loss control activities that protect the County and mitigate losses. Responsibilities of this Division include: management, oversight, and administration 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 2021-22 Positions

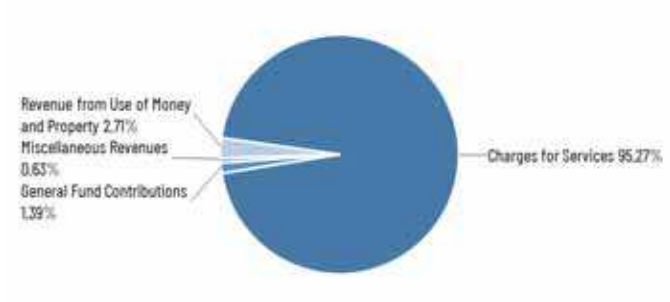
Classification Code	Classification Label	FTE
14B62	ASSOCIATE RISK & BENEFITS ANALYST	1.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00
14B64	PRINCIPAL RISK & BENEFITS ANALYST	1.00
14C31	MANAGEMENT ANALYST III	1.00
14C32	SAFETY OFFICER	1.00
14C85	WORKERS COMPENSATION MANAGER	1.00
14C86	ERGONOMICS MANAGER	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 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$83,037	$87,162	$80,754	$88,704	$88,704	$1,542
Services and Supplies	$11,580,739	$14,581,215	$13,484,653	$17,179,892	$17,179,892	$2,598,677
Other Charges	$37,457,321	$31,464,922	$25,153,602	$30,171,771	$30,171,771	$(1,293,151)
Subtotal	$49,121,097	$46,133,299	$38,719,009	$47,440,367	$47,440,367	$1,307,068

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$2,056,742	$1,315,147	$1,523,727	$1,284,649	$1,284,649	$(30,498)
Charges for Services	$34,660,582	$36,606,165	$36,638,922	$45,195,147	$45,195,147	$8,588,982
Miscellaneous Revenues	$4,435,748	$300,000	$1,001,330	$300,000	$300,000	—
Other Financing Sources	$5,343,866	—	$1,600,000	—	—	—
Subtotal	$46,496,938	$38,221,312	$40,763,979	$46,779,796	$46,779,796	$8,558,484
Fund Balance	$2,151,762	$7,262,452	$(2,642,576)	—	—	$(7,262,452)
General Fund Contributions	$472,397	$649,535	$597,606	$660,571	$660,571	$11,036
Total Source of Funds	$49,121,097	$46,133,299	$38,719,009	$47,440,367	$47,440,367	$1,307,068

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 $47,440,367 funded by revenues of $46,779,796 and a General Fund Contribution (GFC) of $660,571. Cost increases occurred in excess insurance, Third Party Administrator (TPA),and non-recoverable GL totaling $1,487,767.

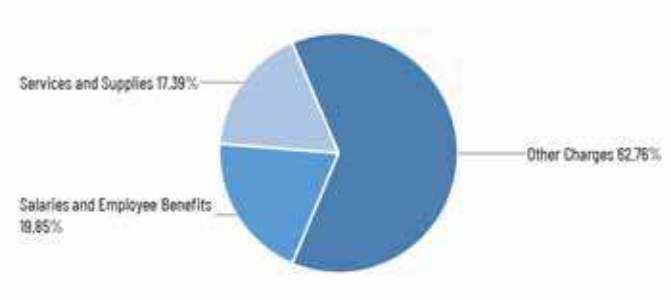
Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Grand Jury (COU005)	169,253	429,977	429,977	446,769	446,769	16,792	001	8405
General Liability (COU003)	21,511,826	20,733,628	16,746,167	22,221,395	22,221,395	1,487,767	475	8408
Workers Compensation (COU004)	27,136,627	24,750,136	21,375,236	24,558,401	24,558,401	(191,735)	476	8409
Enterprise Risk (COU006)	303,390	219,558	167,629	213,802	213,802	(5,756)	001	8429
Subtotal	49,121,097	46,133,299	38,719,009	47,440,367	47,440,367	1,307,068		

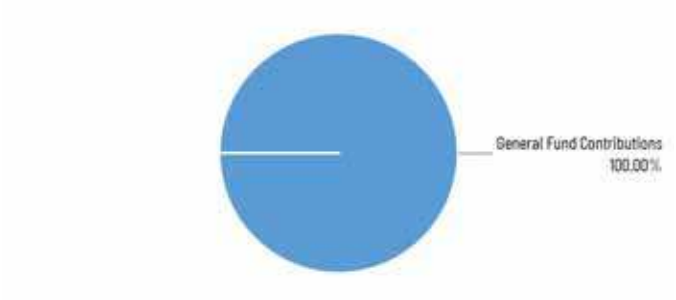
Grand Jury

(Budget Unit 8405—Fund 001—Appropriation Unit COU005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$83,037	$87,162	$80,754	$88,704	$88,704	$1,542
Services and Supplies	$76,552	$81,404	$87,812	$77,671	$77,671	$(3,733)
Other Charges	$9,664	$261,411	$261,411	$280,394	$280,394	$18,983
Subtotal	$169,253	$429,977	$429,977	$446,769	$446,769	$16,792

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Miscellaneous Revenues	$247	—	—	—	—	—
Subtotal	$247	—	—	—	—	—
General Fund Contributions	$169,006	$429,977	$429,977	$446,769	$446,769	$16,792
Total Source of Funds	$169,253	$429,977	$429,977	$446,769	$446,769	$16,792

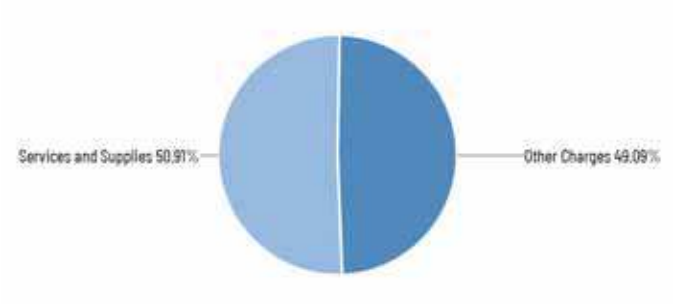
Unit Description

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.

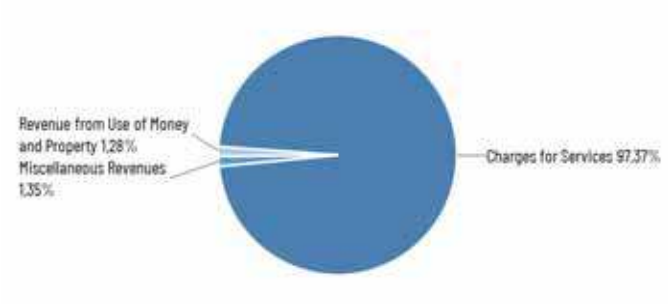
General Liability

(Budget Unit 8408—Fund 475—Appropriation Unit COU003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$6,521,236	$8,511,203	$8,639,673	$11,312,055	$11,312,055	$2,800,852
Other Charges	$14,990,591	$12,222,425	$8,106,494	$10,909,340	$10,909,340	$(1,313,085)
Subtotal	$21,511,826	$20,733,628	$16,746,167	$22,221,395	$22,221,395	$1,487,767

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$274,977	$315,147	$262,503	$284,649	$284,649	$(30,498)
Charges for Services	$13,910,096	$12,858,165	$12,890,922	$21,636,746	$21,636,746	$8,778,581
Miscellaneous Revenues	$2,117,722	$300,000	$205,887	$300,000	$300,000	—
Other Financing Sources	$5,343,866	—	$1,600,000	—	—	—
Subtotal	$21,646,661	$13,473,312	$14,959,312	$22,221,395	$22,221,395	$8,748,083
Fund Balance	$(134,835)	$7,260,316	$1,786,855	—	—	$(7,260,316)
General Fund Contributions	$0	—	—	—	—	—
Total Source of Funds	$21,511,826	$20,733,628	$16,746,167	$22,221,395	$22,221,395	$1,487,767

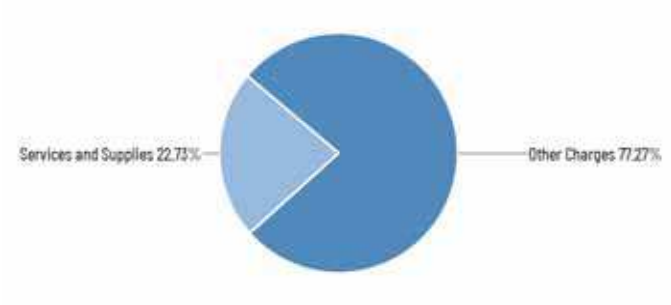
Unit Description

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 2021-22. 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.

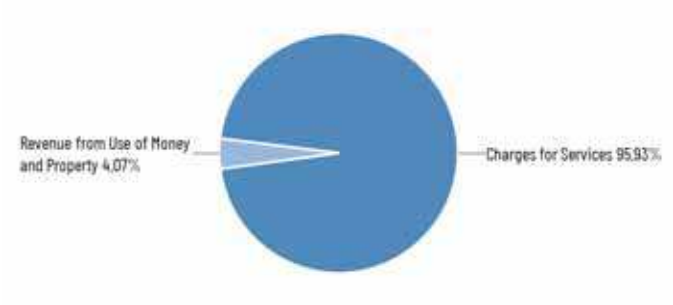
Workers Compensation

(Budget Unit 8409—Fund 476—Appropriation Unit COU004)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$4,662,054	$5,775,328	$4,595,817	$5,582,397	$5,582,397	$(192,931)
Other Charges	$22,474,573	$18,974,808	$16,779,419	$18,976,004	$18,976,004	$1,196
Subtotal	$27,136,627	$24,750,136	$21,375,236	$24,558,401	$24,558,401	$(191,735)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$1,781,764	$1,000,000	$1,261,224	$1,000,000	$1,000,000	—
Charges for Services	$20,750,486	$23,748,000	$23,748,000	$23,558,401	$23,558,401	$(189,599)
Miscellaneous Revenues	$2,317,779	—	$795,443	—	—	—
Subtotal	$24,850,029	$24,748,000	$25,804,667	$24,558,401	$24,558,401	$(189,599)
Fund Balance	$2,286,597	$2,136	$(4,429,431)	—	—	$(2,136)
General Fund Contributions	$0	—	—	—	—	—
Total Source of Funds	$27,136,627	$24,750,136	$21,375,236	$24,558,401	$24,558,401	$(191,735)

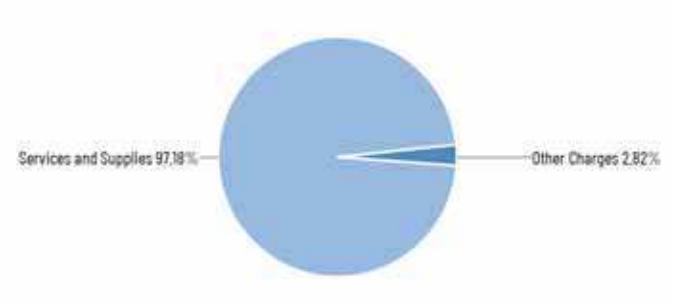
Unit Description

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.

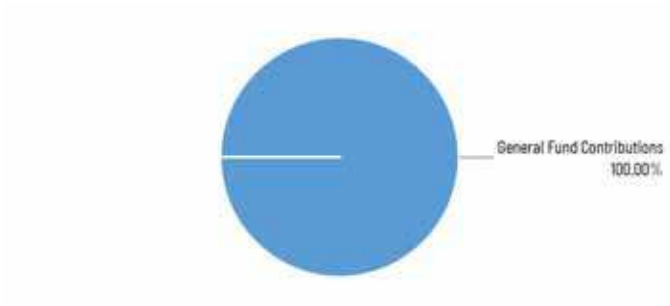
Enterprise Risk

(Budget Unit 8429—Fund 001—Appropriation Unit COU006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$320,897	$213,280	$161,351	$207,769	$207,769	$(5,511)
Other Charges	$(17,507)	$6,278	$6,278	$6,033	$6,033	$(245)
Subtotal	$303,390	$219,558	$167,629	$213,802	$213,802	$(5,756)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	$303,390	$219,558	$167,629	$213,802	$213,802	$(5,756)
Total Source of Funds	$303,390	$219,558	$167,629	$213,802	$213,802	$(5,756)

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.

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Clerk of the Board

Departmental Overview:

The Clerk of the Board of Supervisors (COB) performs duties as provided in the California Government Code and/or by formal directives of the Board of Supervisors through the County Administrative Office (CAO). The Clerk of the Board strives to provide the highest level of customer service to the public, County departments and public agencies. The COB preserves the integrity of the local legislative process by issuing notices of pending matters and decisions made by the legislative body to assure timely access to information by the public.

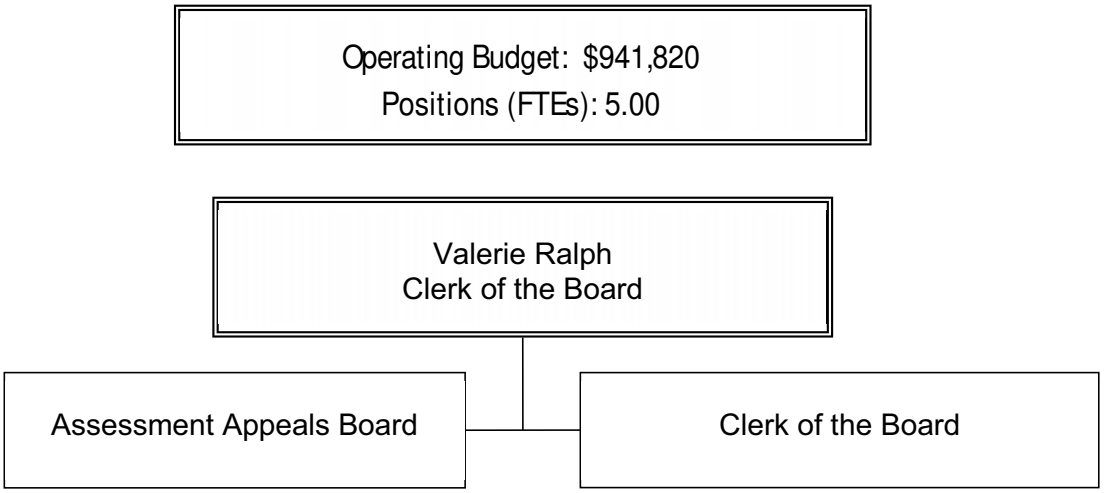
Programs and Functions:

The COB's Office is responsible for carrying out mandated functions including, but not limited to: supporting the Board of Supervisors and County departments in the Board agenda process; maintaining and archiving County records; managing boards, commission and special district appointments and related Maddy Act posting of vacancies; serving as Filing Officer for Statements of Economic Interests Fair Political Practices Commission (Form 700); serving as Administrative Officer in the processing of Assessment Appeals applications and acting as Clerk to the Assessment Appeals Board; serving as Secretary to the City Selection Committee; receiving and responding to Public Records Act Requests; serving as Clerk to various other special districts; and providing administrative support for land use appeals and Williamson Act applications.

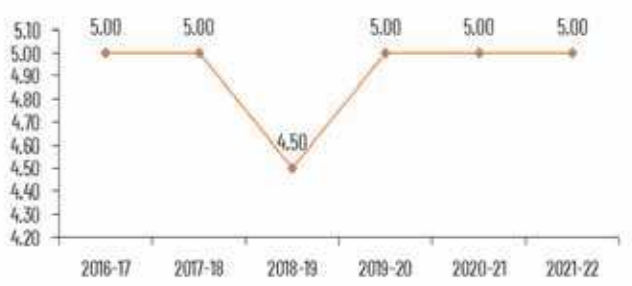
Department's Contributions to Monterey County's Strategic Initiatives:

ADMINISTRATION

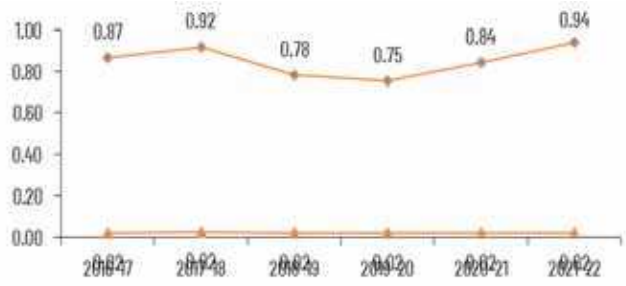
Promote an organization that practices efficient and effective resource management and is recognized for responsiveness, strong customer orientation, accountability, and transparency. The COB also uses innovative technologies and other resources, and provides timely public access to information.



Staffing Trends



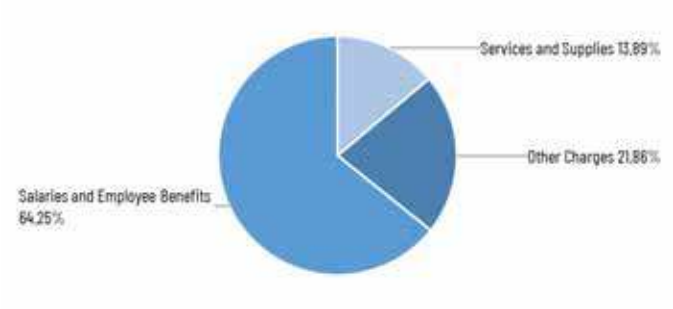
Expenditure/Revenue History (in millions)



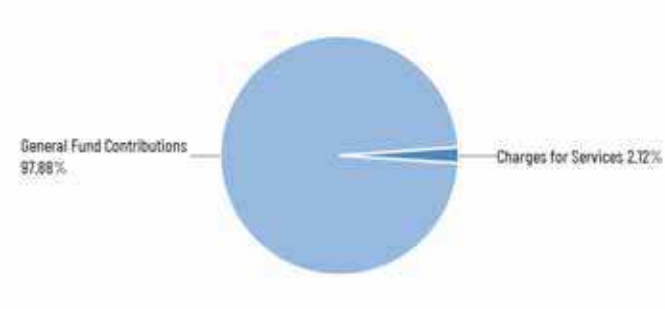
The Clerk of the Board (COB) is the keeper of public trust, facilitating access to information through technology, transparency and excellent customer service. The COB is committed to providing excellent customer service and access to information.

Key Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Mid-Year
Number of Regular, Special, and BOS governed Agencies and Special District meeting Agendas posted pursuant to Brown Act's 72 hour requirement	124	153	110
Number of applications for changed assessments received and processed.	447	546	418
Percent of Assessment Appeals reconciled within the two-year time period. Target = 100%	100%	100%	100%
Number of Public Record Act Requests received (PRAR).	42	40	43
FPPC - Number of Form 700s processed received and processed (hard copy).	564	308	133
Number of Boards, Committees & Commission appointments processed and posted pursuant to the Maddy Act.	171	143	167

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$511,342	$650,413	$564,970	$605,123	$605,123	$(45,290)
Services and Supplies	$132,116	$130,545	$118,069	$130,804	$130,804	$259
Other Charges	$110,554	$161,239	$161,239	$205,893	$205,893	$44,654
Subtotal	$754,012	$942,197	$844,278	$941,820	$941,820	$(377)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	$21,944	$20,000	$20,000	$20,000	$20,000	—
Subtotal	$21,944	$20,000	$20,000	$20,000	$20,000	—
General Fund Contributions	$732,068	$922,197	$824,278	$921,820	$921,820	$(377)
Total Source of Funds	$754,012	$942,197	$844,278	$941,820	$941,820	$(377)

Summary of Recommendation

The Recommended Budget for the Clerk of the Board (COB) includes $941,820 in appropriations, financed by $20,000 in revenue associated with assessment appeals filings, and a General Fund Contribution (GFC) of $921,820. Expenditures decreased by $377.

Budget Impacts

There are no budget impacts.

Prior Year Accomplishments

Enhanced Public Portal website page for a more modern look, ADA compliance, and added an agenda packet and Google Translate option for access in other languages.

Created a New User Guide for how to navigate Public Portal for accessing calendars and records online. Moved and cleaned up 50,000 historical records with IT's assistance from the old Q & A database to Public Portal website page allowing access to older records for online searchers.

Hosted seven (7) Granicus' Legistar trainings with vendor for all departments providing for one subject matter expert in each department and implemented training environments for Legistar, Media Manager and Insite to train and test.

Cleaned up hundreds of videos in the Media Manager archives allowing for an organized and accessible uniformed set-up and added hundreds of video clips to Legistar providing online accessibility of old Board of Supervisors meeting videos in the public facing portal.

Held two (2) annual Form 700 training with Netfile vendor and created a cheat sheet for liaison reference when accessing Netfile.

Began review of receiving electronic payments for Assessment Appeals fling fees and copies.

Trained and worked with the Water Resources Clerk to create five (5) new agendas in Legistar Administration. Kicked off Board Chambers Media/Audio Upgrade project with IT for future enhancements to the Board Chambers.

Transitioned smoothly to new work schedules for both onsite and telecommuting team members due to COVID-19 while maintaining constant communications.

Budget Year Goals

Review manual processes for the Assessment Appeals Board and make site visits to other counties to review and start implementation of 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 Board of Supervisors records through online resources, including continued enhancements to the Board's records management system.

Clean up Boards, Commissions and Committee records in Legistar and on public website; and purge and destroy Assessment Appeals records 5 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 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Assessment Appeals Board (COB001)	12,928	18,830	18,830	31,801	31,801	12,971	001	8019
Clerk of the Board (COB001)	741,084	923,367	825,448	910,019	910,019	(13,348)	001	8020
Subtotal	754,012	942,197	844,278	941,820	941,820	(377)		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Assessment Appeals Board	$12,928	$18,830	$18,830	$31,801	31,801	$12,971
Clerk of the Board	$741,084	$923,367	$825,448	$910,019	910,019	$(13,348)
Subtotal	$754,012	$942,197	$844,278	$941,820	941,820	$(377)

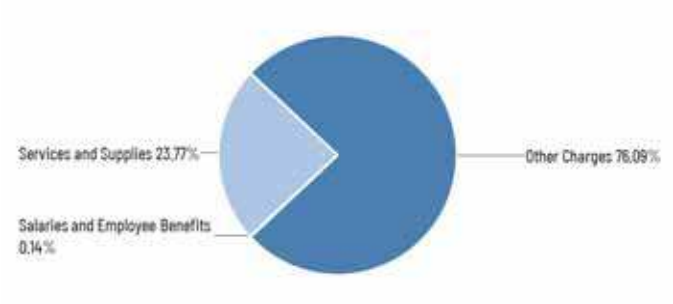
Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
11A30	CLERK OF THE BOARD OF SUPERVISORS	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	1.00	0.00
80E83	BOARD OF SUPERVISORS CLERK	3.00	3.00	3.00	0.00
	Total	5.00	5.00	5.00	0.00

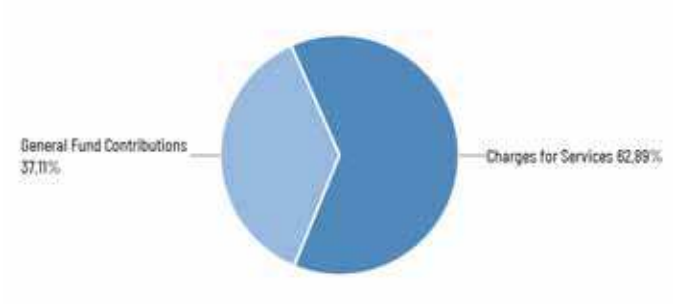
Assessment Appeals Board

(Budget Unit 8019—Fund 001—Appropriation Unit COB001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$685	—	—	$44	$44	$44
Services and Supplies	$6,661	$8,322	$8,322	$7,560	$7,560	$(762)
Other Charges	$5,583	$10,508	$10,508	$24,197	$24,197	$13,689
Subtotal	$12,928	$18,830	$18,830	$31,801	$31,801	$12,971

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	$21,564	$20,000	$20,000	$20,000	$20,000	—
Subtotal	$21,564	$20,000	$20,000	$20,000	$20,000	—
General Fund Contributions	$(8,636)	$(1,170)	$(1,170)	$11,801	$11,801	$12,971
Total Source of Funds	$12,928	$18,830	$18,830	$31,801	$31,801	$12,971

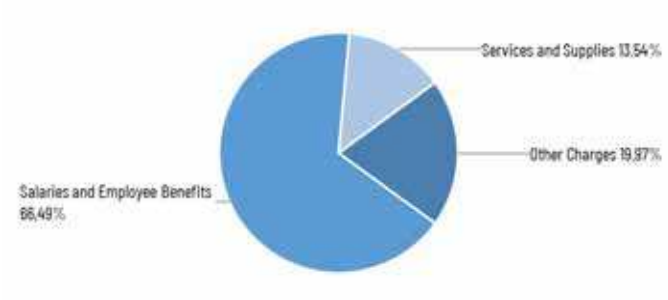
Unit Description

The Assessment Appeals Board (AAB) performs the following duties: accepts applications for changed assessments; reviews applications to ensure they meet the requirements of the State Property Tax Rule 305; provides access to filed assessment appeals applications and related correspondence to the Assessor; responds to taxpayer inquiries regarding assessment appeals applications and hearing procedures; schedules hearings before the AAB and provides public notice of meeting dates; prepares meeting agendas and provides required notice of scheduled hearing dates to applicants, their representatives and the Assessor; attends AAB meetings; maintains evidence submitted at hearings; prepares post meeting minutes; processes stipulations and withdrawals; transmits Findings of Facts as required; and delivers Statement of Changes to the Auditor-Controller's Office.

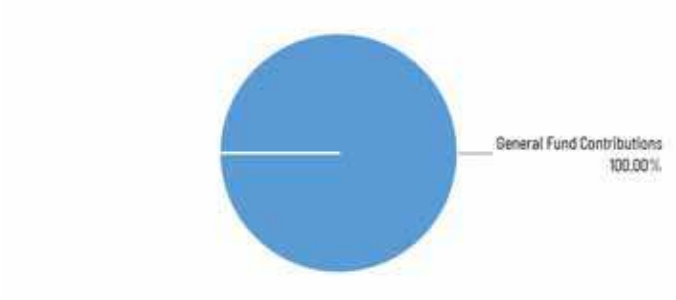
Clerk of the Board

(Budget Unit 8020—Fund 001—Appropriation Unit COB001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$510,657	$650,413	$564,970	$605,079	$605,079	$(45,334)
Services and Supplies	$125,456	$122,223	$109,747	$123,244	$123,244	$1,021
Other Charges	$104,971	$150,731	$150,731	$181,696	$181,696	$30,965
Subtotal	$741,084	$923,367	$825,448	$910,019	$910,019	$(13,348)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	$380	—	—	—	—	—
Subtotal	$380	—	—	—	—	—
General Fund Contributions	$740,704	$923,367	$825,448	$910,019	$910,019	$(13,348)
Total Source of Funds	$741,084	$923,367	$825,448	$910,019	$910,019	$(13,348)

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 2021-22 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

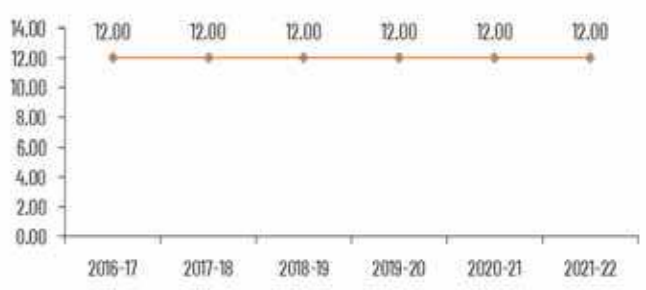
Elections supports the Board Strategic Initiative of Administration by conducting transparent elections that are accountable to both the integrity of the process and to the public. To fulfill the mission, the Department recruits and trains a large, diverse, skilled workforce to offer innovative, cost-effective services that positively impact local agencies and voters while streamlining resources.

Operating Budget: $5,396,754
Positions (FTEs): 12.00

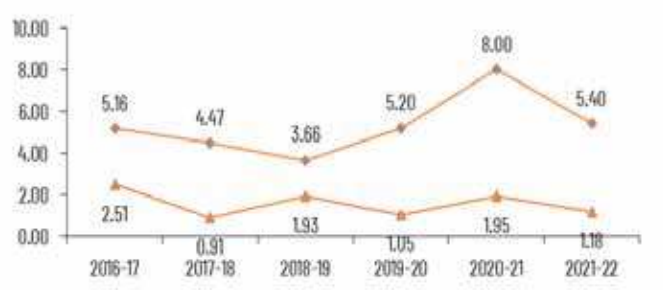
Claudio E. Valenzuela
Registrar of Voters

Elections

Staffing Trends



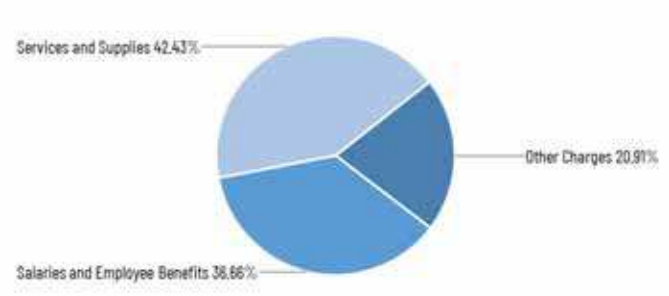
Expenditure/Revenue History (in millions)



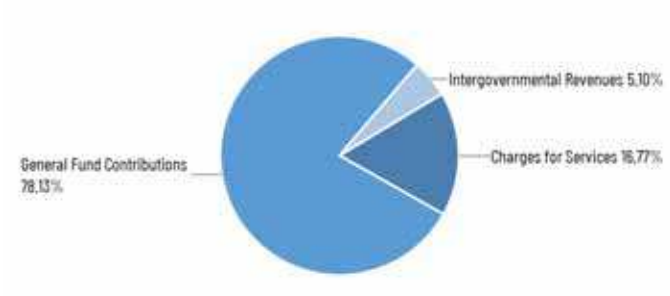
Monterey County Elections serves voters in the administration of elections. Outreach efforts work to educate and empower these voters and those who are eligible to register to vote but have not yet done so; especially those who are underrepresented in the voting population.

Key Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Mid-Year
Number of registered voters.	187,286	195,245	206,917
Percent of voter turnout.	62.8%	46.9%	80.2%
Number of presentations to community organizations in target groups and areas. Target = 75	95	67	61
Outreach delivered to target areas (low registration and participation). Target = 100%	100%	89%	81%

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$1,676,673	$2,036,148	$2,059,155	$1,978,273	$1,978,273	$(57,875)
Services and Supplies	$2,454,599	$3,485,008	$3,885,324	$2,290,086	$2,290,086	$(1,194,922)
Other Charges	$1,072,015	$1,915,284	$1,915,284	$1,128,395	$1,128,395	$(786,889)
Capital Assets	—	—	$138,035	—	—	—
Subtotal	$5,203,287	$7,436,440	$7,997,798	$5,396,754	$5,396,754	$(2,039,686)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$684,080	$268,229	$729,122	$275,229	$275,229	$7,000
Charges for Services	$369,507	$1,105,000	$905,000	$905,000	$905,000	$(200,000)
Miscellaneous Revenues	—	—	$311,022	—	—	—
Subtotal	$1,053,587	$1,373,229	$1,945,144	$1,180,229	$1,180,229	$(193,000)
General Fund Contributions	$4,149,700	$6,063,211	$6,052,654	$4,216,525	$4,216,525	$(1,846,686)
Total Source of Funds	$5,203,287	$7,436,440	$7,997,798	$5,396,754	$5,396,754	$(2,039,686)

Summary of Recommendation

The Recommended Budget for the Elections Department is $5,396,794, financed by $1,180,229 in revenue and $4,216,525 in general fund contribution (GFC). The Recommended Budget represents an appropriation decrease of $2,039,686 primarily due to lower cost plan charges and lower anticipated expenditures for a scheduled Primary Election in June of 2022 rather than the Presidential General Election that occurred in the current fiscal year.

The Recommended Budget includes a decrease in GFC of $1,846,686 and revenues of $193,000 from the previous year due to an anticipated smaller Primary Election when compared to a 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 in a given year.

Budget Impacts

State law mandates local agencies reimburse the County for all election services; however, there is no mandate for the State to reimburse counties for conducting state or federal elections. Funding of the scheduled Statewide Primary in 2022 must be provided by the General Fund, though local revenues may offset a portion of costs. In addition, in the event of a special statewide election, the Department must still comply with all mandates and regulations related to election administration.

Due to COVID-19 related delays in the census which resulted in a later reporting period for district boundaries, the Department may have to increase resources to implement boundaries in the Election Management System in a shortened period of time. These unknowns cause budget uncertainties for the upcoming fiscal year.

Prior Year Accomplishments

The Department is positioned to conduct scheduled and unscheduled elections. These elections are conducted in compliance with federal, state and local laws. This remains to be the Department's primary functional goal and is therefore ongoing. The Department successfully administered the November 3, 2020 Presidential Election during a pandemic. This was an unprecedented challenge that required the utmost attention to health and safety as well as maintaining the security of the election.

The Department had record registration this year, with 206,917 registered voters. The Presidential Election had a turnout of 80%. For the first time in history, every voter received a mail-in ballot. This major change required advanced planning, increased staff to process the returns, and absolute attention to detail and organization. The Department processed 154,584 mail in ballots and was able to certify the election in advance of the deadline.

The Department conducted the election without a single outbreak of COVID-19. The Measures to ensure safety while conducting a high-turnout election in an unprecedented pandemic event included: the implementation of several pieces of urgency legislation and two executive orders, the addition of one satellite location; the implementation of a queue application to minimize the need for a physical queue; an outdoor voting and candidate filing area; remote training, seminars, outreach events, and filing; adding a ballot on demand system to ensure adequate ballot supplies; and expanding partnerships with outside agencies including the Monterey County Free Libraries and municipal libraries to offer additional ballot return locations.

The Department received two grants totaling $881,628. The first federal grant was used for increased expenses related to the coronavirus. The most significant increases were associated with facilities, staffing, and equipment. The second private grant was used for planning and operationalizing safe and secure elections. Each of these grants helped the department absorb additional expenses as a result of the pandemic.

The Department maintains 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 and the Precinct Services Program Manager serves on the Voter Accessibility Advisory Committee. Additional staff members are actively participating in CACEO committees working on association bylaws and constitution, voting accessibility, language services, and petition standardization.

Budget Year Goals

Conduct the scheduled June 2022 Primary Election.

Undertake the re-precincting of jurisdictions following their respective decennial redistricting. Additionally, the Department will coordinate the implementation of new trustee area or by-district offices for several jurisdictions.

Pending Issues

SPECIAL ELECTIONS

The potential for a Special Statewide Election to occur within the next fiscal year remains unknown. Historically, elections conducted on behalf of the State have not been reimbursable. It is unknown at this time to what extent, if any, the Department will be reimbursed should a statewide recall election occur in the fiscal year.

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. Current Help America Vote Act (HAVA) grant funds, to finance voting technology, are set to expire in June of 2022.

NEW LAW

The state continues to introduce and pass legislation that would require additional technology and services at polling places around the County. Special urgency legislation continues to be passed in response to residual impact from COVID-19. This includes a delay in district boundary reports that may possibly impact the 2022 Primary Election. Further, H.R. 1- For the People Act of 2021, at the federal level has the potential to have significant impact to the Department and the administration of elections, in particular with regard to voting systems. The Department continues to participate in the CACEO Legislative Committee as new legislation affecting Elections is introduced and in discussions surrounding the administration of elections considering a continued global pandemic.

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 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Elections (ELE001)	5,203,287	7,436,440	7,997,798	5,396,754	5,396,754	(2,039,686)	001	8064
Subtotal	5,203,287	7,436,440	7,997,798	5,396,754	5,396,754	(2,039,686)		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Elections	$5,203,287	$7,436,440	$7,997,798	$5,396,754	5,396,754	$(2,039,686)
Subtotal	$5,203,287	$7,436,440	$7,997,798	$5,396,754	5,396,754	$(2,039,686)

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	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	-

Elections

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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, Probation Department, 11 of the 12 incorporated city police departments, fire agencies for all 12 cities, three County fire districts, 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 (9-1-1 Services Agreement).

Programs and Functions:

The ECD is the primary Public Safety Answering Point (PSAP) for the County of Monterey. The ECD provides all emergency and non-emergency call-taking services and dispatch of law enforcement and fire field units including status reporting and associated activity for after-hours dispatch of the public works crews. The ECD also provides and maintains consoles and associated radio dispatch equipment located in its communications center.

As defined in the billing formula in the 911 Services Agreement, costs for dispatch and call-taking services are calculated through an equally weighted, three-factor allocation ratio of Assessed Property Value, Population, and Workload. Each dollar of expense for operating the emergency communications center is paid for by approximately 30 cents of County funding and 70 cents in user agency revenue. The County funding represents the cost of service provided to the Probation Department, the Sheriff's Office, and a 90% subsidy to fire districts. The ECD also bills users of the Countywide Next Generation Radio System (NGEN) for Operations & Maintenance (O&M) costs. These costs are billed to 26 agencies based on the percentage of radios in use.

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.

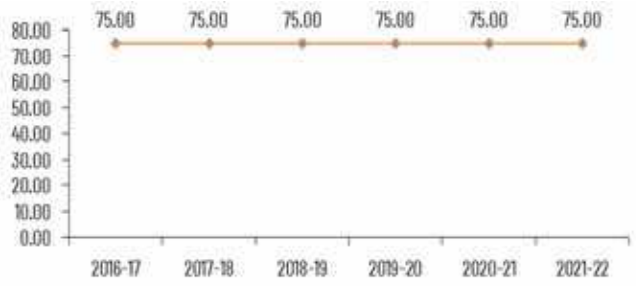
MONTEREY COUNTY
EMERGENCY COMMUNICATIONS
9-1-1

Operating Budget: $14,150,056
Positions (FTEs): 75.00

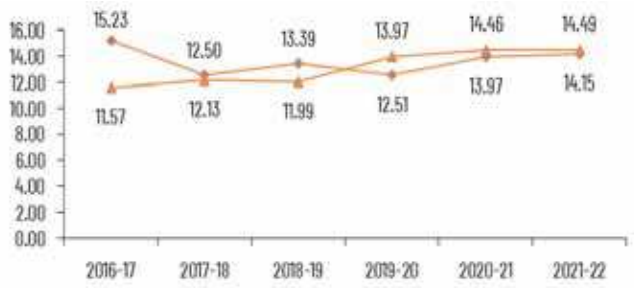
Lee Ann Magoski
Director

Emergency Communications

Staffing Trends



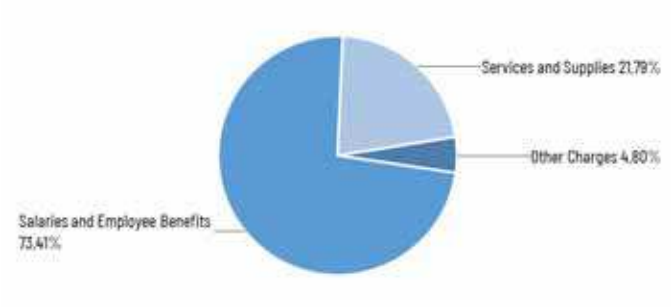
Expenditure/Revenue History (in millions)



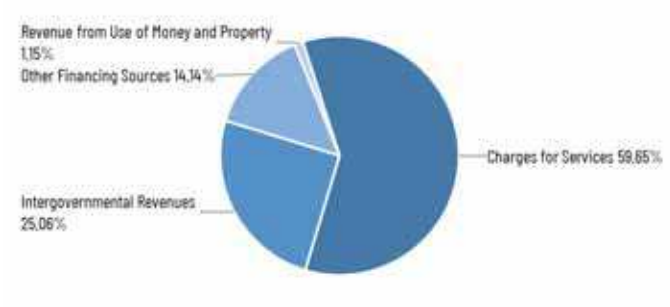
The Department operates a countywide, consolidated emergency communications center answering 9-1-1 (to include text-to-911) and non-emergency calls and providing law enforcement, fire protection, and emergency medical dispatch services.

Key Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Mid-Year
Number of emergency calls answered.	177,872	179,078	139,969
Number of non-emergency calls answered.	563,389	523,173	398,727
Number of Emergency calls requiring language translation services provided.	9,011	9,443	6,511
Percentage of emergency calls answered within 15 seconds. Target = 95%	94.64%	95.54%	92.85%
Number of law enforcement service calls generated.	504,513	456,777	314,381
Number of fire protection service calls generated.	51,825	49,524	36,853
Number of Text to 9-1-1 Calls received	1,260	2,204	1,474

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$9,498,758	$9,954,555	$9,975,563	$10,387,285	$10,387,285	$432,730
Services and Supplies	$2,724,787	$2,960,099	$2,760,695	$3,083,313	$3,083,313	$123,214
Other Charges	$281,811	$1,237,545	$1,237,545	$679,458	$679,458	$(558,087)
Subtotal	$12,505,357	$14,152,199	$13,973,803	$14,150,056	$14,150,056	$(2,143)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$140,746	$133,600	$144,000	$167,046	$167,046	$33,446
Intergovernmental Revenues	$3,574,520	$3,680,859	$3,637,676	$3,631,177	$3,631,177	$(49,682)
Charges for Services	$7,587,302	$8,734,919	$8,734,919	$8,642,794	$8,642,794	$(92,125)
Miscellaneous Revenues	$7,496	—	$5,000	—	—	—
Other Financing Sources	$2,655,814	$1,939,788	$1,939,788	$2,048,539	$2,048,539	$108,751
Subtotal	$13,965,878	$14,489,166	$14,461,383	$14,489,556	$14,489,556	$390
Fund Balance	$(1,181,967)	$(336,967)	$(487,580)	$(339,500)	$(339,500)	$(2,533)
General Fund Contributions	$(278,554)	—	—	—	—	—
Total Source of Funds	$12,505,357	$14,152,199	$13,973,803	$14,150,056	$14,150,056	$(2,143)

Summary of Recommendation

The Fiscal Year (FY) 2021-22 Recommended Budget for the Emergency Communications Department is $14,150,056 financed by $14,489,556 in revenue, including a County contribution of $2,048,539 included as an operating transfer in. The surplus budgeted revenue will be collected and held in the Department's strategic reserve. Expenditures decreased $1,403 from FY 2020-21 primarily due to reduced Countywide Cost Allocation Plan (COWCAP) costs which were partially offset by increased nondiscretionary personnel costs such as step increases, pension contributions, and health insurance premiums.

The Recommended Budget for the Emergency Communications Department includes two Special Revenue Funds and one Capital Project Fund.

Special Revenue Fund 028: The Dispatch Operations Fund has a FY 2021-22 Recommended Budget of $12,544,055 where approximately 70% of the operational costs are shared by non-County user agencies.

Special Revenue Fund 026: The Next Generation (NGEN) Radio System Operations and Maintenance Fund has an FY 2021-22 Recommended Budget of $1,606,001. This budget is created by the Information Technology Department (ITD), based on estimated costs related to the maintenance and operation of the NGEN Radio System then is reviewed by the ECD Executive Board. ITD controls expenditures within the established budget and recovers the costs from the Emergency Communications Department, who bills the user agencies.

Capital Project Fund 405: There is no budget for this fund in FY 2021-22. The initial buildout of the NGEN system is complete and this fund is held open for future system upgrades.

Budget Impacts

There are no budget impacts.

Prior Year Accomplishments

During FY 2019-20 the Dispatch Center received 702,251 calls of which 179,078 were 9-1-1 calls. 95.6% of 9-1-1 calls were answered in 15 seconds or less.

Dispatch billing was successfully transitioned from annual collections in arrears of each fiscal year to quarterly billing in advance of each quarter and consequently maintained positive cash balance during the current fiscal year. This change was made to avoid negative cash balance resulting from incurring expenses first and billing at the end of the year, which ultimately resulted in interest costs to the user agencies.

The Department implemented a new phone system with 5 years of included maintenance and support. A majority of the phone system was funded by the State of California with a minimal cost charged to the County and users of the Dispatch Center. This system was purchased in the prior year, but implementation was delayed due to the COVID19 pandemic. The new phone system has improved call flow allowing emergency calls to be prioritized in an efficient manner which also includes text to 9-1-1 integration.

To ensure the highest level of service, the Department has built out a second dispatch center at an alternative location. While not fully redundant, the second location is able to take 9-1-1 and nonemergency calls and provide dispatch service for all user agencies. This brings the Department one step closer to creating a permanent backup location that will stand-alone if any disaster makes the primary dispatch center unusable. Since December 2020, the Department has housed some dispatch operations from the alternative location to provide social distancing to staff.

The implementation of a new recorder system to record all calls and radio traffic was completed. This system maintains records of all telephone and radio communication for one full year plus the current year.

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 of recruiting, hiring, and training to fill existing vacancies which will reduce mandatory overtime.

Complete the backup dispatch center by making it a fully redundant dispatch center that will operate even if the primary dispatch center is offline. This will make Monterey County a regional backup center than can be used by any PSAP in the region if their primary location becomes unusable.

Develop and execute a NGEN Operations and Maintenance Agreement in partnership with ITD. The Next Generation (NGEN) Radio System agreements to date have been focused on the initial buildout of the system. Currently, NGEN O&M costs are billed under the authority of the 9-1-1 Services Agreement but this is an interim measure until a standalone agreement is in place. This agreement will cover NGEN System governance, technical oversight, and fiscal administration.

Continue to find technological efficiencies that add value to the goals of public safety agencies in the County of Monterey.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Emergency Communication (EME002)	8,627	740	740	0	0	(740)	405	8426
NGEN Operations & Maintenance (EME003)	717,366	1,606,001	1,453,891	1,606,001	1,606,001	0	026	8480
Emergency Communications (EME004)	11,779,363	12,545,458	12,519,172	12,544,055	12,544,055	(1,403)	028	8507
Subtotal	12,505,357	14,152,199	13,973,803	14,150,056	14,150,056	(2,143)		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Emergency Communication	$8,627	$740	$740	—	—	$(740)
NGEN Operations & Maintenance	$717,366	$1,606,001	$1,453,891	$1,606,001	1,606,001	—
Emergency Communications	$11,779,363	$12,545,458	$12,519,172	$12,544,055	12,544,055	$(1,403)
Subtotal	$12,505,357	$14,152,199	$13,973,803	$14,150,056	14,150,056	$(2,143)

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	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	1.00	1.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80S01	COMMUNICATIONS DISPATCHER I	6.00	6.00	6.00	0.00
80S21	COMMUNICATIONS DISPATCHER II	50.00	49.00	50.00	1.00
80S22	EMERGENCY COMMUNICATIONS SHIFT SUPERVISOR	10.00	10.00	10.00	0.00
80S26	EMERGENCY COMMUNICATIONS OPERATIONS SUPERVISOR	1.00	1.00	0.00	(1.00)
	Total	75.00	75.00	75.00	0.00

Augmentation Request

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
1520	1520-8507-028-AUG1	Meet Executive Board Recommendation	Restore Vacant Position	-	7.00	-	7.00
			Grand Total:	-	7.00	-	7.00

Emergency Communication

(Budget Unit 8426—Fund 405—Appropriation Unit EME002)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Charges	$8,627	$740	$740	—	—	$(740)
Subtotal	$8,627	$740	$740	—	—	$(740)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$21,136	—	—	—	—	—
Subtotal	$21,136	—	—	—	—	—
Fund Balance	$(12,509)	$740	$740	—	—	$(740)
General Fund Contributions	$0	—	—	—	—	—
Total Source of Funds	$8,627	$740	$740	—	—	$(740)

Unit Description

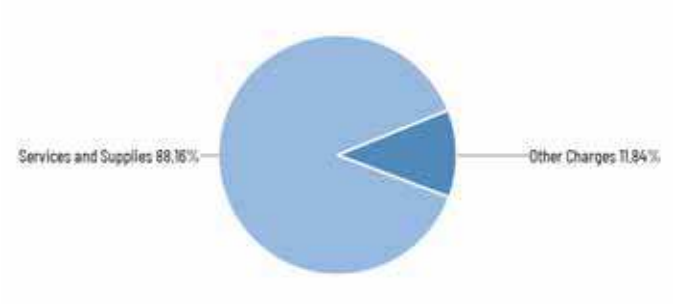
This Capital Project Fund is for the buildout of the infrastructure for the County-wide Next Generation (NGEN) Radio System Project.

This project has been completed and has no Recommended Budget in FY2021-22. This Fund is being held open for future NGEN System upgrade projects.

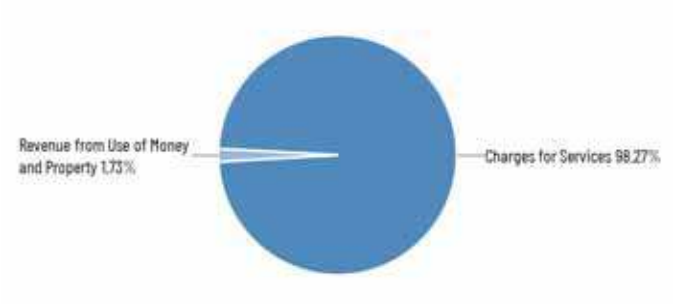
NGEN Operations & Maintenance

(Budget Unit 8480—Fund 026—Appropriation Unit EME003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$1,007,539	$1,352,110	$1,200,000	$1,415,919	$1,415,919	$63,809
Other Charges	$(290,173)	$253,891	$253,891	$190,082	$190,082	$(63,809)
Subtotal	$717,366	$1,606,001	$1,453,891	$1,606,001	$1,606,001	—

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$31,901	—	—	$27,800	$27,800	$27,800
Charges for Services	$820,413	$1,606,001	$1,606,001	$1,578,201	$1,578,201	$(27,800)
Subtotal	$852,314	$1,606,001	$1,606,001	$1,606,001	$1,606,001	—
Fund Balance	$(134,948)	—	$(152,110)	—	—	—
General Fund Contributions	$(0)	—	—	—	—	—
Total Source of Funds	$717,366	$1,606,001	$1,453,891	$1,606,001	$1,606,001	—

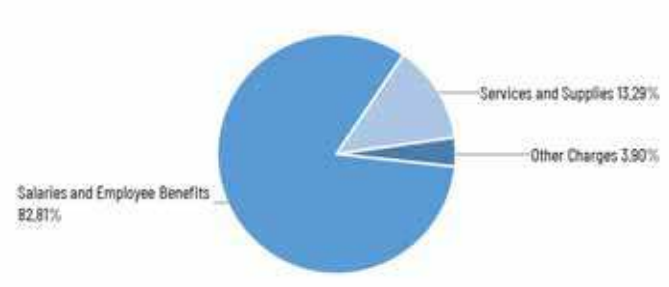
Unit Description

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. ITD incurs the expenses and then recovers funds from ECD, who is responsible for billing the system users.

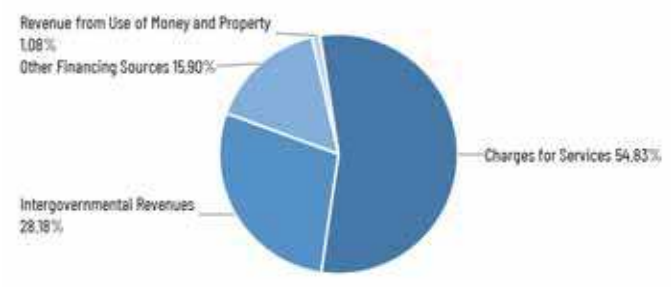
Emergency Communications

(Budget Unit 8507—Fund 028—Appropriation Unit EME004)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$9,498,758	$9,954,555	$9,975,563	$10,387,285	$10,387,285	$432,730
Services and Supplies	$1,717,248	$1,607,989	$1,560,695	$1,667,394	$1,667,394	$59,405
Other Charges	$563,357	$982,914	$982,914	$489,376	$489,376	$(493,538)
Subtotal	$11,779,363	$12,545,458	$12,519,172	$12,544,055	$12,544,055	$(1,403)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$87,709	$133,600	$144,000	$139,246	$139,246	$5,646
Intergovernmental Revenues	$3,574,520	$3,680,859	$3,637,676	$3,631,177	$3,631,177	$(49,682)
Charges for Services	$6,488,334	$7,128,918	$7,128,918	$7,064,593	$7,064,593	$(64,325)
Miscellaneous Revenues	$7,496	—	$5,000	—	—	—
Other Financing Sources	$2,655,814	$1,939,788	$1,939,788	$2,048,539	$2,048,539	$108,751
Subtotal	$12,813,873	$12,883,165	$12,855,382	$12,883,555	$12,883,555	$390
Fund Balance	$(1,034,510)	$(337,707)	$(336,210)	$(339,500)	$(339,500)	$(1,793)
Total Source of Funds	$11,779,363	$12,545,458	$12,519,172	$12,544,055	$12,544,055	$(1,403)

Unit Description

In this Special Revenue Fund, the Emergency Communications Department operates the Countywide consolidated emergency communications system. Emergency and non-emergency call answering and dispatch services are provided to the County Sheriff, Probation Department, 11 of the 12 incorporated city police departments, fire agencies for all 12 cities, three County fire districts, 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 2021-22 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
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00

Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80S01	COMMUNICATIONS DISPATCHER I	6.00
80S21	COMMUNICATIONS DISPATCHER II	50.00
80S22	EMERGENCY COMMUNICATIONS SHIFT SUPERVISOR	10.00
	Total	75.00

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Information Technology

Departmental Overview:

The Information Technology Department (ITD) is responsible for delivering strategic information technology solutions to support internal County operations and business activities. ITD resources support high availability for utilization and minimizes the risk of business interruption. ITD is developing a sustainable, customer focused environment to enhance and improve the quality of technology services used by County departments for the benefit of all County residents, businesses, and visitors.

Programs and Functions: ITD consists of: Administration, Applications, Service Delivery, Infrastructure, and Security.

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

ECONOMIC DEVELOPMENT

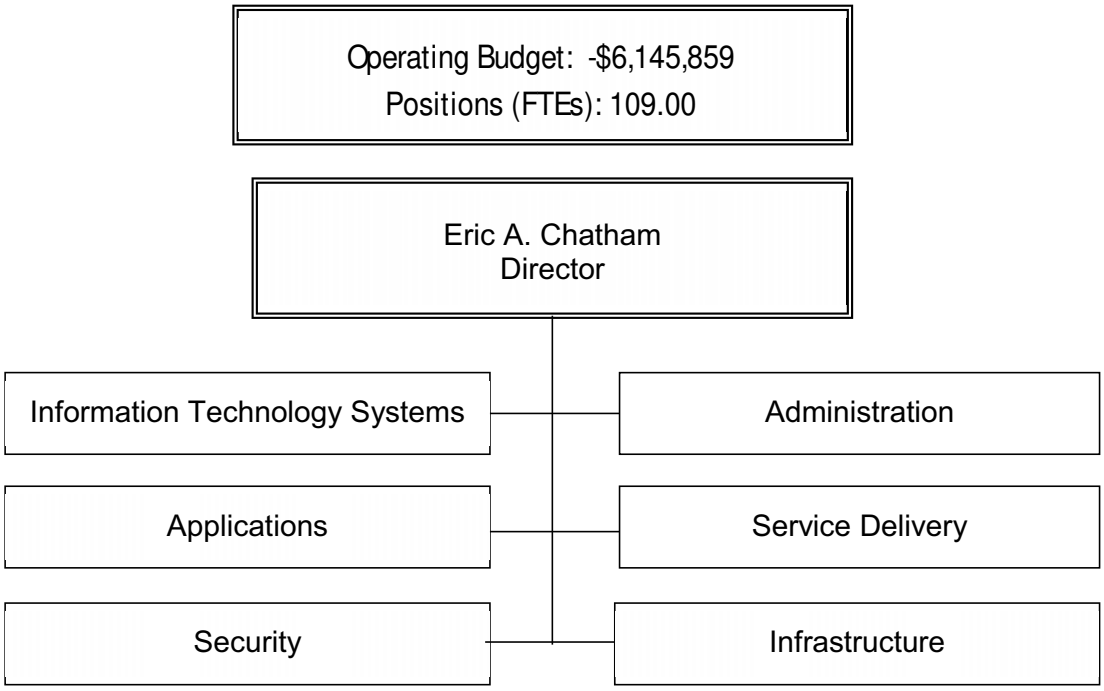
In conjunction with telecommunication service providers, continue to extend the broadband footprint throughout the County.

ADMINISTRATION Deliver modern technology infrastructure to enhance the ability to serve the public and provide robust voice, data, video, and radio services.

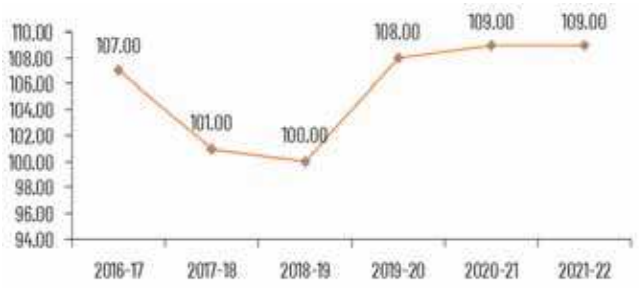
HEALTH AND HUMAN SERVICES Develop data warehousing and data exchange platforms to increase the ability for data sharing across all departments that serve County constituents.

INFRASTRUCTURE Deploy sustainable cost-effective technologies by migrating aging infrastructure and applications to virtualized and software as a service (SaaS) environments.

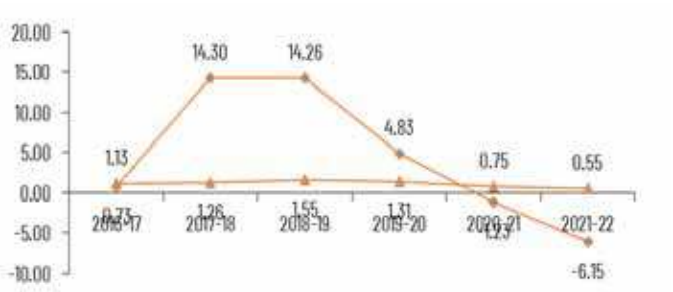
PUBLIC SAFETY Deliver technologies that improve the overall safety of County constituents and improve the ability of public safety officials to respond to events with the implementation of the Next Generation Digital Radio System (NGEN).



Staffing Trends



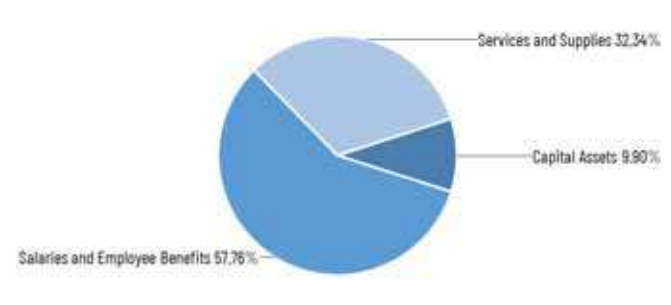
Expenditure/Revenue History (in millions)



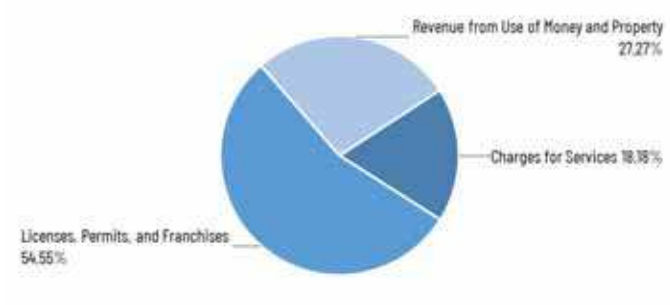
The Information Technology Department (ITD) enables County business through proven information and telecommunication technologies provided in a strategic, cost-effective, and efficient manner. ITD supports internal County operations and associated business activities, outside public agencies, residents, and visitors.

Key Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Mid-Year
Percentage of surveyed customers that rate ITD services provided as satisfied or very satisfied. Target = 90%.	94.0%	97.0%	97.5%
Total ITD spent as a percent of total County appropriations. Target = 2%.	1.80%	1.95%	1.84%
Percentage of time network service was available. Target = 99.90%.	99.89%	99.58%	99.43%
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 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$14,639,496	$16,873,227	$16,873,227	$16,764,371	$16,764,371	$(108,856)
Services and Supplies	$10,551,967	$9,085,176	$9,085,176	$9,386,348	$9,386,348	$301,172
Other Charges	$(23,809,598)	$(29,704,786)	$(29,704,786)	$(35,168,578)	$(35,168,578)	$(5,463,792)
Capital Assets	$3,445,310	$2,515,409	$2,515,409	$2,872,000	$2,872,000	$356,591
Subtotal	$4,827,175	$(1,230,974)	$(1,230,974)	$(6,145,859)	$(6,145,859)	$(4,914,885)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Licenses, Permits, and Franchises	$807,897	$300,000	$300,000	$300,000	$300,000	—
Revenue from Use of Money & Property	$59,304	$103,012	$103,012	$150,000	$150,000	$46,988
Charges for Services	$441,569	$146,988	$146,988	$100,000	$100,000	$(46,988)
Miscellaneous Revenues	$1,568	—	—	—	—	—
Other Financing Sources	—	$200,000	$200,000	—	—	$(200,000)
Subtotal	$1,310,338	$750,000	$750,000	$550,000	$550,000	$(200,000)
General Fund Contributions	$3,516,837	$(1,980,974)	$(1,980,974)	$(6,695,859)	$(6,695,859)	$(4,714,885)
Total Source of Funds	$4,827,175	$(1,230,974)	$(1,230,974)	$(6,145,859)	$(6,145,859)	$(4,914,885)

Summary of Recommendation

The Recommended Budget for the Information Technology Department (ITD) is ($6,145,859). This includes approved augmentation requests. The budget combined with estimated revenue of $500,000 results in a general fund contribution (GFC) of ($6,695,859). The Recommended Budget of ($6,145,859) is a decrease of ($4,914,885) from the FY 2020-21 Adopted Budget of ($1,230,974). Revenue is expected to decrease by $200,000 leaving an overall GFC decrease of ($4,714,885).

Expenditures total $29,022,719 which is an overall increase of $548,907 over FY 2020-21. Salaries and benefits decreased $108,856 over the prior year mainly due to staffing and benefit changes. Service and supply budget is expected to increase by $301,172 due to various contract adjustments. Capital Asset expense is budgeted to increase by $356,591 and is partially assignment funded.

County departmental reimbursement of $7,602,889, combined with the estimated COWCAP credit of $27,565,689 totals $35,168,578, which is an increase from FY 2020-21 of $5,463,792. The main contributor to this large shift is the anticipated additional $5 million Countywide Cost Allocation Plan (COWCAP) credit which accounts for $5,030,826. The $432,966 of County department reimbursement is mainly due to an increase in the Enterprise fee, which now includes GIS.

External revenue is expected to show a $200,000 due to the funds received in FY 2020-21 for operational transfers.

The FY 2021-22 Recommended Budget includes 109 positions, which reflects no change from the FY 2020-21 Adopted Budget.

Budget Impacts

The Recommended Budget reflects a large shift of $4.7 million due mainly to the anticipated additional $5 million Countywide Cost Allocation Plan (COWCAP) credit which accounts for $5,030,826.

Prior Year Accomplishments

ITD continued recruitment activity in FY 2020-21, filling 10 positions by the third quarter within the 90-day goal. ITD completed a comprehensive classification study and is currently undergoing a compensation study to review, analyze and update classifications and associated pay for ITD specific classes.

The Monterey County data center power and UPS system replacement is in process with a target completion date of June 2021. An upgrade to the Board of Supervisors chambers broadcast and audio-visual system has been initiated with the RFQ document completed and distributed for proposals. Implemented E911 solution to meet FCC regulation of dispatchable locations for each county site and completed implementation of an off-site secondary answering point for the Emergency Communications Office. Completed seismic readiness site improvements and construction at the East Laurel Yard and Mt Toro (Lower) radio sites with a targeted completion date of June 2021. Completion of the second phase of the microwave upgrade project at nine radio sites throughout the County is targeted for June 2021. Final phase of site monitoring installations at all radio sites is scheduled to be completed by June 2021.

Streamlined IT Service Desk functions and increased first call resolution to 50% and customer satisfaction to 97%; implemented chatbot (Monty) with artificial intelligence for expanded customer service; standardized purchase/lease equipment process on a single portal and automated procurement workflows, lease management and asset management; digitized Contracts & Purchasing workflow and signatures using DocuSign; deployed cross-agency parcel records management capabilities and began pilot with the City of Salinas.

Kicked-off Enterprise Resource Planning (ERP) replacement project to modernize the current platform; established disaster recovery site for the Advantage (ERP) System; provided technical leadership to the Employee Onboarding and Performance Management implementation; implemented enhancements with the Agenda Management System; deployed business analytics using PowerBI such as Budget Dashboard, COVID-19 Survey Results and IT Managers Portal.

Developed custom applications for the County departments such as Self-Assessment, Potential Worksite Exposure, Alternate Care and Shelter Referral System, Elections Voting Queue, PPE Request Dashboard, Social Services Daily Caseload Management, Enhanced 911 (E911), Bulk Texting, Boat Dock Permit Management & Payment, and Truancy Case Management System.

In response to the pandemic and remote work, the county's cyber monitoring was re-architected, converting key on-premise tools and defenses to the cloud providing visibility anywhere of county assets. Upgraded to a state-of-the-art network monitoring system and completely rebuilt/refreshed the county's intrusion detection and event management infrastructure.

In a continual effort to educate and train County staff on security awareness we completed security awareness training (live and online) for all county employees with an 80% participation/completion rate; introduced 'Lunch and Learns' for expanded county employee education; and executed multiple phishing tests countywide with a fail rate of under 3% (government norm is 24%).

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 2021-22 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.

ITD will continue to improve first call resolution and customer satisfaction ratings; setup Microsoft Endpoint Manager (MEM) to secure, deploy, and manage users, apps, desktop and mobile devices; deploy Employee Onboarding and Performance Management modules; collaborate with departments on the Scope of Work to replace the Enterprise Resource Planning (ERP) System; establish standardized content and document management systems that align with departmental business operations for efficient storage, retrieval and delivery of documents; streamline IT Service Management and enhance user experience with visibility to departmentsÃ¢?? assets and lease information; develop custom technical solutions to improve/automate business processes and expand the use of business intelligence; and establish a seamless parcel records management process with cities/agencies.

ITD will expand county wireless as part of the digital divide project; expand services to enhance remote workers experience, such as softphone and other collaborative technology platforms; continue expanding the footprint of Zoom-capable conference rooms throughout Monterey County offices; reconfigure back up and data recovery platforms to allot for increased data growth from County departments; implement Multi-Factor Authentication to all county users to enhance security and protect county data; add proactive monitoring for critical systems, services and devices to ensure service continuity; complete the third, and final, year of the county-wide microwave upgrade project; complete the third, and final, year of the seismic readiness project, including Bayonet site construction, as well as the Public Safety Building, Penon Peak, and Schilling Place site safety improvements.

In addition to expanded education efforts, ITD will continue to transition technology tools to the cloud that support and protect remote work; oversee a third-party review of the countyÃ¢??s identity management, authentication and authorization system and implement improved security policies and technologies as recommended; and ITD will drive the countyÃ¢??s move to advanced authentication with the goal of eliminating malicious remote takeover of county user accounts.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
ITD Administration (INF002)	1,719,093	2,109,889	2,109,889	2,133,233	2,133,233	23,344	001	8432
Applications (INF002)	4,107,599	4,575,685	4,575,685	4,517,595	4,517,595	(58,090)	001	8433
Service Delivery (INF002)	5,735,563	6,077,202	6,077,202	6,290,484	6,290,484	213,282	001	8434
Enterprise Operations (INF002)	149,843	0	0	0	0	0	001	8435
Infrastructure (INF002)	7,064,933	5,851,688	5,851,688	4,208,221	4,208,221	(1,643,467)	001	8436
Security (INF002)	905,827	921,863	921,863	695,597	695,597	(226,266)	001	8437
Information Technology (INF002)	(14,855,682)	(20,767,301)	(20,767,301)	(23,990,989)	(23,990,989)	(3,223,688)	001	8439
Subtotal	4,827,175	(1,230,974)	(1,230,974)	(6,145,859)	(6,145,859)	(4,914,885)		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
ITD Administration	$1,719,093	$2,109,889	$2,109,889	$2,133,233	2,133,233	$23,344
Applications	$4,107,599	$4,575,685	$4,575,685	$4,517,595	4,517,595	$(58,090)
Service Delivery	$5,735,563	$6,077,202	$6,077,202	$6,290,484	6,290,484	$213,282
Enterprise Operations	$149,843	—	—	—	—	—
Infrastructure	$7,064,933	$5,851,688	$5,851,688	$4,208,221	4,208,221	$(1,643,467)
Security	$905,827	$921,863	$921,863	$695,597	695,597	$(226,266)
Information Technology	$(14,855,682)	$(20,767,301)	$(20,767,301)	$(23,990,989)	(23,990,989)	$(3,223,688)
Subtotal	$4,827,175	$(1,230,974)	$(1,230,974)	$(6,145,859)	(6,145,859)	$(4,914,885)

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
12E18	DIRECTOR OF INFORMATION TECHNOLOGY	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	0.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	2.00	2.00	2.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	0.00	1.00	1.00	0.00
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	4.00	6.00	5.00	(1.00)
16C45	SOFTWARE PROGRAMMER ANALYST III	17.00	17.00	17.00	0.00
16C54	SYSTEMS PROGRAMMER ANALYST II	5.00	6.00	6.00	0.00
16C55	SYSTEMS PROGRAMMER ANALYST III	19.00	18.00	19.00	1.00
16C86	BUSINESS TECHNOLOGY ANALYST I	1.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	0.00	0.00	0.00
16C89	INFORMATION TECHNOLOGY BUSINESS MANAGER	2.00	2.00	2.00	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
16C92	ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY	1.00	1.00	1.00	0.00
16D25	DATABASE ADMINISTRATOR III	2.00	1.00	1.00	0.00
16E25	SECURITY ANALYST III	2.00	2.00	2.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
16G24	GIS ANALYST II	1.00	1.00	1.00	0.00
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	3.00	4.00	1.00
41N25	NETWORK SYSTEMS ENGINEER III	5.00	5.00	5.00	0.00
43A21	ENGINEERING AIDE II	1.00	1.00	1.00	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	1.00	1.00	1.00	0.00
43L18	COMMUNICATIONS TECHNICIAN III	6.00	5.00	5.00	0.00
43L28	TELECOMMUNICATIONS TECHNICIAN III	2.00	2.00	1.00	(1.00)
43L35	TELECOMMUNICATIONS SPECIALIST III	1.00	1.00	1.00	0.00
43L36	TELECOMMUNICATIONS SPECIALIST IV	1.00	0.00	0.00	0.00
43M35	INFORMATION TECHNOLOGY SUPPORT TECHNICIAN III	2.00	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
80E80	PRINCIPAL OFFICE ASSISTANT	2.00	2.00	2.00	0.00
80J30	ACCOUNTING TECHNICIAN	3.00	3.00	3.00	0.00
	Total	108.00	109.00	109.00	0.00

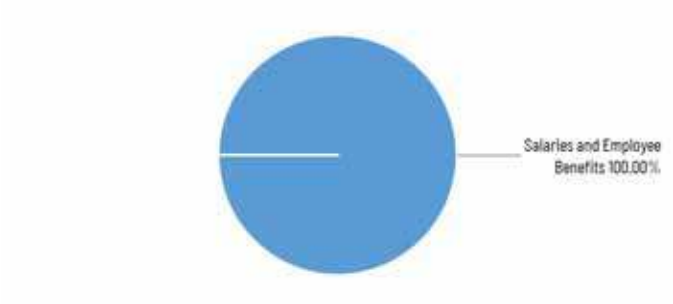
Augmentation Request

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
1930	1930-8436-001-AUG1	CIP-Microwave Network Upgrade	Capital Improvements	351,635	-	351,635	-
1930	1930-8436-001-AUG2	CIP-NTINTR	Capital Improvements	200,000	-	200,000	-
1930	1930-8436-001-AUG6	CIP-Video Conferencing	Capital Improvements	100,000	-	100,000	-
1930	1930-8439-001-AUG3	CIP- ITD Data Center Upgrade	Capital Improvements	230,000	-	230,000	-
1930	1930-8439-001-AUG4	CIP-HVAC Replacement	Capital Improvements	200,000	-	200,000	-
1930	1930-8439-001-AUG5	CIP-ITD Building Improvements	Capital Improvements	546,000	-	546,000	-
			Grand Total:	1,627,635	-	1,627,635	-

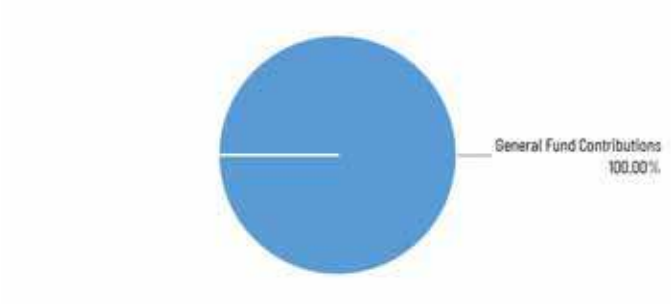
ITD Administration

(Budget Unit 8432—Fund 001—Appropriation Unit INF002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$1,675,785	$2,109,889	$2,109,889	$2,133,233	$2,133,233	$23,344
Services and Supplies	$43,308	—	—	—	—	—
Subtotal	$1,719,093	$2,109,889	$2,109,889	$2,133,233	$2,133,233	$23,344

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	$1,719,093	$2,109,889	$2,109,889	$2,133,233	$2,133,233	$23,344
Total Source of Funds	$1,719,093	$2,109,889	$2,109,889	$2,133,233	$2,133,233	$23,344

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.

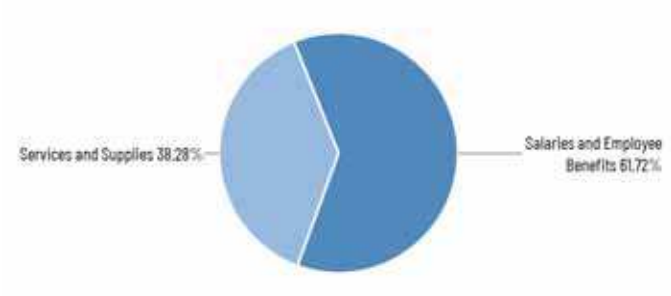
Recommended FY 2021-22 Positions

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

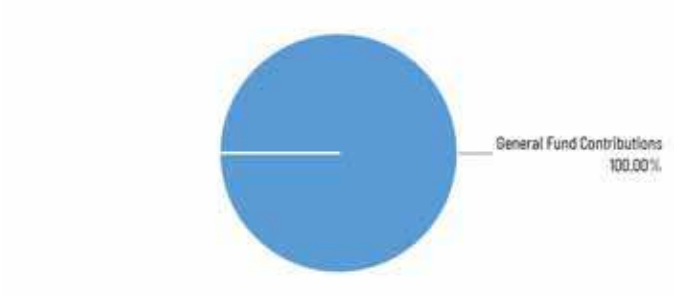
Applications

(Budget Unit 8433—Fund 001—Appropriation Unit INF002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$4,142,338	$4,864,488	$4,864,488	$4,684,561	$4,684,561	$(179,927)
Services and Supplies	$2,239,455	$2,419,274	$2,419,274	$2,905,917	$2,905,917	$486,643
Other Charges	$(2,274,194)	$(2,708,077)	$(2,708,077)	$(3,072,883)	$(3,072,883)	$(364,806)
Subtotal	$4,107,599	$4,575,685	$4,575,685	$4,517,595	$4,517,595	$(58,090)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	$13,130	—	—	—	—	—
Subtotal	$13,130	—	—	—	—	—
General Fund Contributions	$4,094,469	$4,575,685	$4,575,685	$4,517,595	$4,517,595	$(58,090)
Total Source of Funds	$4,107,599	$4,575,685	$4,575,685	$4,517,595	$4,517,595	$(58,090)

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.

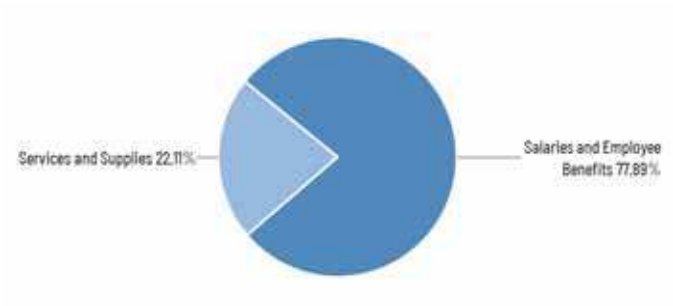
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
14K21	DIVISION MANAGER	1.00
16C43	SOFTWARE PROGRAMMER ANALYST I	1.00
16C44	SOFTWARE PROGRAMMER ANALYST II	5.00
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	31.00

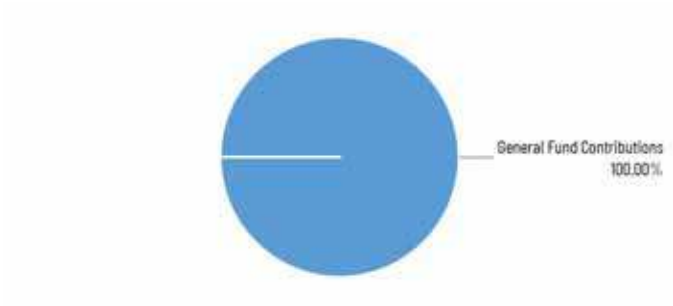
Service Delivery

(Budget Unit 8434—Fund 001—Appropriation Unit INF002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$4,882,170	$5,229,062	$5,229,062	$5,530,318	$5,530,318	$301,256
Services and Supplies	$1,669,068	$1,581,500	$1,581,500	$1,570,066	$1,570,066	$(11,434)
Other Charges	$(815,675)	$(733,360)	$(733,360)	$(809,900)	$(809,900)	$(76,540)
Subtotal	$5,735,563	$6,077,202	$6,077,202	$6,290,484	$6,290,484	$213,282

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	$27,865	—	—	—	—	—
Subtotal	$27,865	—	—	—	—	—
General Fund Contributions	$5,707,698	$6,077,202	$6,077,202	$6,290,484	$6,290,484	$213,282
Total Source of Funds	$5,735,563	$6,077,202	$6,077,202	$6,290,484	$6,290,484	$213,282

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 2021-22 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	19.00
16C86	BUSINESS TECHNOLOGY ANALYST I	1.00
16C89	INFORMATION TECHNOLOGY BUSINESS MANAGER	1.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00

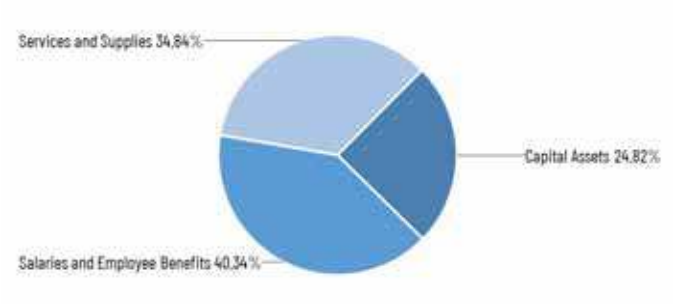
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
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	35.00

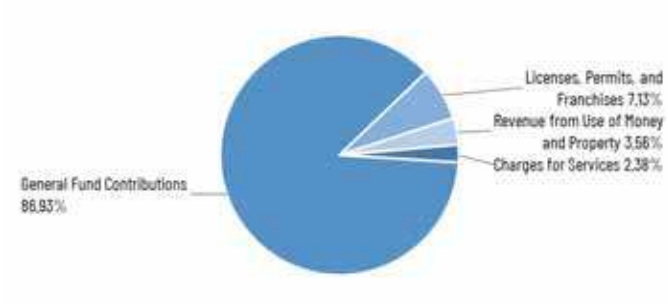
Infrastructure

(Budget Unit 8436—Fund 001—Appropriation Unit INF002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$2,894,637	$3,010,964	$3,010,964	$3,081,423	$3,081,423	$70,459
Services and Supplies	$4,802,479	$2,996,724	$2,996,724	$2,661,144	$2,661,144	$(335,580)
Other Charges	$(3,982,113)	$(2,212,001)	$(2,212,001)	$(3,430,346)	$(3,430,346)	$(1,218,345)
Capital Assets	$3,349,930	$2,056,001	$2,056,001	$1,896,000	$1,896,000	$(160,001)
Subtotal	$7,064,933	$5,851,688	$5,851,688	$4,208,221	$4,208,221	$(1,643,467)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Licenses, Permits, and Franchises	$807,897	$300,000	$300,000	$300,000	$300,000	—
Revenue from Use of Money & Property	$59,304	$103,012	$103,012	$150,000	$150,000	$46,988
Charges for Services	$525,116	$146,988	$146,988	$100,000	$100,000	$(46,988)
Miscellaneous Revenues	$170	—	—	—	—	—
Subtotal	$1,392,487	$550,000	$550,000	$550,000	$550,000	—
General Fund Contributions	$5,672,446	$5,301,688	$5,301,688	$3,658,221	$3,658,221	$(1,643,467)
Total Source of Funds	$7,064,933	$5,851,688	$5,851,688	$4,208,221	$4,208,221	$(1,643,467)

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.

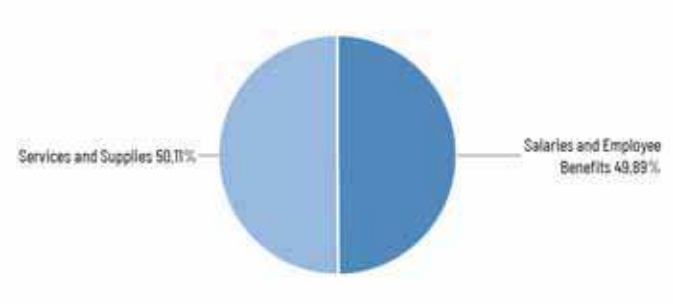
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
14K21	DIVISION MANAGER	1.00
41N24	NETWORK SYSTEMS ENGINEER II	4.00
41N25	NETWORK SYSTEMS ENGINEER III	5.00
43A21	ENGINEERING AIDE II	1.00
43G01	INFORMATION TECHNOLOGY MANAGER	2.00
43L18	COMMUNICATIONS TECHNICIAN III	5.00
43L28	TELECOMMUNICATIONS TECHNICIAN III	1.00
43L35	TELECOMMUNICATIONS SPECIALIST III	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
	Total	21.00

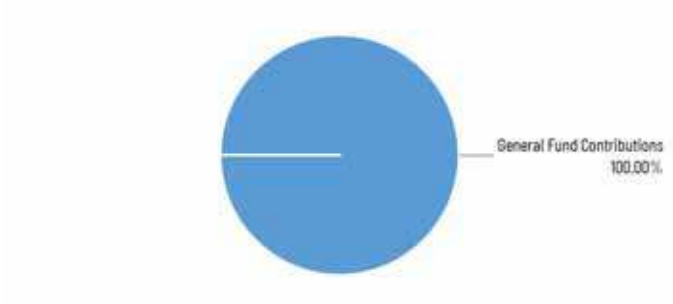
Security

(Budget Unit 8437—Fund 001—Appropriation Unit INF002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$505,105	$502,779	$502,779	$491,589	$491,589	$(11,190)
Services and Supplies	$507,379	$473,761	$473,761	$493,768	$493,768	$20,007
Other Charges	$(187,825)	$(294,085)	$(294,085)	$(289,760)	$(289,760)	$4,325
Capital Assets	$81,168	$239,408	$239,408	—	—	$(239,408)
Subtotal	$905,827	$921,863	$921,863	$695,597	$695,597	$(226,266)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	$1,658	—	—	—	—	—
Miscellaneous Revenues	$1,398	—	—	—	—	—
Subtotal	$3,056	—	—	—	—	—
General Fund Contributions	$902,771	$921,863	$921,863	$695,597	$695,597	$(226,266)
Total Source of Funds	$905,827	$921,863	$921,863	$695,597	$695,597	$(226,266)

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 2021-22 Positions

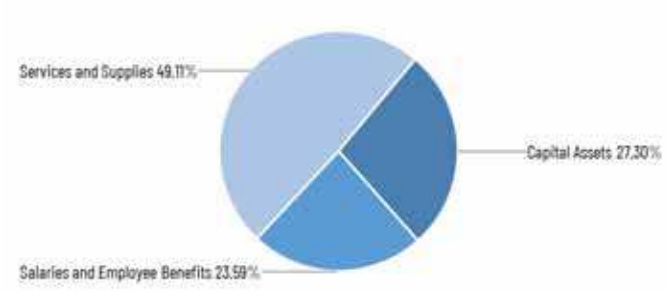
Classification Code	Classification Label	FTE
14K52	CHIEF SECURITY AND PRIVACY OFFICER	1.00
16E25	SECURITY ANALYST III	2.00
	Total	3.00

Information Technology

Information Technology

(Budget Unit 8439—Fund 001—Appropriation Unit INF002)

Use of Funds



Source of Funds

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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$534,511	$1,156,045	$1,156,045	$843,247	$843,247	$(312,798)
Services and Supplies	$1,145,385	$1,613,917	$1,613,917	$1,755,453	$1,755,453	$141,536
Other Charges	$(16,549,791)	$(23,757,263)	$(23,757,263)	$(27,565,689)	$(27,565,689)	$(3,808,426)
Capital Assets	$14,213	$220,000	$220,000	$976,000	$976,000	$756,000
Subtotal	$(14,855,682)	$(20,767,301)	$(20,767,301)	$(23,990,989)	$(23,990,989)	$(3,223,688)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	$(126,200)	—	—	—	—	—
Other Financing Sources	—	$200,000	$200,000	—	—	$(200,000)
Subtotal	$(126,200)	$200,000	$200,000	—	—	$(200,000)
General Fund Contributions	$(14,729,482)	$(20,967,301)	$(20,967,301)	$(23,990,989)	$(23,990,989)	$(3,023,688)
Total Source of Funds	$(14,855,682)	$(20,767,301)	$(20,767,301)	$(23,990,989)	$(23,990,989)	$(3,223,688)

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 2021-22 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 attends the courts and conducts all local criminal prosecutions as required by Government Code Section 26500. 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 prosecution of crimes such as murder, sexual assault, gang crimes, robbery, burglary, felony assault, felony theft, juvenile crimes and all misdemeanor crimes. Grants fund additional programs in civil and environmental units, various types of specialty fraud prosecutions and crimes committed in local prisons. 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, schemes targeting senior citizens or immigrant communities, and COVID related shelter in place violations. 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. The Cannabis Prosecution Unit enforces State and local regulations to ensure a level playing field within the industry and to protect legitimate businesses from competition from illegal cannabis.

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

ADMINISTRATION

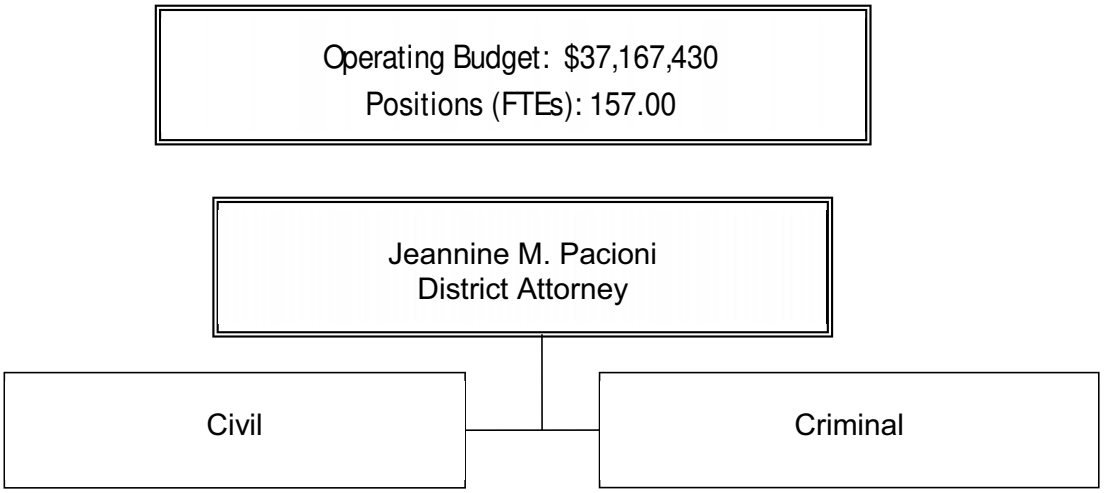
The Office of the District Attorney is one of the most financially efficient Offices in the State, having a unit cost per case almost half the state average.

HEALTH AND HUMAN SERVICE

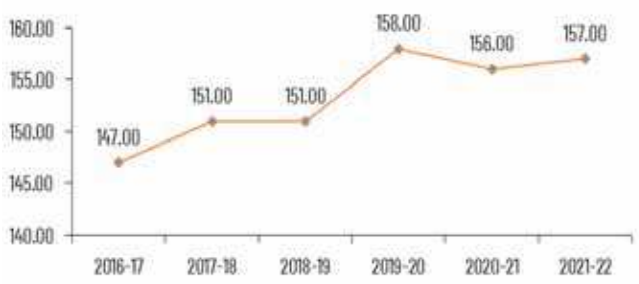
The Office of the District Attorney ensures the highest quality of life in the County through environmental law enforcement.

PUBLIC SAFETY

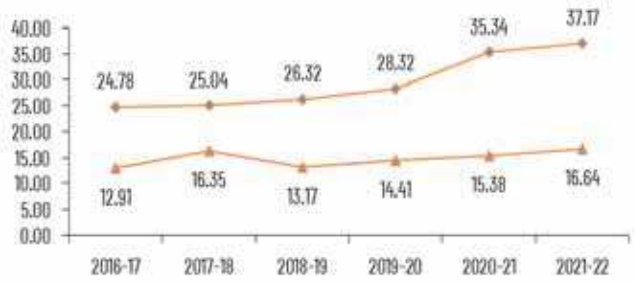
The Office promotes justice, ensuring that the rights of victims are upheld by treating them with dignity, respect, and compassion. The Office aggressively and fairly prosecutes those who violate the law.



Staffing Trends



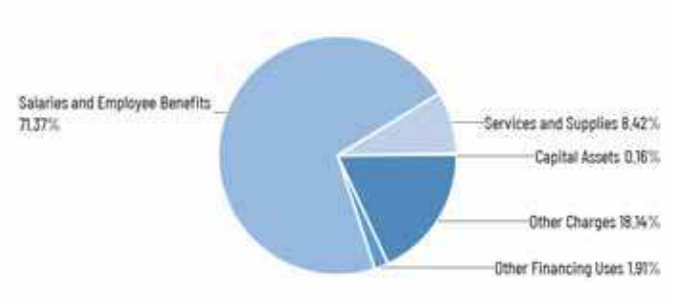
Expenditure/Revenue History (in millions)



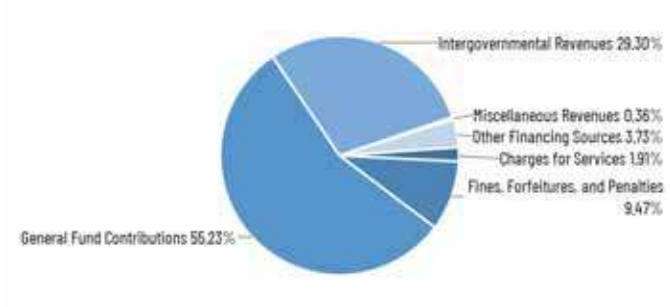
The improved drop-out rates of Monterey County demonstrate our improvements in case management. Some of our schools use a GPA of 1.0 to graduate, state govt uses 2.0. The net County cost, as compared to the cases filed, demonstrates our efficiency, to other comparable DA offices.

Key Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Mid-Year
Truancy: Number of active cases monitored.	7,375	8,002	7,698
Truancy: Monterey County graduation rate.	83.5%	84.5%	N/A
Truancy: California graduation rate.	84.5%	84.3%	N/A
Truancy: Monterey County drop-out rate.	11.5%	8.7%	N/A
Truancy: California drop-out rate.	9.0%	8.9%	N/A
Efficiency: District Attorney net County cost per case filed with courts.	$689.21	N/A	N/A
Efficiency: California Counties (other DAs) net county cost per case with courts.	$1,383.38	N/A	N/A

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$23,762,961	$26,326,906	$25,390,671	$26,641,408	$26,524,937	$198,031
Services and Supplies	$3,253,550	$2,746,373	$2,897,852	$3,132,121	$3,130,013	$383,640
Other Charges	$792,553	$6,452,521	$6,334,116	$6,742,480	$6,742,480	$289,959
Capital Assets	$96,704	—	$8,207	$60,000	$60,000	$60,000
Other Financing Uses	$409,760	$724,308	$710,000	$710,000	$710,000	$(14,308)
Subtotal	$28,315,528	$36,250,108	$35,340,846	$37,286,009	$37,167,430	$917,322

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	$3,109,022	$3,136,037	$2,792,739	$3,519,058	$3,519,058	$383,021
Revenue from Use of Money & Property	$96	$105	$90	$80	$80	$(25)
Intergovernmental Revenues	$10,055,795	$10,766,432	$10,727,739	$10,888,275	$10,888,275	$121,843
Charges for Services	$598,759	$590,554	$494,554	$710,264	$710,264	$119,710
Miscellaneous Revenues	$102,714	$138,968	$120,735	$135,000	$135,000	$(3,968)
Other Financing Sources	$1,118,459	$1,368,417	$1,247,955	$1,387,341	$1,387,341	$18,924
Subtotal	$14,984,844	$16,000,513	$15,383,812	$16,640,018	$16,640,018	$639,505
Fund Balance	$(19,970)	—	—	—	—	—
General Fund Contributions	$13,350,654	$20,249,595	$19,957,034	$20,645,991	$20,527,412	$277,817
Total Source of Funds	$28,315,528	$36,250,108	$35,340,846	$37,286,009	$37,167,430	$917,322

Summary of Recommendation

The Recommended Budget for the Office of the District Attorney is $37,167,430 financed by $16,640,018 in revenue and a General Fund Contribution (GFC) of $20,527,412. The Recommended Budget reflects higher benefit, pension and insurance costs for an overall increase of $917,322, including several requested augmentations. A new position was added for a Conviction Integrity Attorney in the amount of $248,187, bringing the Office's total to 157 positions. The funded deputy district attorney will review claims of innocence raised after a criminal conviction in homicides, sex offenses, violent crimes and other felonies involving substantial prison commitments or significant collateral consequences. Other augmentations to restore the departmental budget to a status-quo with current year expenditures included $129,000 for trial expenses, $48,000 for temporary basis attorneys to assist the Office with specialized assignments, $30,000 towards new vehicle down payments, and $30,000 to digitize records.

Budget Impacts

The Recommended Budget does not contain a new position for a Department Information Systems Coordinator, to help manage the growing information systems complexities in the digital office environment. Other internal staff members will continue to sustain the IT services for the department, but the need for this Coordinator continues.

Prior Year Accomplishments

The Criminal Unit successfully prosecuted many high-profile cases during the year, including murder, gang crimes and public integrity prosecutions.

The Civil Unit successfully enforced consumer and environmental laws. The unit received settlements averaging in excess of $2.2 million per year over the last 7 years which protects consumers and the environment and combats unfair competition. The estimated settlements for this fiscal year are more than $2.49 million dollars. Recent price gouging and unfair business practices during the COVID-19 outbreak presented new challenges to the unit, which should recede in the very near future.

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 addressing truancy in schools. The pandemic has exposed the harsh reality during distance learning that many families lack connectivity, experience food insecurity, and are unhoused. The Office has focused on in-person mediations for families unable to meet online and connecting them to other resources for additional needs including therapy or parenting classes.

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

Continue to monitor the impact of the COVID-19 virus on the community, operations and public safety; and remain vigilant and flexible regarding financial challenges, including possible salary increases.

Pending Issues

EDD INVESTIGATION: The Office and State investigators and prison staff are coordinating prosecution related to fraudulent claims filed by members of the public with the Employment Development Department, including local prisons and the local jail. This fraud targeted pandemic stimulus employment funds.

FILELESS OPERATIONS: New cases are electronically filed with the courts and local law enforcement agencies are transitioning to electronic filing to eliminate paper files in the future. Furthermore, Office staff are digitizing and destroying unneeded files to reduce storage costs and leverage the existing case management system.

DIGITAL EVIDENCE: The Office continues to seek solutions to process a higher level of digital evidence resulting from law enforcements increasing use of body cameras and the increased prevalence of surveillance video. Processing and providing this evidence to defense counsel are challenges for District Attorney Offices statewide.

REALIGNMENT: The implementation of AB109 in October 2011, which transferred responsibilities from State prison and parole to the local criminal justice system, has led to a profound change in the way that public safety agencies protect the community. One example of the increase in workload resulting from the reforms is theft recidivism. The District Attorney routinely prosecutes individuals who amass 10 or more theft cases in a 3 to 4-month period, because under Proposition 47 any theft under $950 is punishable only as a misdemeanor, regardless of the number of prior offenses.

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 State prisoners 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 increases have significantly improved the Office's capabilities to enforce new laws that protect the environment, consumers, and legitimate businesses in the rapidly expanding commercial cannabis sector.

Policy Considerations

There are no Policy Considerations

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Civil (DIS001)	3,449,766	4,384,234	3,919,369	4,796,614	4,796,614	412,380	001	8062
Criminal (DIS001)	24,456,002	31,141,566	30,711,477	31,779,395	31,660,816	519,250	001	8063
Criminal (DIS002)	409,760	724,308	710,000	710,000	710,000	(14,308)	022	8063
Subtotal	28,315,528	36,250,108	35,340,846	37,286,009	37,167,430	917,322		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Civil	$3,449,766	$4,384,234	$3,919,369	$4,796,614	4,796,614	$412,380
Criminal	$24,865,762	$31,865,874	$31,421,477	$32,489,395	32,370,816	$504,942
Subtotal	$28,315,528	$36,250,108	$35,340,846	$37,286,009	37,167,430	$917,322

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	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	1.00	1.00	1.00	0.00
14C75	ADMINISTRATIVE ASSISTANT TO DISTRCT ATTORNEY	1.00	1.00	1.00	0.00
14C87	VICTIM/WITNESS ASSISTANCE PROGRAM MANAGER	1.00	1.00	1.00	0.00
14K60	CHIEF DISTRICT ATTORNEY INVESTIGATOR	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	2.00	1.00	1.00	0.00
20B11	ACCOUNTANT II	0.00	1.00	1.00	0.00
20B12	ACCOUNTANT III	2.00	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	23.00	21.00	21.00	0.00
34A80	DISTRICT ATTORNEY INVESTIGATIVE CAPTAIN	3.00	2.00	2.00	0.00
34G10	INVESTIGATIVE AIDE	5.00	6.00	6.00	0.00
39C01	LEGAL ASSISTANT	4.00	4.00	4.00	0.00
39D31	DEPUTY DISTRICT ATTORNEY IV	53.00	53.00	54.00	1.00
39D32	MANAGING DEPUTY DISTRICT ATTORNEY	2.00	1.00	1.00	0.00
43G05	DIGITAL FORENSIC INVESTIGATOR	1.00	1.00	1.00	0.00
60K02	VICTIM ASSISTANCE ADVOCATE	9.00	10.00	10.00	0.00
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	28.00	28.00	28.00	0.00
80B24	SUPERVISING LEGAL SECRETARY	3.00	3.00	3.00	0.00
	Total	158.00	156.00	157.00	1.00

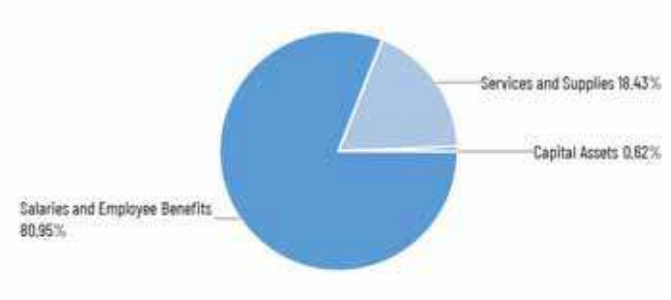
Augmentation Request

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
2240	2240-8063-001-AUG1	New Conviction Integrity Attorney	Request New Position	248,187	1.00	248,187	1.00
2240	2240-8063-001-AUG2	New DISC Position	Request New Position	118,579	1.00	-	-
2240	2240-8063-001-AUG3	Document Retention Expenses	Status Quo Other	30,000	-	30,000	-
2240	2240-8063-001-AUG4	Temp Employee Salaries	Status Quo Other	48,000	-	48,000	-
2240	2240-8063-001-AUG5	Trial Expenses	Status Quo Other	129,000	-	129,000	-
2240	2240-8063-001-AUG6	New Vehicles	Status Quo Other	30,000	-	30,000	-
			Grand Total:	603,766	2.00	485,187	1.00

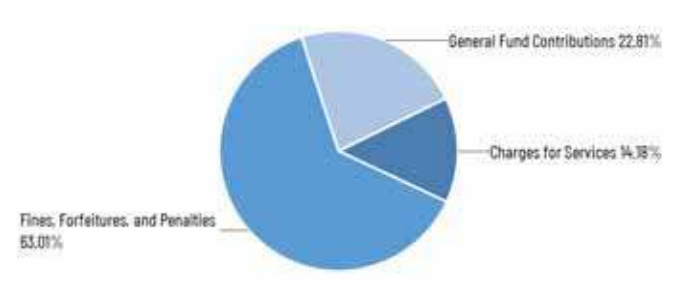
Civil

(Budget Unit 8062—Fund 001—Appropriation Unit DIS001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$3,055,667	$3,902,674	$3,432,931	$3,931,420	$3,931,420	$28,746
Services and Supplies	$310,870	$481,560	$575,784	$895,194	$895,194	$413,634
Other Charges	$83,229	—	$(97,553)	$(60,000)	$(60,000)	$(60,000)
Capital Assets	—	—	$8,207	$30,000	$30,000	$30,000
Subtotal	$3,449,766	$4,384,234	$3,919,369	$4,796,614	$4,796,614	$412,380

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	$2,942,484	$2,691,699	$2,400,000	$3,022,424	$3,022,424	$330,725
Charges for Services	$489,013	$551,000	$455,000	$680,000	$680,000	$129,000
Miscellaneous Revenues	$150	$250	—	—	—	$(250)
Subtotal	$3,431,647	$3,242,949	$2,855,000	$3,702,424	$3,702,424	$459,475
General Fund Contributions	$18,119	$1,141,285	$1,064,369	$1,094,190	$1,094,190	$(47,095)
Total Source of Funds	$3,449,766	$4,384,234	$3,919,369	$4,796,614	$4,796,614	$412,380

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, schemes targeting senior citizens or immigrant communities, and COVID related shelter in place violations.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. The successful conclusion of consumer and environmental cases often involves collaboration with multiple agencies or counties throughout the State. The Cannabis Prosecution Unit enforces state and local regulations to ensure a level playing field within the industry and protect from competition from illegal cannabis.

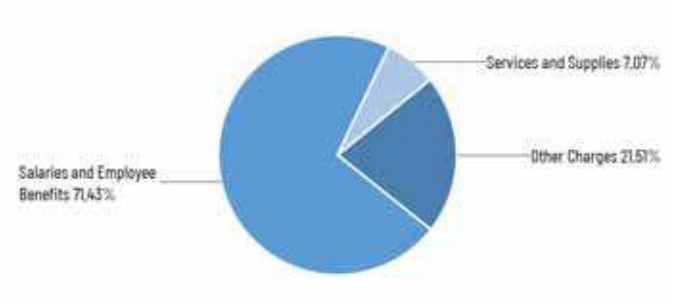
Recommended FY 2021-22 Positions

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

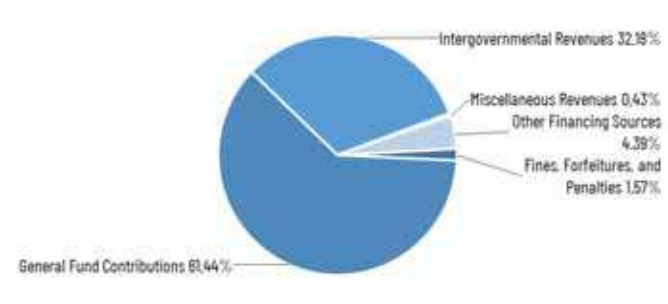
Criminal

(Budget Unit 8063—Fund 001—Appropriation Unit DIS001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$20,707,294	$22,424,232	$21,957,740	$22,709,988	$22,593,517	$169,285
Services and Supplies	$2,942,680	$2,264,813	$2,322,068	$2,236,927	$2,234,819	$(29,994)
Other Charges	$709,324	$6,452,521	$6,431,669	$6,802,480	$6,802,480	$349,959
Capital Assets	$96,704	—	—	$30,000	$30,000	$30,000
Subtotal	$24,456,002	$31,141,566	$30,711,477	$31,779,395	$31,660,816	$519,250

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	$166,537	$444,338	$392,739	$496,634	$496,634	$52,296
Revenue from Use of Money & Property	$96	$105	$90	$80	$80	$(25)
Intergovernmental Revenues	$9,626,065	$10,042,124	$10,017,739	$10,178,275	$10,178,275	$136,151
Charges for Services	$109,746	$39,554	$39,554	$30,264	$30,264	$(9,290)
Miscellaneous Revenues	$102,564	$138,718	$120,735	$135,000	$135,000	$(3,718)
Other Financing Sources	$1,118,459	$1,368,417	$1,247,955	$1,387,341	$1,387,341	$18,924
Subtotal	$11,123,467	$12,033,256	$11,818,812	$12,227,594	$12,227,594	$194,338
General Fund Contributions	$13,332,535	$19,108,310	$18,892,665	$19,551,801	$19,433,222	$324,912
Total Source of Funds	$24,456,002	$31,141,566	$30,711,477	$31,779,395	$31,660,816	$519,250

Unit Description

County discretionary revenues fund approximately 55% of core functions, including prosecution of crimes such as murder, sexual assault, gang crimes, robbery, burglary, felony assault, felony theft, juvenile crimes and all misdemeanor crimes. The remaining 45% of services are funded by grants and non-GFC sources designated for civil and environmental cases, various types of specialty fraud prosecutions and crimes committed in our two state prisons. 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 commitment and sanity proceedings; 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 2021-22 Positions

Classification Code	Classification Label	FTE
10B04	DISTRICT ATTORNEY	1.00
12A03	CHIEF ASSISTANT DISTRICT ATTORNEY	1.00
12A04	ASSISTANT DISTRICT ATTORNEY	2.00
14C30	MANAGEMENT ANALYST II	1.00
14C75	ADMINISTRATIVE ASSISTANT TO DISTRCT ATTORNEY	1.00
14C87	VICTIM/WITNESS ASSISTANCE PROGRAM MANAGER	1.00
14K60	CHIEF DISTRICT ATTORNEY INVESTIGATOR	1.00
20B10	ACCOUNTANT I	1.00
20B11	ACCOUNTANT II	1.00
20B93	FINANCE MANAGER II	1.00

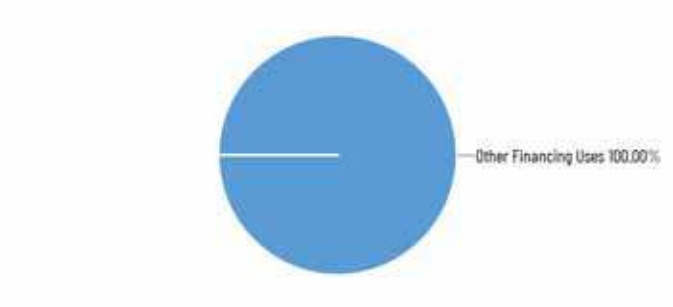
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
34A20	DISTRICT ATTORNEY INVESTIGATOR I	5.00
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	47.00
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	137.00

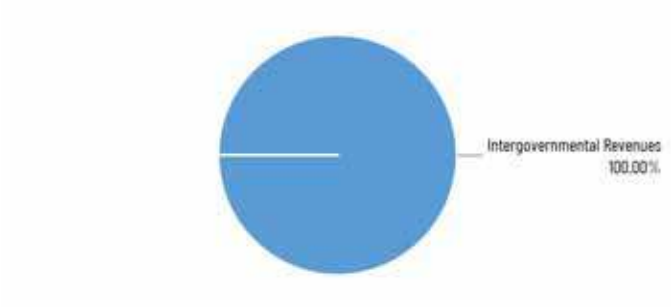
Criminal

(Budget Unit 8063—Fund 022—Appropriation Unit DIS002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Financing Uses	$409,760	$724,308	$710,000	$710,000	$710,000	$(14,308)
Subtotal	$409,760	$724,308	$710,000	$710,000	$710,000	$(14,308)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$429,730	$724,308	$710,000	$710,000	$710,000	$(14,308)
Subtotal	$429,730	$724,308	$710,000	$710,000	$710,000	$(14,308)
Fund Balance	$(19,970)	—	—	—	—	—
General Fund Contributions	$0	—	—	—	—	—
Total Source of Funds	$409,760	$724,308	$710,000	$710,000	$710,000	$(14,308)

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.

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Child Support Services

Departmental Overview:

Monterey County Department of Child Support Services (DCSS) is funded with 66% federal and 34% State funds. DCSS puts children first by helping parents provide for the economic and social well-being, health, and stability of their children. All parents, regardless of income or immigration status, are eligible for services.

Programs and Functions: The primary purpose of DCSS is enforcement and collection of child support for families. A wide variety of activities are undertaken to achieve these objectives: locating parents and their assets; establishing 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.

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

ADMINISTRATION

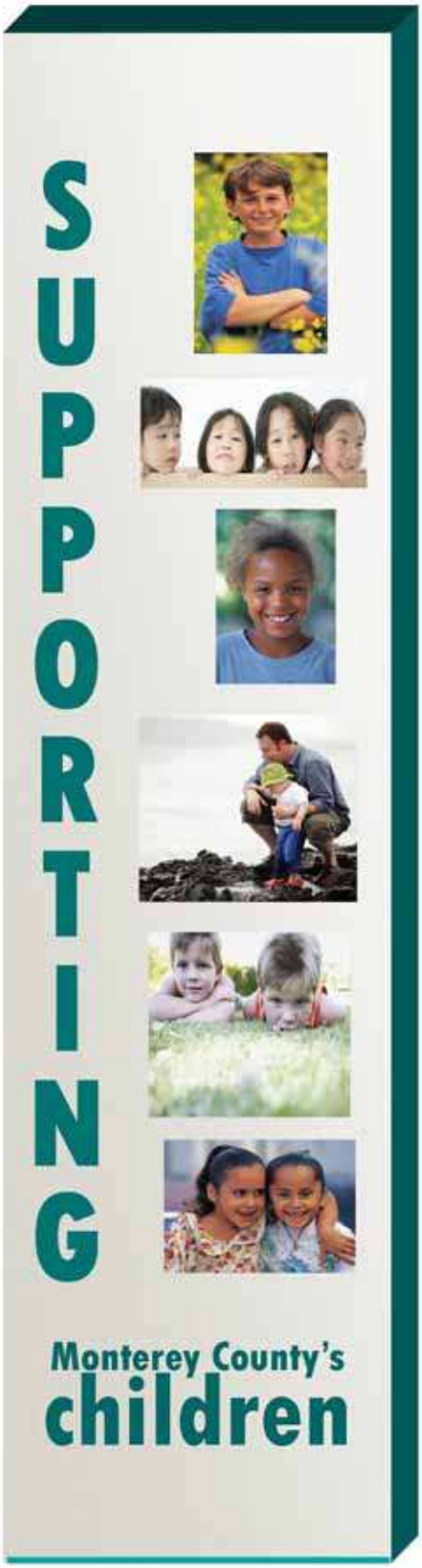
DCSS is committed to cost-effectiveness, continuous improvement, and setting standards for greater accountability. Customer survey results help to provide excellent customer service.

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.

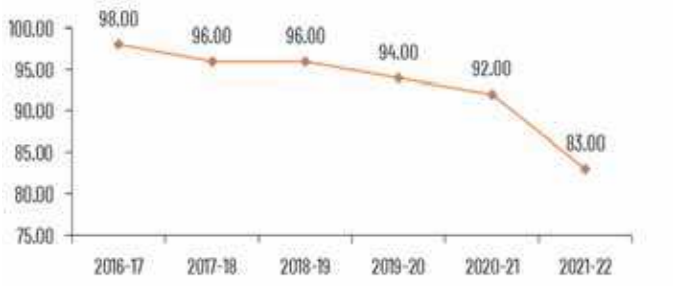


Operating Budget: $11,414,946
Positions (FTEs): 83.00

Darrell McGowan
Director

Child Support Services

Staffing Trends

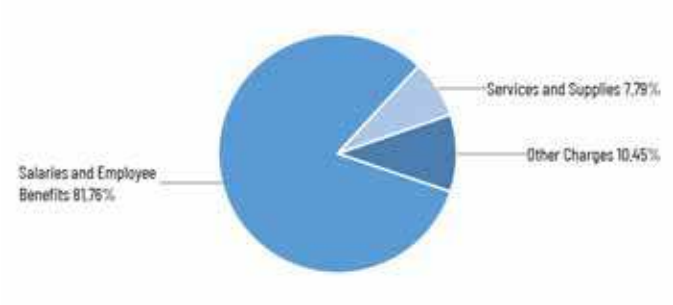


Expenditure/Revenue History (in millions)

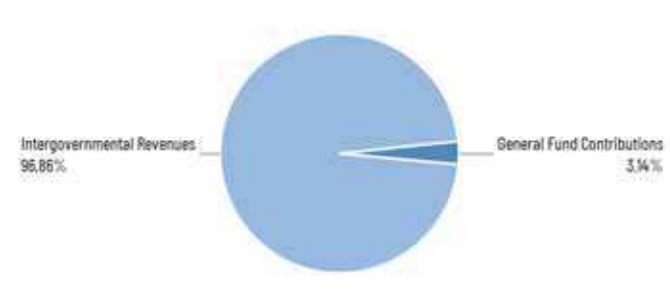
The performance measures are directly aligned with the mission of the child support program and meeting these goals each year results in increased services to customers, greater dollars collected, and optimization of federal incentive dollars.

Key Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Mid-Year
Outreach events provided to the community. Target = 90.	95	80	23
Customer Survey Satisfaction Rate - Meeting Very Good or above. Target = 95%.	90%	92%	90%
Collections distributed (in millions). Target = $43.9	$43.30	$47.14	$23.11
Cost Effectiveness (collections compared to expenditures). Target = $3.68	$4.36	$4.40	$3.81

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$8,915,106	$9,657,996	$8,974,030	$9,332,401	$9,332,401	$(325,595)
Services and Supplies	$1,125,948	$881,430	$840,219	$889,247	$889,247	$7,817
Other Charges	$441,474	$1,306,497	$1,306,497	$1,193,298	$1,193,298	$(113,199)
Subtotal	$10,482,528	$11,845,923	$11,120,746	$11,414,946	$11,414,946	$(430,977)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$38,848	—	—	—	—	—
Intergovernmental Revenues	$10,139,623	$11,404,094	$10,920,522	$11,056,118	$11,056,118	$(347,976)
Charges for Services	$102	—	—	—	—	—
Subtotal	$10,178,573	$11,404,094	$10,920,522	$11,056,118	$11,056,118	$(347,976)
General Fund Contributions	$303,955	$441,829	$200,224	$358,828	$358,828	$(83,001)
Total Source of Funds	$10,482,528	$11,845,923	$11,120,746	$11,414,946	$11,414,946	$(430,977)

Summary of Recommendation

The Recommended Budget for the Department of Child Support Services (DCSS) is $11,414,946 which is normally fully funded with State and federal funds based on reimbursement of claimed expenditures. However, next fiscal year, the revenues from the State and federal agencies were not sufficient to cover the department's costs. The department has cost increases in salaries, employee health insurance, cost plan charges, and general liability insurance that is not recoverable from federal or State agencies.

The Recommended Budget includes augmentations totaling $358,827 in General Fund Contribution (GFC) in order to meet costs that are non-recoverable and to restore nine filled positions that were at risk due to cost pressures. GFC will be reimbursed to the County if the State approves additional funds DCSS has requested.

The Recommended Budget includes 83 positions, a decrease of nine positions over the current year adopted budget. The department eliminated nine vacant positions that were no longer supported with revenues.

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 nine vacant positions due to the Department streamlining its operations, including: 1 Civil Process Server, 2 Child Support Officers, 1 Child Support Assistant, 1 Office Assistant, 2 Account Technicians, 1 Management Analyst I and 1 Senior Account Clerk.

Prior Year Accomplishments

With a caseload of over 13,670 children, DCSS distributed over $47.7 million in child support payments during the federal fiscal year 2020. 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 program's history 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 $4.08 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.

Along with meeting and exceeding federal performance measures, part of the critical mission 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 2020 - March 2021 show a 94% satisfaction rate. The Department is available to the public, and DCSS takes walk-in customers, with no appointment necessary. The Department continued to remain open to the public through the Covid-19 Pandemic by implementing additional safety measures to ensure customers' and employees' health and safety.

DCSS provides 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 the 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 and identify potential safety issues and be proactive in addressing them.

Budget Year Goals

Increase the frequency and reliability of child support payments for families, so they can depend on this important source of income.

Increase in all federal and State performance measures with emphasis on collections distributed to families and cost efficiency for delivery of service.

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.

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.

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Child Support Services (CHI001)	10,482,528	11,845,923	11,120,746	11,414,946	11,414,946	(430,977)	001	8018
Subtotal	10,482,528	11,845,923	11,120,746	11,414,946	11,414,946	(430,977)		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Child Support Services	$10,482,528	$11,845,923	$11,120,746	$11,414,946	11,414,946	$(430,977)
Subtotal	$10,482,528	$11,845,923	$11,120,746	$11,414,946	11,414,946	$(430,977)

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
11A26	DIRECTOR OF CHILD SUPPORT SERVICES	1.00	1.00	1.00	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	0.00	(1.00)
14K62	DEPUTY DIRECTOR CHILD SUPPORT SERVICES	1.00	1.00	1.00	0.00
20B11	ACCOUNTANT II	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
25C18	CHILD SUPPORT ASSISTANT II	6.00	6.00	5.00	(1.00)
25C23	CHILD SUPPORT OFFICER II	42.00	42.00	40.00	(2.00)
25C24	CHILD SUPPORT OFFICER III	8.00	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	1.00	(1.00)
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
70F21	COURIER	1.00	1.00	1.00	0.00
80A33	ADMINISTRATIVE SECRETARY	1.00	0.00	0.00	0.00
80B22	LEGAL SECRETARY	1.00	1.00	1.00	0.00
80D23	LEGAL PROCESS CLERK	2.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	2.00	2.00	1.00	(1.00)
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	1.00	(1.00)
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	2.00	(2.00)
	Total	94.00	92.00	83.00	(9.00)

Augmentation Request

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
2270	2250-8018-001-AUG1	Restore Child Support Officer	Restored Filled Position	29,220	1.00	29,220	1.00
2270	2250-8018-001-AUG10	OE&E	Status Quo Other	101,411	-	101,411	-
2270	2250-8018-001-AUG2	Restore Child Support Officer	Restored Filled Position	29,220	1.00	29,220	1.00
2270	2250-8018-001-AUG3	Restore Child Support Officer	Restored Filled Position	29,220	1.00	29,220	1.00
2270	2250-8018-001-AUG4	Restore Child Support Officer	Restored Filled Position	29,220	1.00	29,220	1.00
2270	2250-8018-001-AUG5	Restore Child Support Officer	Restored Filled Position	29,220	1.00	29,220	1.00
2270	2250-8018-001-AUG6	Restore Child Support Officer	Restored Filled Position	29,220	1.00	29,220	1.00
2270	2250-8018-001-AUG7	Restore Child Support Officer	Restored Filled Position	29,220	1.00	29,220	1.00
2270	2250-8018-001-AUG8	Restore Child Support Officer	Restored Filled Position	29,220	1.00	29,220	1.00
2270	2250-8018-001-AUG9	Restore Account Clerk	Restored Filled Position	23,657	1.00	23,657	1.00
			Grand Total:	358,828	9.00	358,828	9.00

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Public Defender

Department Overview:

The Department, through the Offices of the Public Defender and the Alternate Defender, handles over 10,000 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 and gang crimes, 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 are 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, the homeless, and others who require legal help to obtain gainful employment and rejoin a productive society. Post Sentence Relief Division assists 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.

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

HEALTH AND HUMAN SERVICES

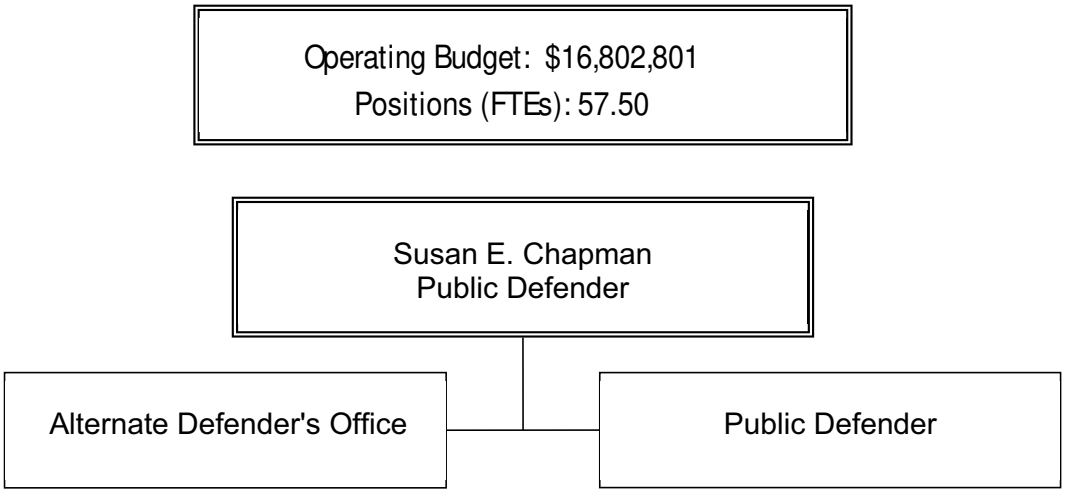
Protecting the mental and physical health of youth and adults unable to care for themselves by asserting their rights of access to effective healthcare, education, and behavioral health services.

PUBLIC SAFETY

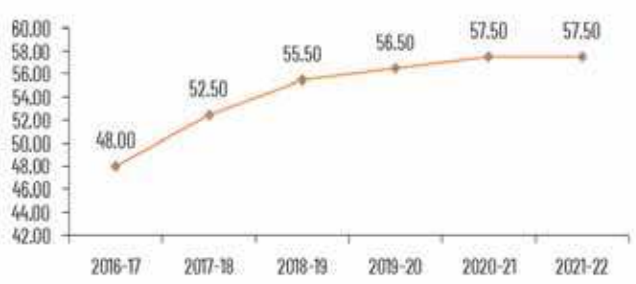
Protecting and defending the right to live in a society free of and safe from unlawful State interference, by vigorously defending individual rights and providing post relief services.

ECONOMIC DEVELOPMENT

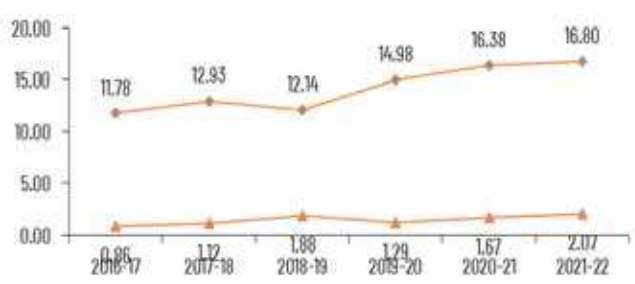
Avoiding unnecessary disruptions to employment and business activity by collaborating with Monterey County Public Safety Partners to keep clients in nonviolent cases out of custody and in the workforce.



Staffing Trends



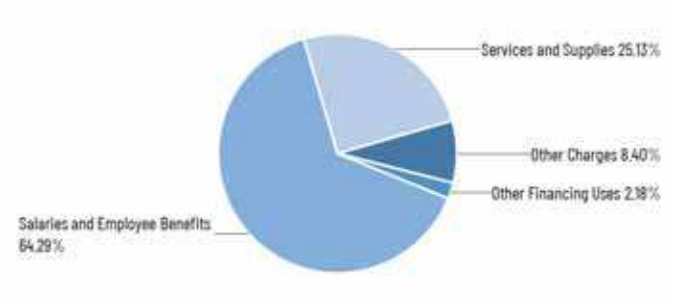
Expenditure/Revenue History (in millions)



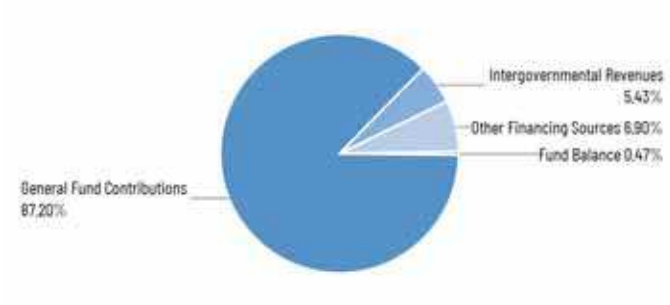
Criminal defense is the primary duty of the Public Defender Department. Lesser known, but equally important, are the Department's duties to represent minors in juvenile cases and mentally ill adults in probate conservatorships.

Key Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Mid-Year
Number of new felony matters handled. Target = 1,575	2,466	2,068	1,097
Number of new misdemeanor matters handled. Target = 2,400	9,068	8,041	3,618
Number of new juvenile matters handled. Target = 420	368	647	200
Number of new mental health matters handled. Target = 100	100	247	N/A

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$9,451,704	$10,500,394	$10,487,420	$10,802,068	$10,802,068	$301,674
Services and Supplies	$3,632,484	$3,633,001	$3,693,266	$4,222,262	$4,222,262	$589,261
Other Charges	$1,893,008	$1,872,328	$1,872,328	$1,411,441	$1,411,441	$(460,887)
Other Financing Uses	—	$330,759	$330,759	$367,030	$367,030	$36,271
Subtotal	$14,977,196	$16,336,482	$16,383,773	$16,802,801	$16,802,801	$466,319

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$945,080	$724,954	$848,369	$912,415	$912,415	$187,461
Charges for Services	$4,054	$8,000	$1,000	$500	$500	$(7,500)
Miscellaneous Revenues	$3,890	—	—	—	—	—
Other Financing Sources	$336,403	$890,242	$823,985	$1,159,356	$1,159,356	$269,114
Subtotal	$1,289,427	$1,623,196	$1,673,354	$2,072,271	$2,072,271	$449,075
Fund Balance	$(237,947)	$55,805	$55,805	$79,115	$79,115	$23,310
General Fund Contributions	$13,925,716	$14,657,481	$14,654,614	$14,651,415	$14,651,415	$(6,066)
Total Source of Funds	$14,977,196	$16,336,482	$16,383,773	$16,802,801	$16,802,801	$466,319

Summary of Recommendation

The Recommended Budget for the Public Defender Department is $16,802,801, a net increase of $466,319 from the current year's adopted budget. The Recommended Budget is financed by $2,072,271 in estimated program revenue, $14,651,415 in General Fund Contributions (GFC) and $79,115 in departmental fund balance. The Department experienced an increase in expenditures due to higher costs associated with salary schedules, pension contributions, general liability insurance, and employee health insurance, offset with a reduction in cost plan charges and increased expenditure reimbursements.

The Recommended Budget includes $504,002 in augmentations to restore two filled attorney positions at stake due to the fiscal pressures mentioned above. The two attorney positions ensure the continuity of services to indigent clients in the trial courts. The Recommended Budget includes a total of 57.5 positions, representing a reallocation of one Management Analyst I to a Management Analyst II to support our ACME project funded by the Indigent Defense Grant.

Budget Impacts

The Recommended Budget allows the Department to maintain current levels of service to County indigent clients. However, the increased costs of general liability insurance, employee step advances, retirement costs, and rising healthcare costs restrict the department's flexibility to assign resources to rapidly changing service needs.

Further, the passage of recent legislation will require additional extensive research, case history reviews, and potential re-sentencing hearings in serious felony cases as well as additional resources for mental health diversion matters. These are time-intensive cases that involve written motions, hearings, and writ petitions, creating additional demands on the Department's staff and resources.

Prior Year Accomplishments

The COVID-19 pandemic presented unique challenges to the Department. Through innovative technology use and coordination with the courts, the Department was able to continue to provide personal service to clients while ensuring compliance with all health precautions. By using appearance waivers, remote telephonic court participation, video calls, closed-circuit communication devices, and networked interpreting services, the Department was able to minimize client's exposures to health risks while maintaining frequent and meaningful attorney-client communication.

The Budget Act of 2020 (Senate Bill 74) established the Indigent Defense Grant Program and allocated funding administered by the Board of State and Community Corrections (BSCC). The Monterey County Public Defender was one of a select group of counties awarded monies under this program. The grant funding is provided through 2023 and will be utilized to develop the Public Defender's Attorney Case Management Enhancement (ACME) project, which will support attorney training, technology upgrades, and other support needs.

The Department participated in community outreach events that facilitated County residents' ability to re-enter the job market and make positive contributions to the community while decreasing the financial strain on the County and reducing recidivism. These activities support the Department's mission to expand outreach throughout Monterey County.

The Department's Specialized Immigration Attorney provided vital consultations to resolve criminal cases for more than 600 non-citizens, indigent clients, limiting potential negative immigration consequences for this important population.

The Post Sentence Relief Team paved the way to clear and expunge records, reduce felony convictions to misdemeanors, process certificates of rehabilitation and pursue other legal post-conviction remedies as provided by law.

Every even-numbered year, the Department participates in the Veterans Stand Down event serving over 100 local veterans. This is a vital service that includes referrals to a variety of necessary services such as substance abuse treatment, mental health care, employment, housing, and access to a homeless court where veterans can resolve minor violations. These critical services are often the catalyst that enables veterans to reenter mainstream society.

The Department provided around-the-clock attorney access for minors who were arrested and subject to police questioning.

Budget Year Goals

The Department continues to work with Justice Partners to develop a homeless court to address the unique challenges that homeless clients face in accessing the legal system.

The BSCC grant will allow for extensive off-site attorney training opportunities and technology upgrades to facilitate easier and more frequent attorney-client communication and case file access. The Department is positioned to identify opportunities for increasing efficiencies through technology to continue to improve client services and client outcomes.

The Public Defender upgraded its case management system utilizing Karpel (same management system used by the District Attorney). The system is now being further customized to send out automatic text message reminders for court appearances which will significantly reduce failure to appear and subsequent bench warrants.

In support of succession planning, the Department will continue to facilitate cross-training and provide opportunities for staff to engage in professional development training throughout the course of the fiscal year.

Pending Issues

Digital Divide:

As the Public Safety Partners transitioned from paper to digital information storage, emergency measures have been used to provide a sufficient digital storage program for massive amounts of digital data received from law enforcement. Requirements to keep data for the lifetime of each client accentuates the problem. Information Technology Department (ITD) continues to work with safety partners to develop a better plan for storage and sharing of data to streamline the process and make it more cost-effective.

Legislative Changes:

Funding for costs of capital cases and potential service costs due to recent legislation is not included in the Recommended Budget. The Department continues to incur additional costs for services required by new legislation.

The passage of SB 1437 redefined murder. The law allows inmates serving sentences for felony murder to be re-sentenced if their crimes meet certain conditions. Under SB 1437, the public defender represents these inmates in the Superior Courts.

AB 1810 created a mental health diversion program that suspends criminal proceedings while the defendant participates in up to a two-year treatment program. Upon successful completion, criminal charges are dismissed. The program continues to evolve and expand within the court system. This program requires additional social work and behavioral health resources within the Department.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Alternate Defenders Office (PUB001)	2,616,693	2,970,649	2,953,139	2,981,031	2,981,031	10,382	001	8168
Public Defender (PUB001)	12,360,503	13,035,074	13,099,875	13,454,740	13,454,740	419,666	001	8169
Public Defender (PUB002)	0	330,759	330,759	367,030	367,030	36,271	022	8169
Subtotal	14,977,196	16,336,482	16,383,773	16,802,801	16,802,801	466,319		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Alternate Defenders Office	$2,616,693	$2,970,649	$2,953,139	$2,981,031	2,981,031	$10,382
Public Defender	$12,360,503	$13,365,833	$13,430,634	$13,821,770	13,821,770	$455,937
Subtotal	$14,977,196	$16,336,482	$16,383,773	$16,802,801	16,802,801	$466,319

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
11A18	PUBLIC DEFENDER	1.00	1.00	1.00	0.00
12C11	ASSISTANT PUBLIC DEFENDER	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	0.00	0.00	1.00	1.00
14G02	MANAGEMENT ANALYST I	2.00	2.00	1.00	(1.00)
20B10	ACCOUNTANT I	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
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	25.00	26.00	26.00	0.00
39P35	CHIEF DEPUTY PUBLIC DEFENDER	4.00	4.00	4.00	0.00
60B21	PSYCHIATRIC SOCIAL WORKER II	0.00	1.00	1.00	0.00
60C22	SOCIAL WORKER III	1.00	0.00	0.00	0.00
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	56.50	57.50	57.50	0.00

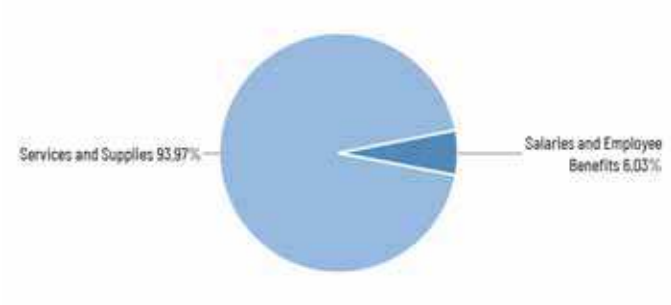
Augmentation Request

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
2270	2270-8169-001-AUG1	Restore Filled DPD IV	Restore Filled Position	252,001	1.00	252,001	1.00
2270	2270-8169-001-AUG2	Restore Filled DPD IV	Restore Filled Position	252,001	1.00	252,001	1.00
			Grand Total:	504,002	2.00	504,002	2.00

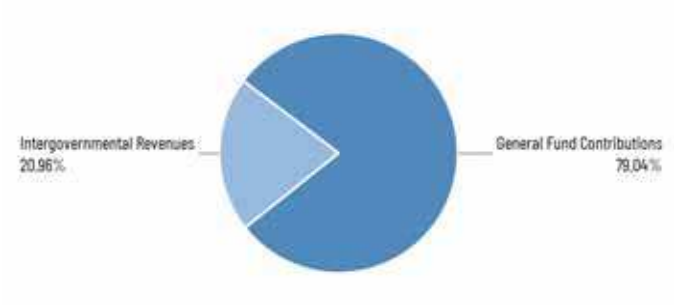
Alternate Defender's Office

(Budget Unit 8168—Fund 001—Appropriation Unit PUB001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$154,160	$170,959	$175,733	$179,751	$179,751	$8,792
Services and Supplies	$2,462,533	$2,799,690	$2,777,406	$2,801,280	$2,801,280	$1,590
Subtotal	$2,616,693	$2,970,649	$2,953,139	$2,981,031	$2,981,031	$10,382

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$707,133	$450,000	$573,415	$624,500	$624,500	$174,500
Other Financing Sources	—	$1,500	$1,500	$1,500	$1,500	—
Subtotal	$707,133	$451,500	$574,915	$626,000	$626,000	$174,500
General Fund Contributions	$1,909,560	$2,519,149	$2,378,224	$2,355,031	$2,355,031	$(164,118)
Total Source of Funds	$2,616,693	$2,970,649	$2,953,139	$2,981,031	$2,981,031	$10,382

Unit Description

The Court Assigned Counsel Unit, referred to as the Alternate Defender's Office (ADO), represents clients in criminal cases in which the Public Defender's Office has a conflict of interest or is otherwise unable to accept representation. The ADO meets these mandates through the combination of contract attorneys and panel attorneys. The Chief Alternate Defender maintains operational responsibility and manages the contract attorneys and panel attorneys. Panel attorneys are used in cases when the contract attorneys have a conflict and in cases falling outside the contract, e.g., capital cases.

The ADO 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.

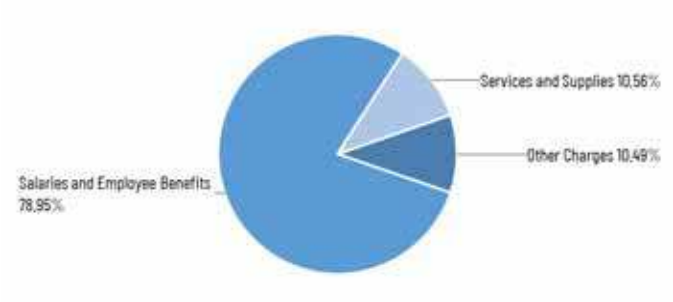
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
14G02	MANAGEMENT ANALYST I	1.00
80J21	ACCOUNT CLERK	0.50
	Total	1.50

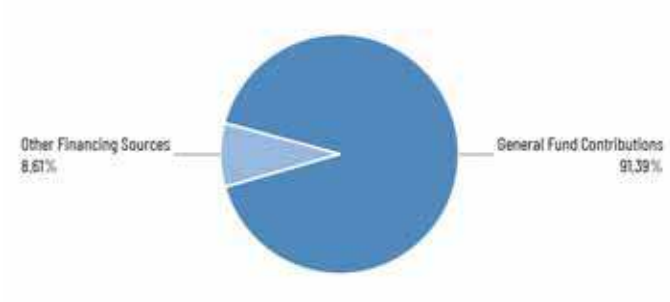
Public Defender

(Budget Unit 8169—Fund 001—Appropriation Unit PUB001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$9,297,544	$10,329,435	$10,311,687	$10,622,317	$10,622,317	$292,882
Services and Supplies	$1,169,952	$833,311	$915,860	$1,420,982	$1,420,982	$587,671
Other Charges	$1,893,008	$1,872,328	$1,872,328	$1,411,441	$1,411,441	$(460,887)
Subtotal	$12,360,503	$13,035,074	$13,099,875	$13,454,740	$13,454,740	$419,666

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	$4,054	$8,000	$1,000	$500	$500	$(7,500)
Miscellaneous Revenues	$3,890	—	—	—	—	—
Other Financing Sources	$336,403	$888,742	$822,485	$1,157,856	$1,157,856	$269,114
Subtotal	$344,347	$896,742	$823,485	$1,158,356	$1,158,356	$261,614
General Fund Contributions	$12,016,156	$12,138,332	$12,276,390	$12,296,384	$12,296,384	$158,052
Total Source of Funds	$12,360,503	$13,035,074	$13,099,875	$13,454,740	$13,454,740	$419,666

Unit Description

The Public Defender provides legal representation to over 10,000 indigent persons in Monterey Superior Court matters. While most clients are defendants in criminal cases, the Public Defender also provides representation in probate, conservatorship, and limited civil matters, including when mental health clients' liberty may be at risk.

The Department also provides representation of youths in matters within the jurisdiction of the juvenile courts of Monterey County. This function includes having an attorney available around the clock to consult with juveniles who have been arrested prior to these juveniles undergoing questioning.

The functions of the Department allow the County to meet its obligations imposed under the Constitutions of the United States and California and other applicable statutes such as California Government Code section 27706.

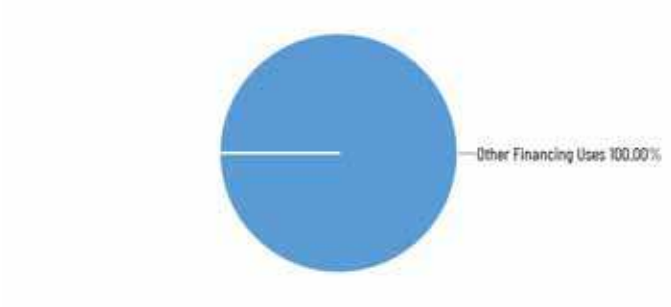
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
11A18	PUBLIC DEFENDER	1.00
12C11	ASSISTANT PUBLIC DEFENDER	1.00
14C30	MANAGEMENT ANALYST II	1.00
20B10	ACCOUNTANT I	1.00
20B95	FINANCE MANAGER I	1.00
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

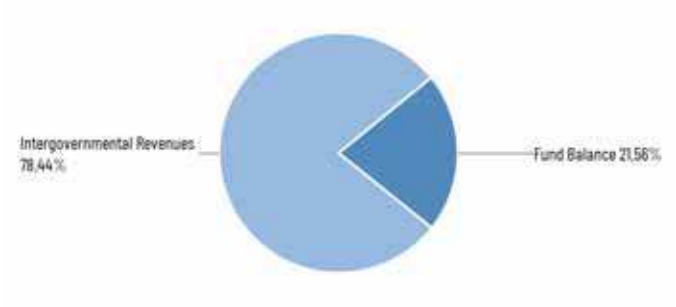
Public Defender

(Budget Unit 8169—Fund 022—Appropriation Unit PUB002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Financing Uses	—	$330,759	$330,759	$367,030	$367,030	$36,271
Subtotal	—	$330,759	$330,759	$367,030	$367,030	$36,271

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$237,947	$274,954	$274,954	$287,915	$287,915	$12,961
Subtotal	$237,947	$274,954	$274,954	$287,915	$287,915	$12,961
Fund Balance	$(237,947)	$55,805	$55,805	$79,115	$79,115	$23,310
General Fund Contributions	$0	—	—	—	—	—
Total Source of Funds	—	$330,759	$330,759	$367,030	$367,030	$36,271

Unit Description

The FY 2011-12 State budget enacted a shift or "realignment" of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realigned programs' payments.

Sheriff-Coroner

Departmental Overview:

The Sheriff's Office provides public safety services to the residents of Monterey County. Services include 24-hour uniformed patrol, the investigation of crimes, criminal records management and community policing. It is also responsible for the safekeeping and security of persons arrested by any law enforcement agency in Monterey County. The Coroner's function investigates all reportable deaths and determines the cause and manner of reportable deaths. The Sheriff-Coroner is an elected official per the authority of the California Government Code and Health and Safety Code.

Programs and Functions:

The Sheriff's Office provides law enforcement, investigations, custody services, court security, and law enforcement support.

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

ECONOMIC DEVELOPMENT

The Office provides essential public safety services and keeping the County safe enhances people's desire to live, work, and recreate in Monterey County.

ADMINISTRATION

The Sheriff's executive management team meets weekly to 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 obtain community input and feedback on operational issues.

HEALTH AND HUMAN SERVICES

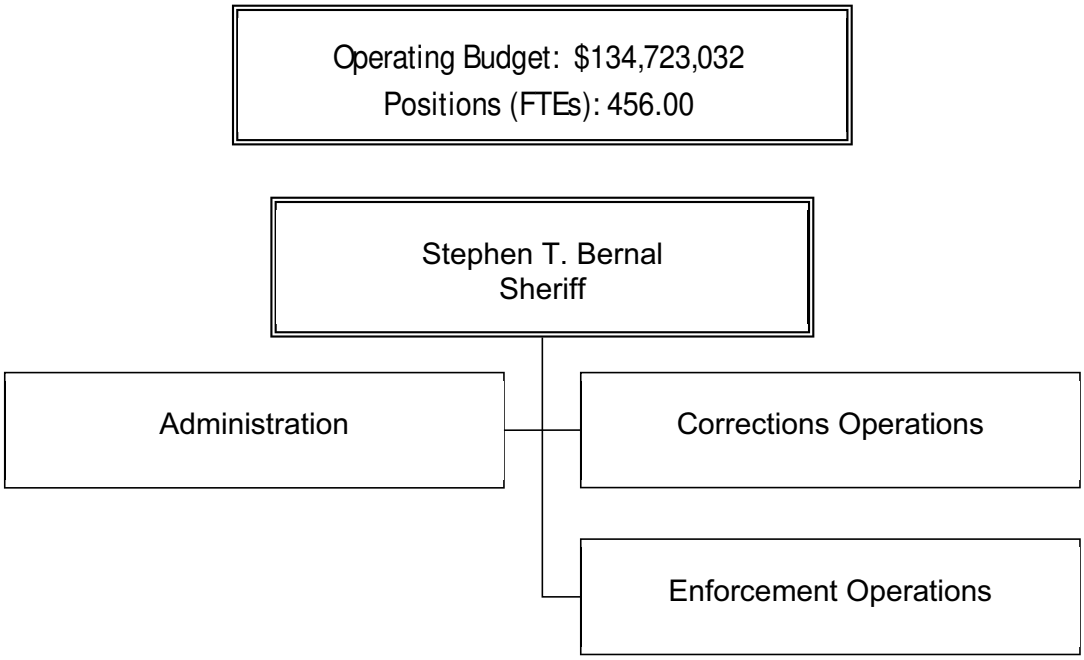
Monterey County Sheriff's Deputies are first responders and quickly deploy to disasters that jeopardize the health and safety of our community.

INFRASTRUCTURE

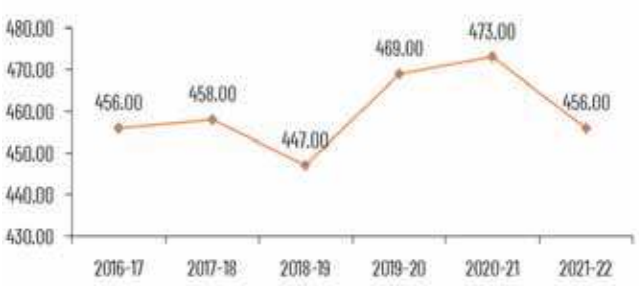
The Office provides infrastructure protection through rapid responses and collaborative efforts with other public safety partners at the local, State and federal levels.

PUBLIC SAFETY

The Sheriff's Office promotes safe communities by providing patrol, investigations and crime prevention efforts.



Staffing Trends

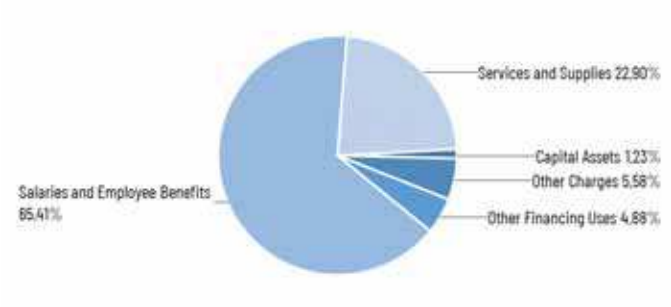


Expenditure/Revenue History (in millions)

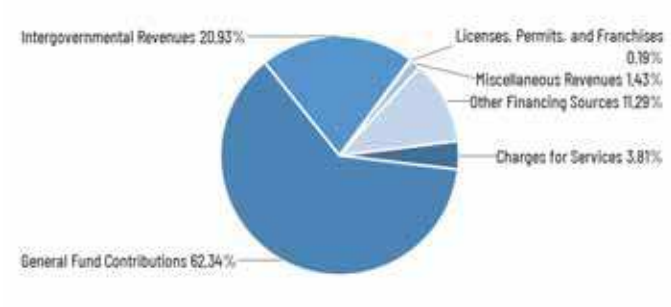
The Sheriff-Coroner Department is divided into three bureaus: Administration Operations, Enforcement Operations (patrol) and Correction Operations (jail).

Key Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Mid-Year
COB - Number of County Jail bookings processed.	12,754	10,974	5,634
COB - Average number of days a released inmate is housed in jail.	26.6	26.1	29.3
COB - Number of Jail Program completions.	26,442	19,792	7,924
COB - Number of inmate visits.	26,515	19,707	6,034
EOB - Number of calls for service completed.	84,417	76,909	46,019
EOB - Number of violent crimes reported.	830	745	508
AOB - Number of applicant background checked.	163	185	157
AOB - Number of employees hired.	46	33	38
AOB - Number of Worker's Compensation claims department-wide.	168	151	72

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$81,577,306	$86,378,549	$87,379,649	$93,464,830	$88,119,136	$1,740,587
Services and Supplies	$24,336,347	$24,548,325	$29,775,894	$33,790,567	$30,846,837	$6,298,512
Other Charges	$8,018,933	$6,580,519	$6,557,239	$7,520,051	$7,520,051	$939,532
Capital Assets	$155,788	$382,219	$772,269	$1,773,008	$1,661,408	$1,279,189
Other Financing Uses	$5,877,543	$6,567,335	$6,540,717	$6,575,600	$6,575,600	$8,265
Subtotal	$119,965,917	$124,456,947	$131,025,768	$143,124,056	$134,723,032	$10,266,085

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Licenses, Permits, and Franchises	$226,550	$216,000	$203,600	$257,800	$257,800	$41,800
Fines, Forfeitures, and Penalties	$160,890	$129,000	$128,300	$113,000	$113,000	$(16,000)
Revenue from Use of Money & Property	$54,250	—	—	$70,000	$70,000	$70,000
Intergovernmental Revenues	$25,314,008	$26,098,532	$30,086,097	$28,160,460	$28,160,460	$2,061,928
Charges for Services	$4,778,794	$4,466,124	$3,127,523	$5,127,216	$5,127,216	$661,092
Miscellaneous Revenues	$26,914	$1,898,595	$4,072	$1,930,259	$1,930,259	$31,664
Other Financing Sources	$14,187,193	$14,985,663	$15,365,270	$15,191,046	$15,191,046	$205,383
Subtotal	$44,748,600	$47,793,914	$48,914,862	$50,849,781	$50,849,781	$3,055,867
Fund Balance	$34,085	—	—	—	—	—
General Fund Contributions	$75,183,232	$76,663,033	$82,110,906	$92,274,275	$83,873,251	$7,210,218
Total Source of Funds	$119,965,917	$124,456,947	$131,025,768	$143,124,056	$134,723,032	$10,266,085

Summary of Recommendation

The Recommended Budget for the Sheriff's Office includes $134,723,032 in total appropriations financed by $50,849,781 in revenues, and $83,873,251 in General Fund Contributions (GFC). This represents an increase in appropriations of $10,266,085 over the FY 2020-21 Adopted Budget due to cost drivers experienced countywide; including higher costs associated with employee wages from step increases, higher employee pension costs, health insurance, and rising premiums for general liability programs; and increasing departmental costs for equipment, fleet, inmate medical and other professional service contractual obligations.

The Recommended Budget includes a total of 456 positions, representing an elimination of 17.0 positions from the FY 2020-21 Adopted Budget; while all were vacant when the requested budget was submitted, 7 have recently completed the hiring process. It also includes $3,891,527 in augmentations to continue to fund 13 vacant positions, the second payment for Motorola radios and to construct a back-up sewer system for the Jail.

As of the writing of this narrative, the Sheriff's Augmentation Requests amounting to $8,401,024 was not included in the Recommended Budget. This budget augmentation request is needed to fund a) seventeen (17) peace officers, b) six (6) new positions, c)

continued costs of COVID-19 pandemic public health response, d) remaining purchase price and Sheriff's share of the annual maintenance cost of the fingerprint machine that is used by partner law enforcement agencies, and e) annual NGEN cost to support the Motorola radios.

Budget Impacts

The FY 2021-22 Recommended Budget includes funding for 456 positions, with another seventeen (17) peace officer positions unfunded and possibly eliminated. These 17 positions were vacant at the time of submission of the Requested Budget, but 7 were subsequently filled before the release of the Recommended Budget. This will result in termination of employment and will have an adverse impact on the delivery of the Sheriff's mandated services and core functions. These 17 positions were first unfunded last fiscal year, when the jail population was at an historic low due to the COVID-19 Shelter in Place Order, fewer proactive arrests, expansion of the own recognizance release policy, and the $0 bail schedule for most offenses.

The average daily population in the County jail has returned to pre-pandemic levels. Additionally, patrol operations and calls for service have returned to pre-pandemic levels. The Sheriff's Office cannot maintain status quo operations with the current staffing levels and will have to reduce existing services. The following specialized assignments will be eliminated to reassign personnel to patrol: Big Sur Resident Deputy, School Resource Officers in Carmel and North County, and Cannabis Detectives. Additionally, the Agriculture Crimes Detectives will be reassigned to Crimes Against Persons.

The Recommended Budget does not address any of the COVID-19 related expenditures funded by CARES since the start of the pandemic in March 2020. Although cases are declining, the County jail must maintain strict COVID-19 public health protocols and measures to prevent a major outbreak in the congregate living environment. As long as the pandemic impacts the public, the Coroner's Office will continue to experience additional expenses. Coroner's cases rose by 40% in FY 2020-21, and autopsies result in higher costs for pathological exams and lab work.

The Recommended Budget also does not include funding for critical ongoing costs for the automated fingerprint machine. 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 via secure digital transmission from the County to the Department of Justice. The Department of Justice establishes and enforces the program and its rules. Non-funding of the remaining replacement cost of the fingerprint system and the corresponding annual maintenance cost will result in non-compliance with the DOJ's requirements. The Remote Access Network (RAN) Board, also known as Cal-ID, is currently working on a Vehicle License Fee increase to defray some of the annual maintenance costs of the machine.

The Sheriff's Office will not be able to pay the NGEN fees needed to operate and maintain the new Motorola radios in FY 2021-22.

The Recommended Budget does not address any emerging staffing needs that were requested for SB384, grant procurement, Digital Forensic Technicians or Office Assistants.

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. The need to employ temporary staffing to support the Sheriff's operations was not included in the budget. When these unbudgeted costs arise during the fiscal year, the Department will have to request additional Appropriations from the Board.

Prior Year Accomplishments

Fully implemented the 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 has accelerated access to treatment for Incompetent to Stand Trial (IST) inmates so they can continue court proceedings. The JBCT has restored 25 inmates to competency since its inception.

Opened a portion of the jail expansion to create isolation / quarantine space as part of our COVID-19 response plan. This limited opening helped identify and mitigate areas of concern.

Started utilizing the Guardian RFID system funded by AB109 to automate and track inmate movement, inmate programs, and safety checks. This program will also help streamline the auditing and reporting requirements for the Hernandez lawsuit.

The jail inmate education and rehabilitation programs unit graduated 40 participants from the Moral Reconation Therapy (MRT) program. 540 inmates participated in other programs with a 90% completion rate. 250 participants went through re-entry transitional programs and resources to better prepare them for success upon release. This was accomplished despite the impact of COVID-19 on in person programming in the jail. The Sheriff's Office programs team utilized a combination of limited in person, virtual, and distance learning techniques.

Constructed a scenario-based training site. This facility is designed to put peace officers in a real-world environment to provide use of force training including de-escalation techniques and force options.

Procured, programmed, and deployed all Motorola portable public safety radios.

Deployed a new software program to streamline reporting for field training in the jail and on patrol. The system will also track and automate records for use of force, vehicle pursuits, and allegations of misconduct.

Budget Year Goals

Fully occupy the completed Monterey County Jail Expansion project, which was funded with AB 900 monies.

As of the writing of this narrative, the Sheriff's Office plans to continue to seek funding of unfunded and deleted peace officer positions in order to continue its Core Functions and comply with Mandates, maintain adequate jail staffing, and increase the number of patrol deputies working out in the community.

Replace existing mobile (vehicle mounted) public safety radios.

Pending Issues

The Public Safety Building remains an issue due to lack of 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 remains a pending item. Courts 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 is still being discussed and is the subject of pending legislation. The legislation could lead to changes in the bail system. Additionally, the legislature is considering sentencing changes as part of a penal code revision. Either of these pending issues will have considerable impact on the county jail population.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Fiscal (SHE001)	1,335,949	0	0	0	0	0	001	8224
Civil (SHE001)	667,786	834,220	1,008,115	894,551	894,551	60,331	001	8225
Coroner (SHE002)	2,379,245	0	0	0	0	0	001	8226
Professional Standards (SHE001)	1,841,977	1,628,213	1,385,132	2,326,206	2,167,292	539,079	001	8227
Records and Warrants (SHE001)	2,302,483	2,723,882	2,492,124	2,536,230	2,536,230	(187,652)	001	8229
Custody Administration (SHE003)	10,627,272	0	0	0	0	0	001	8233
Custody Administration (SHE006)	191,783	240,000	240,000	240,000	240,000	0	022	8233
Court Services (SHE003)	4,558,307	4,919,258	4,207,596	5,003,868	5,003,868	84,610	001	8234
Court Services (SHE006)	4,336,901	4,576,735	4,550,117	4,585,000	4,585,000	8,265	022	8234
Transportation (SHE003)	4,695,275	5,036,248	4,901,676	0	0	(5,036,248)	001	8235
Inmate Medical (SHE004)	9,997,903	0	0	0	0	0	001	8237
Jail Operations and Administration (SHE003)	30,399,787	45,979,785	49,441,732	60,836,520	57,239,998	11,260,213	001	8238
Jail Operations and Administration (SHE006)	613,463	620,000	620,000	620,000	620,000	0	022	8238
Inmate Programs (SHE003)	1,041,882	935,409	952,012	927,834	927,834	(7,575)	001	8239
Jail Support Services (SHE003)	3,586,850	0	0	0	0	0	001	8240

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Enforcement Operations and Administration (SHE001)	21,235,697	26,765,319	27,534,469	31,834,204	29,357,956	2,592,637	001	8242
Enforcement Operations and Administration (SHE006)	291,351	500,600	500,600	500,600	500,600	0	022	8242
Coroner & Investigation (SHE001)	4,830,550	7,283,336	8,753,213	8,734,321	7,519,374	236,038	001	8245
Coroner & Investigation (SHE006)	268,645	380,000	380,000	380,000	380,000	0	022	8245
Narcotics (SHE006)	175,400	250,000	250,000	250,000	250,000	0	022	8246
Community Services and Special Enforcement (SHE001)	1,862,025	2,469,857	2,861,671	2,335,008	2,194,076	(275,781)	001	8250
Administration and Indirect Costs (SHE001)	9,258,791	9,056,259	10,371,527	10,835,909	10,022,448	966,189	001	8273
Administration Bureau (SHE001)	1,771,624	0	0	0	0	0	001	8400
Special Enforcement (SHE001)	1,694,973	0	0	0	0	0	001	8497
Inmate Medical Program (SHE003)	0	10,257,826	10,575,784	10,283,805	10,283,805	25,979	001	8532
Subtotal	119,965,917	124,456,947	131,025,768	143,124,056	134,723,032	10,266,085		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fiscal	$1,335,949	—	—	—	—	—
Civil	$667,786	$834,220	$1,008,115	$894,551	894,551	$60,331
Coroner	$2,379,245	—	—	—	—	—
Professional Standards	$1,841,977	$1,628,213	$1,385,132	$2,326,206	2,167,292	$539,079
Records and Warrants	$2,302,483	$2,723,882	$2,492,124	$2,536,230	2,536,230	$(187,652)
Custody Administration	$10,819,055	$240,000	$240,000	$240,000	240,000	—
Court Services	$8,895,208	$9,495,993	$8,757,713	$9,588,868	9,588,868	$92,875
Transportation	$4,695,275	$5,036,248	$4,901,676	—	—	$(5,036,248)
Inmate Medical	$9,997,903	—	—	—	—	—
Jail Operations and Administration	$31,013,250	$46,599,785	$50,061,732	$61,456,520	57,859,998	$11,260,213
Inmate Programs	$1,041,882	$935,409	$952,012	$927,834	927,834	$(7,575)
Jail Support Services	$3,586,850	—	—	—	—	—
Enforcement Operations and Administration	$21,527,048	$27,265,919	$28,035,069	$32,334,804	29,858,556	$2,592,637

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Coroner & Investigation	$5,099,195	$7,663,336	$9,133,213	$9,114,321	7,899,374	$236,038
Narcotics	$175,400	$250,000	$250,000	$250,000	250,000	—
Community Services and Special Enforcement	$1,862,025	$2,469,857	$2,861,671	$2,335,008	2,194,076	$(275,781)
Administration and Indirect Costs	$9,258,791	$9,056,259	$10,371,527	$10,835,909	10,022,448	$966,189
Administration Bureau	$1,771,624	—	—	—	—	—
Special Enforcement	$1,694,973	—	—	—	—	—
Inmate Medical Program	—	$10,257,826	$10,575,784	$10,283,805	10,283,805	$25,979
Subtotal	$119,965,917	$124,456,947	$131,025,768	$143,124,056	134,723,032	$10,266,085

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	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
14B01	PERSONNEL ANALYST	0.00	0.00	1.00	1.00
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	0.00	(1.00)
14G02	MANAGEMENT ANALYST I	1.00	1.00	1.00	0.00
14H33	CRIMINAL INTELLIGENCE SPECIALIST	2.00	2.00	2.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
20B11	ACCOUNTANT II	0.00	1.00	1.00	0.00
20B12	ACCOUNTANT III	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
34E22	FORENSIC EVIDENCE TECHNICIAN	2.00	2.00	2.00	0.00
34E30	SUPERVISING FORENSIC EVIDENCE TECHNICIAN	1.00	1.00	1.00	0.00
34G21	CIVIL PROCESS SERVER	1.00	1.00	1.00	0.00
34P31	VEHICLE ABATEMENT ENFORCEMENT OFFICER	2.00	2.00	2.00	0.00
36A22	DEPUTY SHERIFF-OPERATIONS	122.00	112.00	103.00	(9.00)
36A23	SHERIFFS SERGEANT	37.00	37.00	33.00	(4.00)
36A24	SHERIFFS INVESTIGATIVE SERGEANT	4.00	3.00	3.00	0.00
36A81	SHERIFFS CAPTAIN	1.00	1.00	1.00	0.00
36A82	SHERIFFS COMMANDER	10.00	9.00	9.00	0.00
36E21	DEPUTY SHERIFF-CORRECTIONS	145.00	157.00	153.00	(4.00)
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	0.00	0.00	0.00
60G54	SHERIFF'S WORK ALTERNATIVE SPECIALIST	0.00	4.00	4.00	0.00
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	5.00	5.00	0.00
70N10	INMATE SERVICES SPECIALIST	5.00	5.00	5.00	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
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	11.00	11.00	0.00
80I08	SENIOR CORRECTIONS SPECIALIST	3.00	3.00	3.00	0.00
80I10	CUSTODY AND CONTROL SPECIALIST	47.00	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	18.00	18.00	0.00
80I17	SENIOR SHERIFFS RECORDS SPECIALIST	4.00	5.00	5.00	0.00
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	3.00	3.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
	Total	469.00	473.00	456.00	(17.00)

Augmentation Request

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
2300	2300-8227-001-AUG1	Principal Office Assistant	Request New Position	79,457	1.00	-	-
2300	2300-8227-001-AUG2	Principal Office Assistant	Request New Position	79,457	1.00	-	-
2300	2300-8238-001-AUG41	Sheriffs Sergeant	Restore Vacant Position	220,062	1.00	220,062	1.00
2300	2300-8238-001-AUG42	Sheriffs Sergeant	Restore Vacant Position	220,062	1.00	-	-
2300	2300-8238-001-AUG43	Deputy Sheriff Corrections	Restore Vacant Position	140,932	1.00	-	-
2300	2300-8238-001-AUG44	Deputy Sheriff Corrections	Restore Vacant Position	140,932	1.00	-	-
2300	2300-8238-001-AUG45	Custody and Control Specialist	Restore Vacant Position	86,618	1.00	86,618	1.00
2300	2300-8238-001-AUG46	Custody and Control Specialist	Restore Vacant Position	86,618	1.00	86,618	1.00
2300	2300-8238-001-AUG47	Custody and Control Specialist	Restore Vacant Position	140,932	1.00	140,932	1.00
2300	2300-8238-001-AUG48	Deputy Sheriff Corrections	Restore Vacant Position	140,932	1.00	-	-
2300	2300-8238-001-AUG49	Deputy Sheriff Corrections	Restore Vacant Position	140,932	1.00	-	-
2300	2300-8238-001-AUG60	Deputy Sheriff Corrections	Restore Vacant Position	140,932	1.00	-	-

2300	2300-8238-001-AUG61	Inmate Services Specialist	Restore Vacant Position	83,280	1.00	83,280	1.00
2300	2300-8238-001-AUG62	Custody and Control Specialist	Restore Vacant Position	93,926	1.00	93,926	1.00
2300	2300-8238-001-AUG63	Custody and Control Specialist	Restore Vacant Position	93,926	1.00	93,926	1.00
2300	2300-8238-001-AUG64	Custody and Control Specialist	Restore Vacant Position	93,926	1.00	93,926	1.00
2300	2300-8238-001-AUG65	Custody and Control Specialist	Restore Vacant Position	93,926	1.00	93,926	1.00
2300	2300-8238-001-AUG70	Jail's Food Service	Status Quo Other	600,000	-	-	-
2300	2300-8238-001-AUG71	COVID19 Cleaning and Sanitizing Supplies	Status Quo Other	394,000	-	-	-
2300	2300-8238-001-AUG72	COVID19 Jail Security & Transportation	Status Quo Other	300,000	-	-	-
2300	2300-8238-001-AUG73	Jail's Back-up Sewer System	Capital Improvements	1,200,000	-	1,200,000	-
2300	2300-8238-001-AUG74	COVID19 Overtime	Status Quo Other	955,000	-	-	-
2300	2300-8238-001-AUG75	COVID19 Testing in Jail	Status Quo Other	342,800	-	-	-
2300	2300-8238-001-AUG81	Temporary Employee-Office Assistant	Status Quo Other	40,000	-	-	-
2300	2300-8238-001-AUG82	Temporary Employee-Office Assistant	Status Quo Other	40,000	-	-	-
2300	2300-8242-001-AUG01	Deputy Sheriff Operations	Restore Vacant Position	140,932	1.00	-	-
2300	2300-8242-001-AUG015	Deputy Sheriff Operations	Restore Vacant Position	140,932	1.00	-	-
2300	2300-8242-001-AUG016	COVID19 Cleaning and Sanitizing Supplies	Status Quo Other	124,600	-	-	-
2300	2300-8242-001-AUG017	COVID19 Overtime	Status Quo Other	925,000	-	-	-
2300	2300-8242-001-AUG02	Deputy Sheriff Operations	Restore Vacant Position	140,932	1.00	-	-
2300	2300-8242-001-AUG03	Deputy Sheriff Operations	Restore Vacant Position	140,932	1.00	-	-
2300	2300-8242-001-AUG04	Deputy Sheriff Operations	Restore Vacant Position	140,932	1.00	-	-
2300	2300-8242-001-AUG05	Deputy Sheriff Operations	Restore Vacant Position	140,932	1.00	-	-
2300	2300-8242-001-AUG06	Deputy Sheriff Operations	Restore Vacant Position	140,932	1.00	-	-
2300	2300-8242-001-AUG09	Sheriffs Sergeant	Restore Vacant Position	220,062	1.00	-	-
2300	2300-8242-001-AUG12	Sheriffs Sergeant	Restore Vacant Position	220,062	1.00	-	-
2300	2300-8245-001-AUG02	LiveScan Replacement	Capital Improvements	111,600	-	-	-
2300	2300-8245-001-AUG03	LiveScan Maintenance	Capital Improvements	63,130	-	-	-
2300	2300-8245-001-AUG04	COVID19 Coroner's Costs	Status Quo Other	500,000	-	-	-
2300	2300-8245-001-AUG05	COVID19 Coroner's Costs	Status Quo Other	200,000	-	-	-

2300	2300-8245-001-AUG06	COVID19 Coroner's Costs	Status Quo Other	60,000	-	-	-
2300	2300-8245-001-AUG10	Deputy Sheriff Operations	Restore Vacant Position	140,932	1.00	-	-
2300	2300-8245-001-AUG11	Supervising Forensic Evidence Technician	Restore Vacant Position	135,112	1.00	135,112	1.00
2300	2300-8245-001-AUG12	Forensic Evidence Technician	Restore Vacant Position	117,667	1.00	117,667	1.00
2300	2300-8245-001-AUG14	Management Analyst III	Request New Position	139,285	1.00	-	-
2300	2300-8250-001-AUG01	Crime Prevention Specialist	Restore Vacant Position	78,199	1.00	78,199	1.00
2300	2300-8250-001-AUG10	Deputy Sheriff Operations	Restore Vacant Position	140,932	1.00	-	-
2300	2300-8273-001-AUG1	Motorola Radios	Capital Improvements	1,250,000	-	1,250,000	-
2300	2300-8273-001-AUG3	Management Analyst II	Request New Position	131,091	1.00	-	-
2300	2300-8273-001-AUG4	Digital Forensic Investigator	Request New Position	126,585	1.00	-	-
2300	2300-8273-001-AUG5	Digital Forensic Investigator	Request New Position	126,585	1.00	-	-
2300	2300-8273-001-AUG7	Personnel Analyst	Restore Vacant Position	117,335	1.00	117,335	1.00
2300	2300-8273-001-AUG8	Motorola Radios Support-NGEN	Status Quo Other	359,200	-	-	-
2300	2300-8273-001-AUG9	Temporary Employee-Sr Acct Clerk	Status Quo Other	70,000	-	-	-
			Grand Total:	12,292,551	36.00	3,891,527	13.00

Fiscal

(Budget Unit 8224—Fund 001—Appropriation Unit SHE001)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$1,037,750	—	—	—	—	—
Services and Supplies	$275,807	—	—	—	—	—
Other Charges	$22,393	—	—	—	—	—
Subtotal	$1,335,949	—	—	—	—	—

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Licenses, Permits, and Franchises	$159,015	—	—	—	—	—
Charges for Services	$101,801	—	—	—	—	—
Other Financing Sources	$128,654	—	—	—	—	—
Subtotal	$389,470	—	—	—	—	—
General Fund Contributions	$946,479	—	—	—	—	—
Total Source of Funds	$1,335,949	—	—	—	—	—

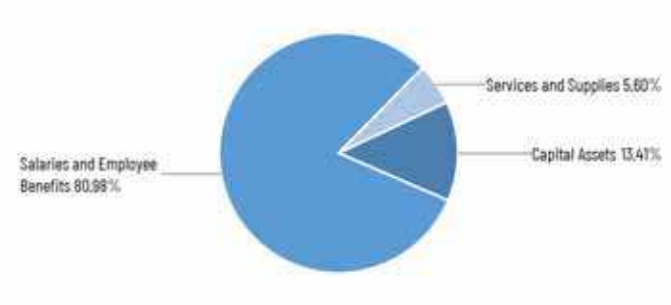
Unit Description

Effective FY 2020-21, this unit was consolidated with Administration (8273).

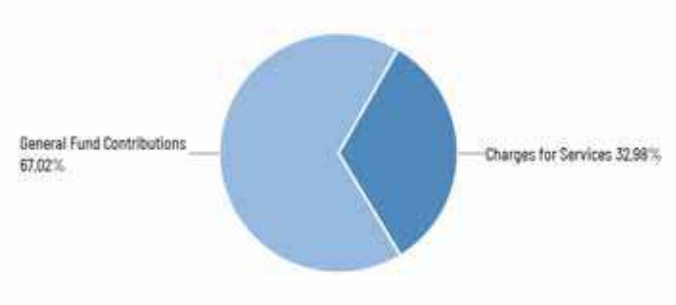
Civil

(Budget Unit 8225—Fund 001—Appropriation Unit SHE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$615,593	$755,070	$752,965	$724,435	$724,435	$(30,635)
Services and Supplies	$52,193	$19,150	$201,150	$50,116	$50,116	$30,966
Capital Assets	—	$60,000	$54,000	$120,000	$120,000	$60,000
Subtotal	$667,786	$834,220	$1,008,115	$894,551	$894,551	$60,331

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	$205,896	$250,000	$250,000	$295,000	$295,000	$45,000
Miscellaneous Revenues	$130	—	—	—	—	—
Subtotal	$206,026	$250,000	$250,000	$295,000	$295,000	$45,000
General Fund Contributions	$461,760	$584,220	$758,115	$599,551	$599,551	$15,331
Total Source of Funds	$667,786	$834,220	$1,008,115	$894,551	$894,551	$60,331

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 2021-22 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

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$1,587,958	—	—	—	—	—
Services and Supplies	$695,359	—	—	—	—	—
Other Charges	$90,151	—	—	—	—	—
Capital Assets	$5,776	—	—	—	—	—
Subtotal	$2,379,245	—	—	—	—	—

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$13,000	—	—	—	—	—
Intergovernmental Revenues	$32,188	—	—	—	—	—
Charges for Services	$52,498	—	—	—	—	—
Subtotal	$97,686	—	—	—	—	—
General Fund Contributions	$2,281,558	—	—	—	—	—
Total Source of Funds	$2,379,245	—	—	—	—	—

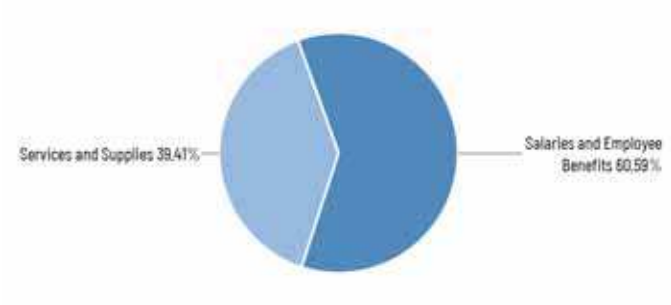
Unit Description

Effective FY 2020-21, this unit was consolidated with Coroner and Investigation (8245).

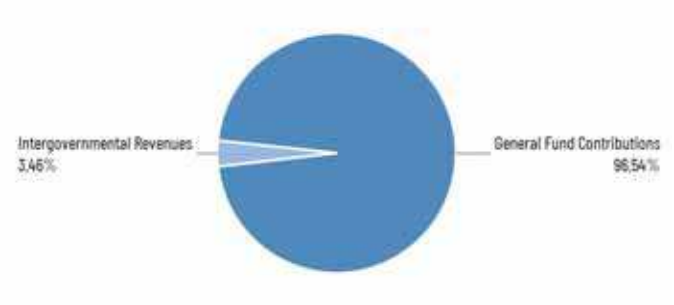
Professional Standards

(Budget Unit 8227—Fund 001—Appropriation Unit SHE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$1,381,598	$1,301,035	$1,057,954	$1,472,023	$1,313,109	$12,074
Services and Supplies	$460,379	$327,178	$327,178	$854,183	$854,183	$527,005
Subtotal	$1,841,977	$1,628,213	$1,385,132	$2,326,206	$2,167,292	$539,079

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$30,835	$75,000	$75,000	$75,000	$75,000	—
Charges for Services	$167	—	—	—	—	—
Miscellaneous Revenues	$66	—	—	—	—	—
Subtotal	$31,068	$75,000	$75,000	$75,000	$75,000	—
General Fund Contributions	$1,810,909	$1,553,213	$1,310,132	$2,251,206	$2,092,292	$539,079
Total Source of Funds	$1,841,977	$1,628,213	$1,385,132	$2,326,206	$2,167,292	$539,079

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.

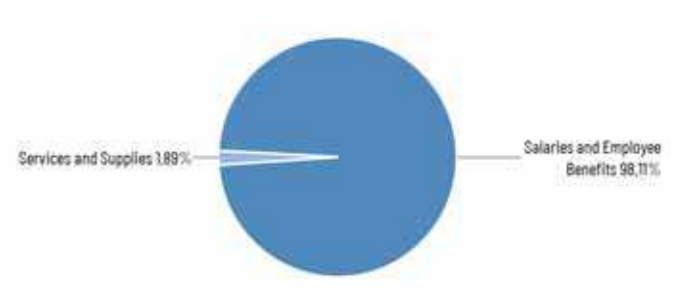
Recommended FY 2021-22 Positions

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

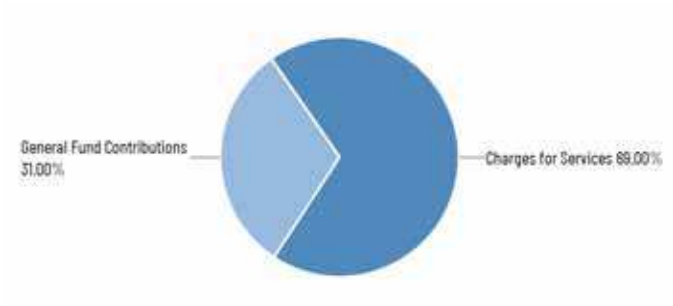
Records and Warrants

(Budget Unit 8229—Fund 001—Appropriation Unit SHE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$2,266,314	$2,691,980	$2,460,222	$2,488,291	$2,488,291	$(203,689)
Services and Supplies	$41,660	$31,902	$31,902	$47,939	$47,939	$16,037
Other Charges	$(5,491)	—	—	—	—	—
Subtotal	$2,302,483	$2,723,882	$2,492,124	$2,536,230	$2,536,230	$(187,652)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	—	$3,000	$3,000	—	—	$(3,000)
Charges for Services	$1,716,931	$1,000,000	$1,000,000	$1,750,000	$1,750,000	$750,000
Subtotal	$1,716,931	$1,003,000	$1,003,000	$1,750,000	$1,750,000	$747,000
General Fund Contributions	$585,552	$1,720,882	$1,489,124	$786,230	$786,230	$(934,652)
Total Source of Funds	$2,302,483	$2,723,882	$2,492,124	$2,536,230	$2,536,230	$(187,652)

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 2021-22 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

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$4,075,816	—	—	—	—	—
Services and Supplies	$3,277,823	—	—	—	—	—
Other Charges	$3,273,634	—	—	—	—	—
Subtotal	$10,627,272	—	—	—	—	—

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$10,747,947	—	—	—	—	—
Charges for Services	$71,208	—	—	—	—	—
Miscellaneous Revenues	$776	—	—	—	—	—
Other Financing Sources	$191,783	—	—	—	—	—
Subtotal	$11,011,713	—	—	—	—	—
General Fund Contributions	$(384,441)	—	—	—	—	—
Total Source of Funds	$10,627,272	—	—	—	—	—

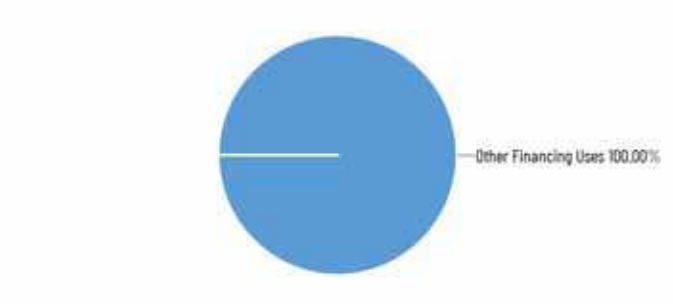
Unit Description

Effective FY 2020-21, this unit was consolidated with Jail Operations and Administration (8238).

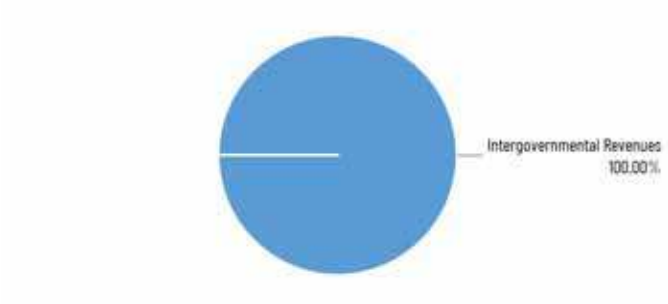
Custody Administration

(Budget Unit 8233—Fund 022—Appropriation Unit SHE006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Financing Uses	$191,783	$240,000	$240,000	$240,000	$240,000	—
Subtotal	$191,783	$240,000	$240,000	$240,000	$240,000	—

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$191,783	$240,000	$240,000	$240,000	$240,000	—
Subtotal	$191,783	$240,000	$240,000	$240,000	$240,000	—
Fund Balance	—	—	—	—	—	—
General Fund Contributions	$(0)	—	—	—	—	—
Total Source of Funds	$191,783	$240,000	$240,000	$240,000	$240,000	—

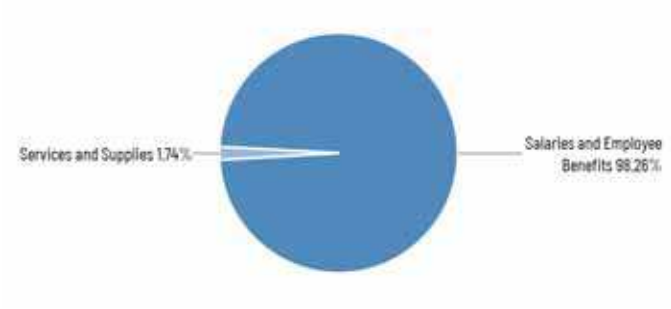
Unit Description

The FY 2011-12 State budget enacted a shift or "realignment" of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between theGeneral Fund and Fund 022 for realigned programs' payments.

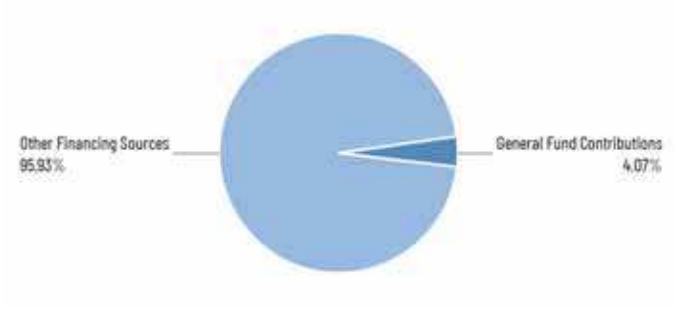
Court Services

(Budget Unit 8234—Fund 001—Appropriation Unit SHE003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$4,413,364	$4,559,900	$4,072,489	$4,916,590	$4,916,590	$356,690
Services and Supplies	$144,942	$132,793	$135,107	$87,278	$87,278	$(45,515)
Other Charges	—	$226,565	—	—	—	$(226,565)
Subtotal	$4,558,307	$4,919,258	$4,207,596	$5,003,868	$5,003,868	$84,610

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Financing Sources	$4,336,901	$4,576,735	$4,434,161	$4,800,000	$4,800,000	$223,265
Subtotal	$4,336,901	$4,576,735	$4,434,161	$4,800,000	$4,800,000	$223,265
General Fund Contributions	$221,406	$342,523	$(226,565)	$203,868	$203,868	$(138,655)
Total Source of Funds	$4,558,307	$4,919,258	$4,207,596	$5,003,868	$5,003,868	$84,610

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.

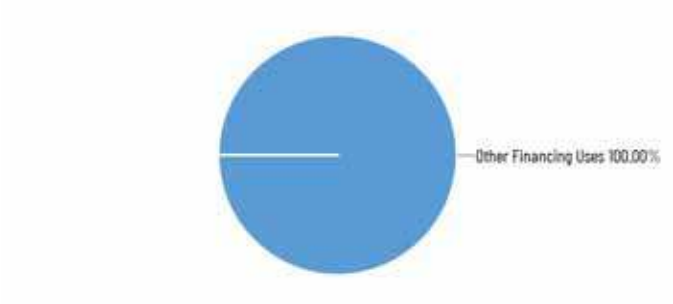
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
36A23	SHERIFFS SERGEANT	2.00
36E21	DEPUTY SHERIFF-CORRECTIONS	19.00
	Total	21.00

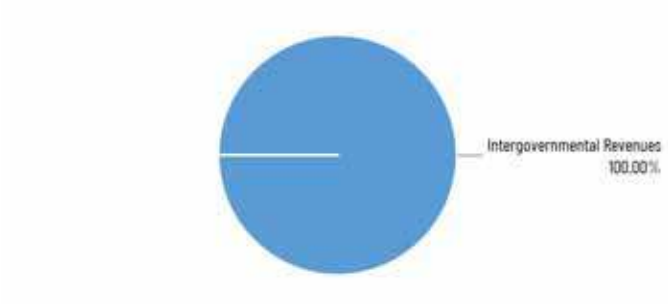
Court Services

(Budget Unit 8234—Fund 022—Appropriation Unit SHE006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Financing Uses	$4,336,901	$4,576,735	$4,550,117	$4,585,000	$4,585,000	$8,265
Subtotal	$4,336,901	$4,576,735	$4,550,117	$4,585,000	$4,585,000	$8,265

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$4,339,364	$4,576,735	$4,550,117	$4,585,000	$4,585,000	$8,265
Subtotal	$4,339,364	$4,576,735	$4,550,117	$4,585,000	$4,585,000	$8,265
Fund Balance	$(2,463)	—	—	—	—	—
General Fund Contributions	$0	—	—	—	—	—
Total Source of Funds	$4,336,901	$4,576,735	$4,550,117	$4,585,000	$4,585,000	$8,265

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

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$2,205,004	$2,442,691	$2,269,793	—	—	$(2,442,691)
Services and Supplies	$2,359,833	$2,379,542	$2,417,868	—	—	$(2,379,542)
Other Charges	$44,369	—	—	—	—	—
Capital Assets	$86,070	$214,015	$214,015	—	—	$(214,015)
Subtotal	$4,695,275	$5,036,248	$4,901,676	—	—	$(5,036,248)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	$384	—	—	—	—	—
Other Financing Sources	$218,347	$388,016	$410,549	—	—	$(388,016)
Subtotal	$218,731	$388,016	$410,549	—	—	$(388,016)
General Fund Contributions	$4,476,544	$4,648,232	$4,491,127	—	—	$(4,648,232)
Total Source of Funds	$4,695,275	$5,036,248	$4,901,676	—	—	$(5,036,248)

Unit Description

This budget unit is recommended to consolidate in FY 2021-22 with Jail Operations & Administration (8238).

Inmate Medical

(Budget Unit 8237—Fund 001—Appropriation Unit SHE004)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$9,997,903	—	—	—	—	—
Subtotal	$9,997,903	—	—	—	—	—

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Financing Sources	$4,335,072	—	—	—	—	—
Subtotal	$4,335,072	—	—	—	—	—
General Fund Contributions	$5,662,832	—	—	—	—	—
Total Source of Funds	$9,997,903	—	—	—	—	—

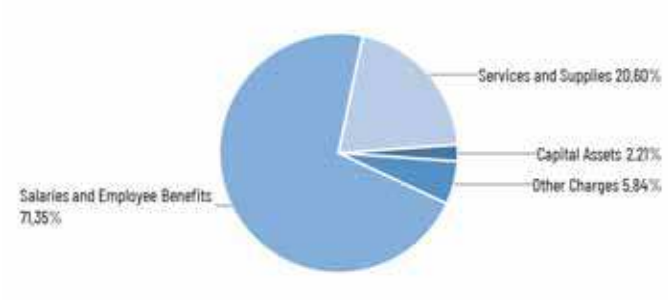
Unit Description

Effective FY 2020-21, this unit changed to 8532.

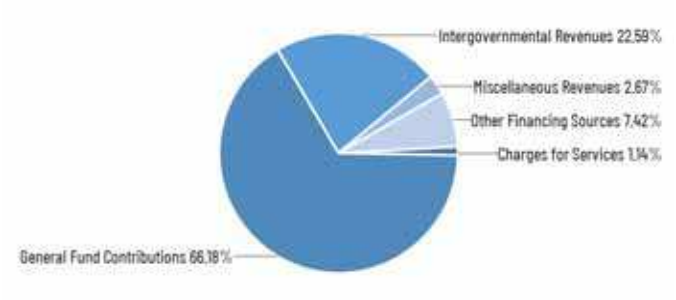
Jail Operations and Administration

(Budget Unit 8238—Fund 001—Appropriation Unit SHE003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$27,219,213	$38,115,549	$39,325,503	$42,800,801	$40,841,079	$2,725,530
Services and Supplies	$2,968,364	$5,772,765	$7,647,143	$13,427,001	$11,790,201	$6,017,436
Other Charges	$212,210	$2,063,267	$2,289,832	$3,343,718	$3,343,718	$1,280,451
Capital Assets	—	$28,204	$179,254	$1,265,000	$1,265,000	$1,236,796
Subtotal	$30,399,787	$45,979,785	$49,441,732	$60,836,520	$57,239,998	$11,260,213

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$806,349	$11,103,456	$13,558,247	$12,932,566	$12,932,566	$1,829,110
Charges for Services	$38,327	$500,000	$505,510	$650,663	$650,663	$150,663
Miscellaneous Revenues	$16,028	$1,498,595	$3,877	$1,530,259	$1,530,259	$31,664
Other Financing Sources	$3,185,618	$4,041,345	$4,492,695	$4,246,346	$4,246,346	$205,001
Subtotal	$4,046,322	$17,143,396	$18,560,329	$19,359,834	$19,359,834	$2,216,438
General Fund Contributions	$26,353,465	$28,836,389	$30,881,403	$41,476,686	$37,880,164	$9,043,775
Total Source of Funds	$30,399,787	$45,979,785	$49,441,732	$60,836,520	$57,239,998	$11,260,213

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 2021-22 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	16.00
36A81	SHERIFFS CAPTAIN	1.00
36A82	SHERIFFS COMMANDER	3.00
36E21	DEPUTY SHERIFF-CORRECTIONS	134.00

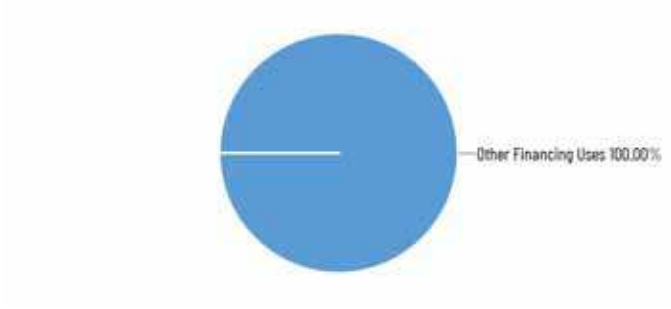
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
60G54	SHERIFF'S WORK ALTERNATIVE SPECIALIST	4.00
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	11.00
80I08	SENIOR CORRECTIONS SPECIALIST	3.00
80I10	CUSTODY AND CONTROL SPECIALIST	47.00
80I20	SHERIFFS RECORDS SUPERVISOR	2.00
	Total	233.00

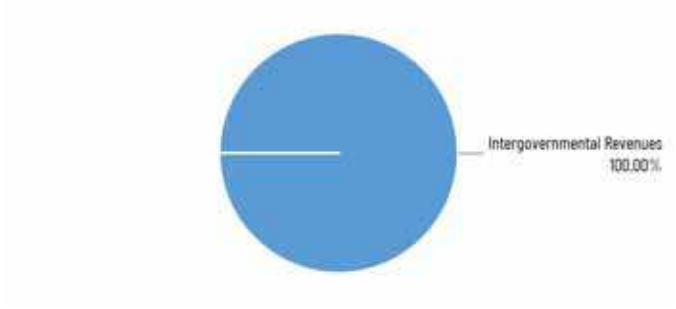
Jail Operations and Administration

(Budget Unit 8238—Fund 022—Appropriation Unit SHE006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Financing Uses	$613,463	$620,000	$620,000	$620,000	$620,000	—
Subtotal	$613,463	$620,000	$620,000	$620,000	$620,000	—

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$613,463	$620,000	$620,000	$620,000	$620,000	—
Subtotal	$613,463	$620,000	$620,000	$620,000	$620,000	—
Fund Balance	—	—	—	—	—	—
General Fund Contributions	—	—	—	—	—	—
Total Source of Funds	$613,463	$620,000	$620,000	$620,000	$620,000	—

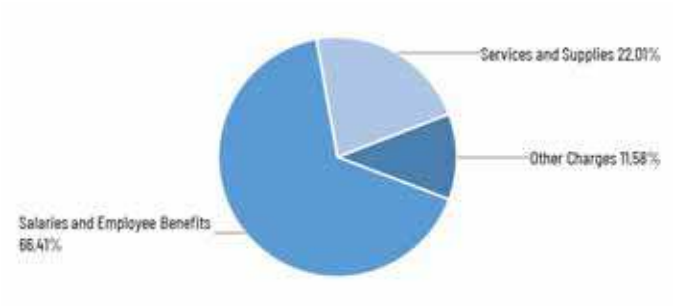
Unit Description

The FY 2011-12 State budget enacted a shift or "realignment" of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realigned program's payments.

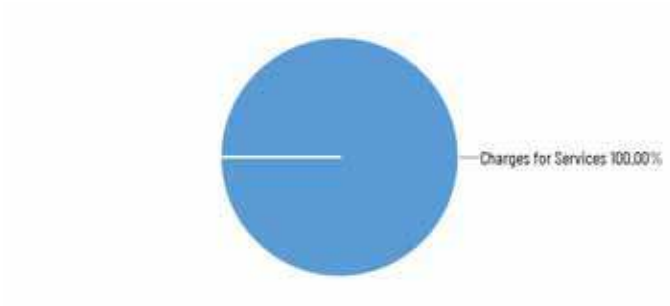
Inmate Programs

(Budget Unit 8239—Fund 001—Appropriation Unit SHE003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$537,243	$577,817	$624,420	$616,166	$616,166	$38,349
Services and Supplies	$439,166	$327,592	$327,592	$204,210	$204,210	$(123,382)
Other Charges	$65,473	$30,000	—	$107,458	$107,458	$77,458
Subtotal	$1,041,882	$935,409	$952,012	$927,834	$927,834	$(7,575)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	$1,041,882	$935,074	$952,013	$933,411	$933,411	$(1,663)
Subtotal	$1,041,882	$935,074	$952,013	$933,411	$933,411	$(1,663)
General Fund Contributions	$0	$335	$(1)	$(5,577)	$(5,577)	$(5,912)
Total Source of Funds	$1,041,882	$935,409	$952,012	$927,834	$927,834	$(7,575)

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 2021-22 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

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$3,019,012	—	—	—	—	—
Services and Supplies	$539,634	—	—	—	—	—
Other Charges	$28,204	—	—	—	—	—
Subtotal	$3,586,850	—	—	—	—	—

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	$494,474	—	—	—	—	—
Other Financing Sources	$294,992	—	—	—	—	—
Subtotal	$789,466	—	—	—	—	—
General Fund Contributions	$2,797,384	—	—	—	—	—
Total Source of Funds	$3,586,850	—	—	—	—	—

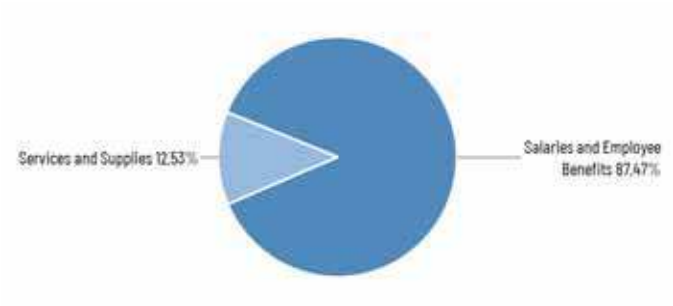
Unit Description

Effective FY 2020-21, this unit was consolidated with Jail Operations and Administration (8238).

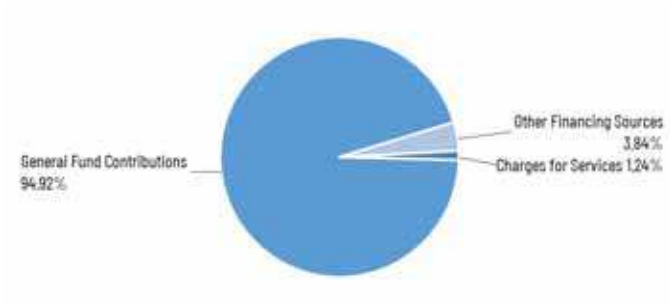
Enforcement Operations and Administration

(Budget Unit 8242—Fund 001—Appropriation Unit SHE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$20,953,347	$24,228,227	$25,113,892	$28,031,076	$25,679,428	$1,451,201
Services and Supplies	$459,183	$2,537,092	$2,420,577	$3,803,128	$3,678,528	$1,141,436
Other Charges	$(176,834)	—	—	—	—	—
Subtotal	$21,235,697	$26,765,319	$27,534,469	$31,834,204	$29,357,956	$2,592,637

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	$7,966	$8,000	$7,000	$10,000	$10,000	$2,000
Intergovernmental Revenues	$(30,660)	—	$1,206,300	$16,000	$16,000	$16,000
Charges for Services	$291,148	$718,262	—	$365,000	$365,000	$(353,262)
Miscellaneous Revenues	$72	—	$195	—	—	—
Other Financing Sources	$1,051,781	$988,967	$1,037,265	$1,126,000	$1,126,000	$137,033
Subtotal	$1,320,307	$1,715,229	$2,250,760	$1,517,000	$1,517,000	$(198,229)
General Fund Contributions	$19,915,390	$25,050,090	$25,283,709	$30,317,204	$27,840,956	$2,790,866
Total Source of Funds	$21,235,697	$26,765,319	$27,534,469	$31,834,204	$29,357,956	$2,592,637

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.

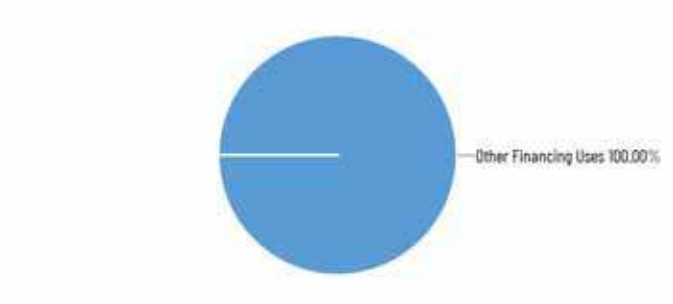
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
12A10	CHIEF DEPUTY SHERIFF	1.00
36A22	DEPUTY SHERIFF-OPERATIONS	86.00
36A23	SHERIFFS SERGEANT	12.00
36A82	SHERIFFS COMMANDER	2.00
	Total	101.00

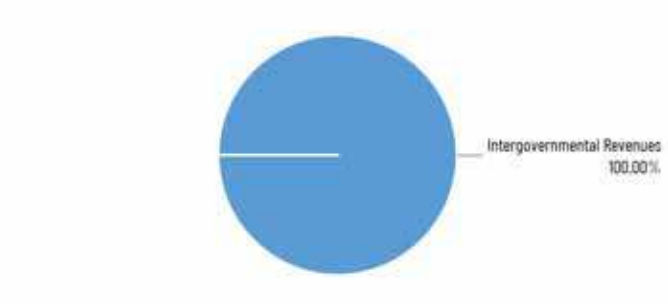
Enforcement Operations and Administration

(Budget Unit 8242—Fund 022—Appropriation Unit SHE006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Financing Uses	$291,351	$500,600	$500,600	$500,600	$500,600	—
Subtotal	$291,351	$500,600	$500,600	$500,600	$500,600	—

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$254,803	$500,600	$500,600	$500,600	$500,600	—
Subtotal	$254,803	$500,600	$500,600	$500,600	$500,600	—
Fund Balance	$36,548	—	—	—	—	—
General Fund Contributions	$(0)	—	—	—	—	—
Total Source of Funds	$291,351	$500,600	$500,600	$500,600	$500,600	—

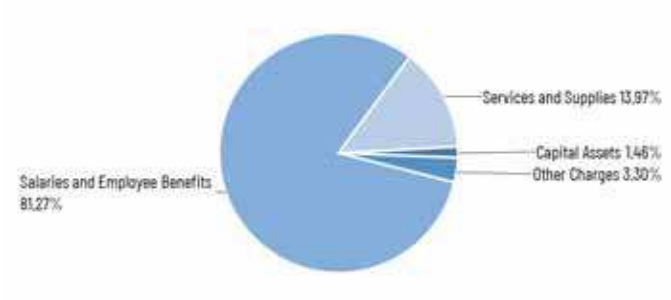
Unit Description

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.

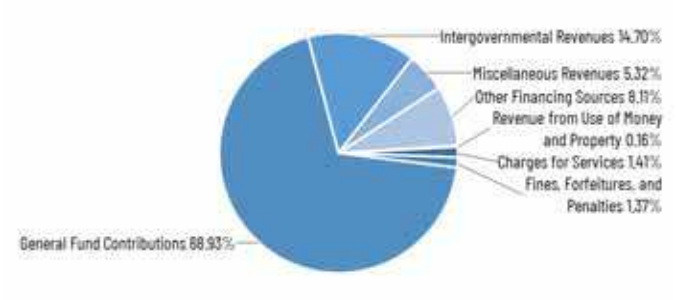
Coroner & Investigation

(Budget Unit 8245—Fund 001—Appropriation Unit SHE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$4,419,928	$5,895,857	$6,415,734	$6,391,450	$6,111,233	$215,376
Services and Supplies	$317,706	$1,332,605	$2,282,605	$1,873,301	$1,050,171	$(282,434)
Other Charges	$74,814	$14,874	$14,874	$247,970	$247,970	$233,096
Capital Assets	$18,101	$40,000	$40,000	$221,600	$110,000	$70,000
Subtotal	$4,830,550	$7,283,336	$8,753,213	$8,734,321	$7,519,374	$236,038

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	$90,540	$101,000	$101,000	$103,000	$103,000	$2,000
Revenue from Use of Money & Property	—	—	—	$12,000	$12,000	$12,000
Intergovernmental Revenues	$739,076	$735,000	$1,310,000	$1,105,254	$1,105,254	$370,254
Charges for Services	—	$360,000	$170,000	$106,000	$106,000	$(254,000)
Miscellaneous Revenues	$11	$400,000	—	$400,000	$400,000	—
Other Financing Sources	$444,045	$630,000	$630,000	$610,000	$610,000	$(20,000)
Subtotal	$1,273,673	$2,226,000	$2,211,000	$2,336,254	$2,336,254	$110,254
General Fund Contributions	$3,556,877	$5,057,336	$6,542,213	$6,398,067	$5,183,120	$125,784
Total Source of Funds	$4,830,550	$7,283,336	$8,753,213	$8,734,321	$7,519,374	$236,038

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 2021-22 Positions

Classification Code	Classification Label	FTE
34E22	FORENSIC EVIDENCE TECHNICIAN	2.00
34E30	SUPERVISING FORENSIC EVIDENCE TECHNICIAN	1.00
36A22	DEPUTY SHERIFF-OPERATIONS	15.00
36A24	SHERIFFS INVESTIGATIVE SERGEANT	3.00
36A82	SHERIFFS COMMANDER	1.00

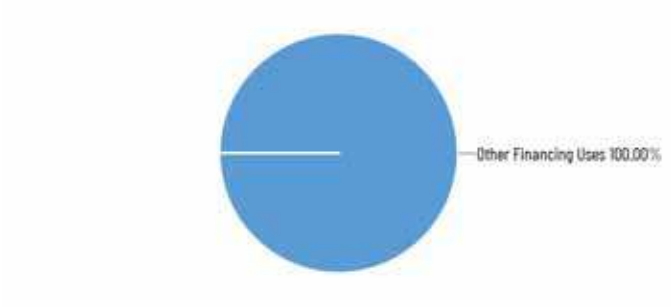
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
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	27.00

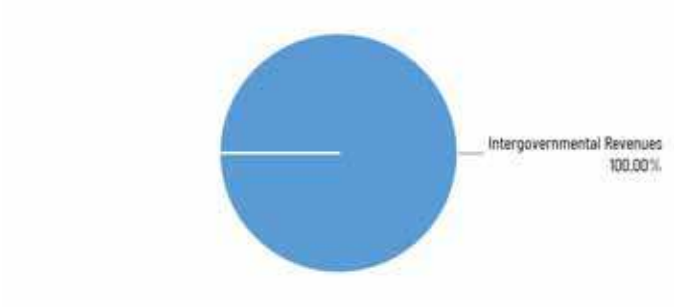
Coroner & Investigation

(Budget Unit 8245—Fund 022—Appropriation Unit SHE006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Financing Uses	$268,645	$380,000	$380,000	$380,000	$380,000	—
Subtotal	$268,645	$380,000	$380,000	$380,000	$380,000	—

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$268,645	$380,000	$380,000	$380,000	$380,000	—
Subtotal	$268,645	$380,000	$380,000	$380,000	$380,000	—
Fund Balance	—	—	—	—	—	—
General Fund Contributions	$0	—	—	—	—	—
Total Source of Funds	$268,645	$380,000	$380,000	$380,000	$380,000	—

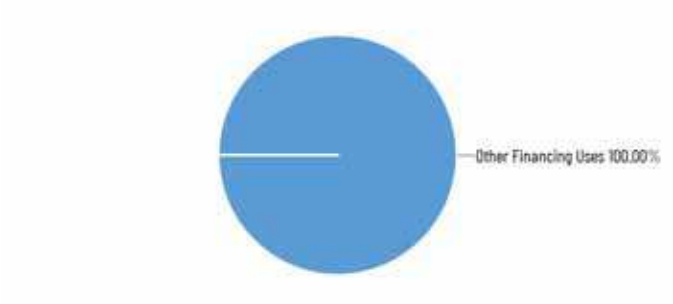
Unit Description

The FY 2011-12 State budget enacted a shift or "realignment" of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realigned programs' payments.

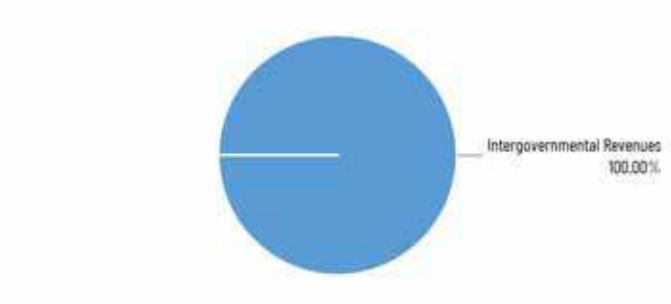
Narcotics

(Budget Unit 8246—Fund 022—Appropriation Unit SHE006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Financing Uses	$175,400	$250,000	$250,000	$250,000	$250,000	—
Subtotal	$175,400	$250,000	$250,000	$250,000	$250,000	—

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$175,400	$250,000	$250,000	$250,000	$250,000	—
Subtotal	$175,400	$250,000	$250,000	$250,000	$250,000	—
Fund Balance	—	—	—	—	—	—
General Fund Contributions	$(0)	—	—	—	—	—
Total Source of Funds	$175,400	$250,000	$250,000	$250,000	$250,000	—

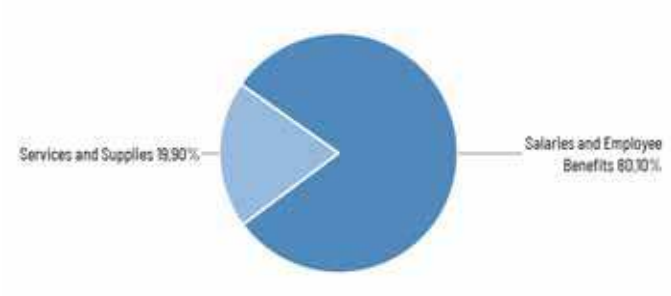
Unit Description

The FY 2011-12 State budget enacted a shift or "realignment" of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realigned programs' payments.

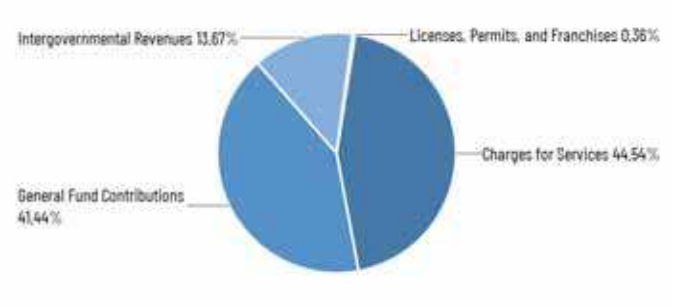
Community Services and Special Enforcement

(Budget Unit 8250—Fund 001—Appropriation Unit SHE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$1,843,791	$2,157,053	$2,548,867	$1,898,463	$1,757,531	$(399,522)
Services and Supplies	$139,818	$312,804	$312,804	$436,545	$436,545	$123,741
Other Charges	$(136,830)	—	—	—	—	—
Capital Assets	$15,246	—	—	—	—	—
Subtotal	$1,862,025	$2,469,857	$2,861,671	$2,335,008	$2,194,076	$(275,781)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Licenses, Permits, and Franchises	—	—	—	$7,800	$7,800	$7,800
Fines, Forfeitures, and Penalties	$60,252	$20,000	$20,000	—	—	$(20,000)
Intergovernmental Revenues	$124,865	$308,762	$308,762	$300,000	$300,000	$(8,762)
Charges for Services	$762,005	$700,000	$200,000	$977,142	$977,142	$277,142
Miscellaneous Revenues	$9,160	—	—	—	—	—
Subtotal	$956,282	$1,028,762	$528,762	$1,284,942	$1,284,942	$256,180
General Fund Contributions	$905,743	$1,441,095	$2,332,909	$1,050,066	$909,134	$(531,961)
Total Source of Funds	$1,862,025	$2,469,857	$2,861,671	$2,335,008	$2,194,076	$(275,781)

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.

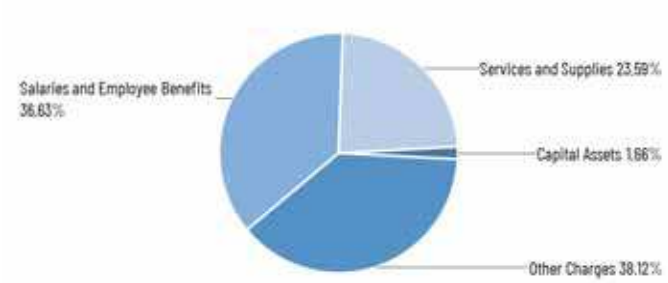
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
14H33	CRIMINAL INTELLIGENCE SPECIALIST	1.00
34P31	VEHICLE ABATEMENT ENFORCEMENT OFFICER	2.00
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	9.00

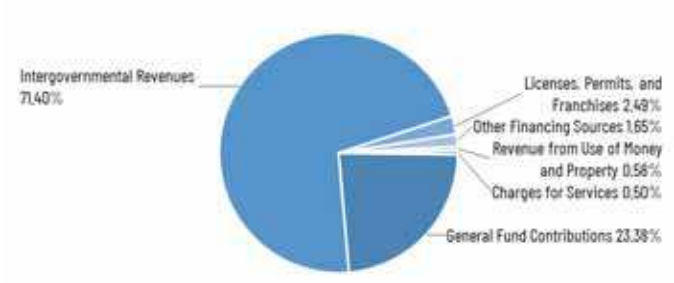
Administration and Indirect Costs

(Budget Unit 8273—Fund 001—Appropriation Unit SHE001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$3,154,977	$3,653,370	$2,737,810	$4,125,535	$3,671,274	$17,904
Services and Supplies	$1,576,973	$1,117,076	$3,096,184	$2,723,061	$2,363,861	$1,246,785
Other Charges	$4,526,841	$4,245,813	$4,252,533	$3,820,905	$3,820,905	$(424,908)
Capital Assets	—	$40,000	$285,000	$166,408	$166,408	$126,408
Subtotal	$9,258,791	$9,056,259	$10,371,527	$10,835,909	$10,022,448	$966,189

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Licenses, Permits, and Franchises	$67,535	$216,000	$203,600	$250,000	$250,000	$34,000
Fines, Forfeitures, and Penalties	$2,132	—	$300	—	—	—
Revenue from Use of Money & Property	$27,500	—	—	$58,000	$58,000	$58,000
Intergovernmental Revenues	$7,019,950	$7,305,979	$7,084,071	$7,156,040	$7,156,040	$(149,939)
Charges for Services	$2,075	$2,788	$50,000	$50,000	$50,000	$47,212
Miscellaneous Revenues	$671	—	—	—	—	—
Other Financing Sources	—	$139,955	$139,955	$164,955	$164,955	$25,000
Subtotal	$7,119,863	$7,664,722	$7,477,926	$7,678,995	$7,678,995	$14,273
General Fund Contributions	$2,138,929	$1,391,537	$2,893,601	$3,156,914	$2,343,453	$951,916
Total Source of Funds	$9,258,791	$9,056,259	$10,371,527	$10,835,909	$10,022,448	$966,189

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 2021-22 Positions

Classification Code	Classification Label	FTE
10B05	SHERIFF	1.00
12A10	CHIEF DEPUTY SHERIFF	1.00
12A13	UNDERSHERIFF	1.00
14B01	PERSONNEL ANALYST	1.00
14C30	MANAGEMENT ANALYST II	1.00

Recommended FY 2021-22 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

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$1,246,063	—	—	—	—	—
Services and Supplies	$494,965	—	—	—	—	—
Capital Assets	$30,595	—	—	—	—	—
Subtotal	$1,771,624	—	—	—	—	—

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$13,750	—	—	—	—	—
Subtotal	$13,750	—	—	—	—	—
General Fund Contributions	$1,757,874	—	—	—	—	—
Total Source of Funds	$1,771,624	—	—	—	—	—

Unit Description

Effective FY 2020-21, this unit was consolidated with Administration (8273).

Special Enforcement

(Budget Unit 8497—Fund 001—Appropriation Unit SHE001)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$1,600,334	—	—	—	—	—
Services and Supplies	$94,639	—	—	—	—	—
Subtotal	$1,694,973	—	—	—	—	—

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	$1,694,973	—	—	—	—	—
Total Source of Funds	$1,694,973	—	—	—	—	—

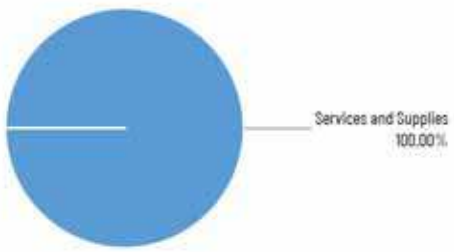
Unit Description

Effective FY 2020-21, this unit was consolidated with Community Services (8250).

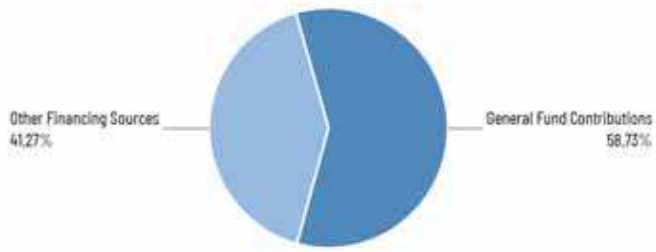
Inmate Medical Program

(Budget Unit 8532—Fund 001—Appropriation Unit SHE003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	—	$10,257,826	$10,575,784	$10,283,805	$10,283,805	$25,979
Subtotal	—	$10,257,826	$10,575,784	$10,283,805	$10,283,805	$25,979

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Financing Sources	—	$4,220,645	$4,220,645	$4,243,745	$4,243,745	$23,100
Subtotal	—	$4,220,645	$4,220,645	$4,243,745	$4,243,745	$23,100
General Fund Contributions	—	$6,037,181	$6,355,139	$6,040,060	$6,040,060	$2,879
Total Source of Funds	—	$10,257,826	$10,575,784	$10,283,805	$10,283,805	$25,979

Unit Description

This program monitors and oversees the inmate medical services provider. The County contracts to provide inmate medical, dental, and psychological services.

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 that provide alternatives to detention or are designed to deter juveniles from entering the criminal justice system. Probation is composed of Administration and four operational divisions: Adult, Juvenile, Juvenile Hall and Youth Center. The Adult and Juvenile Divisions provide support to the Courts, supervise offenders under their jurisdiction, and manage alternative to detention programs. The Juvenile Division provides similar services to at-risk youth and their families. The two juvenile institutions, Juvenile Hall and Youth Center, provide safe custodial environments for adjudicated youth, as well as in-custody and re-entry rehabilitative services. The Probation Department invests in an array of partnerships and collaborations with County agencies, law enforcement and criminal justice partners, educational institutions and service providers.

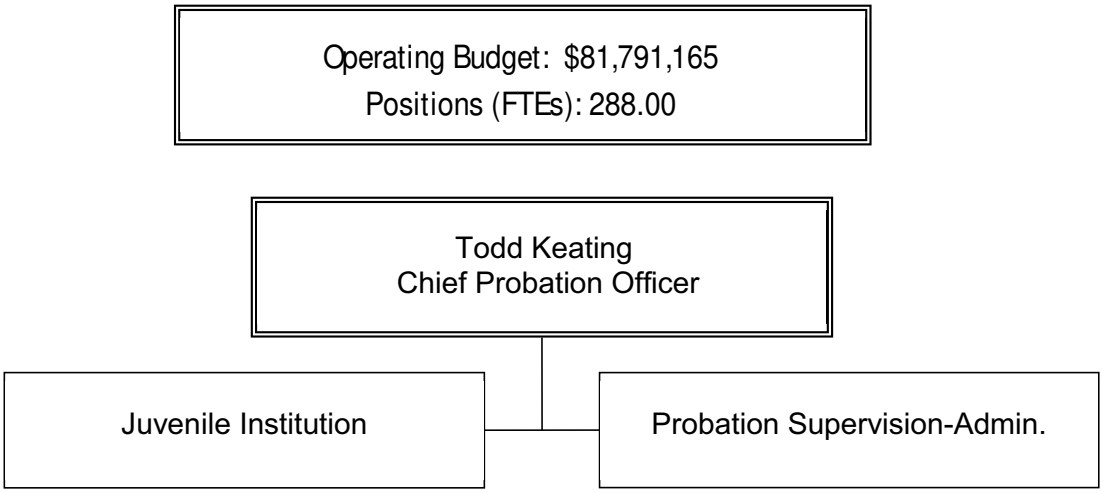
Department's Contribution to Monterey County's Strategic Initiatives:

ADMINISTRATION, HEALTH AND HUMAN SERVICES, INFRASTRUCTURE

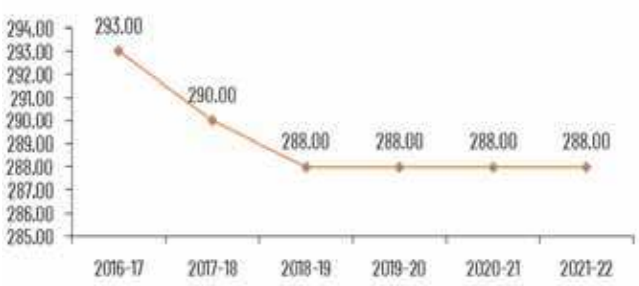
The Administrative Division manages departmental infrastructure and support services: fiscal, including collection of fines and restitution to victims, personnel, safety, facilities, fleet, training and technology. The Department also manages referrals to services to adult and juvenile clients, serving 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

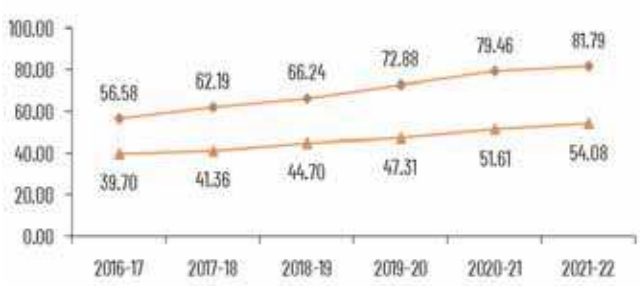
The Department uses evidence-based practices in correctional supervision of adult and juvenile offenders, campus-based safety and supervision through participation in therapeutic courts and alternatives to detention, re-entry services, and referral to services addressing criminogenic needs and providing 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



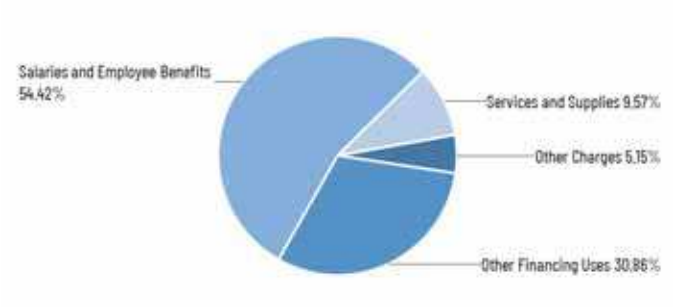
Expenditure/Revenue History (in millions)



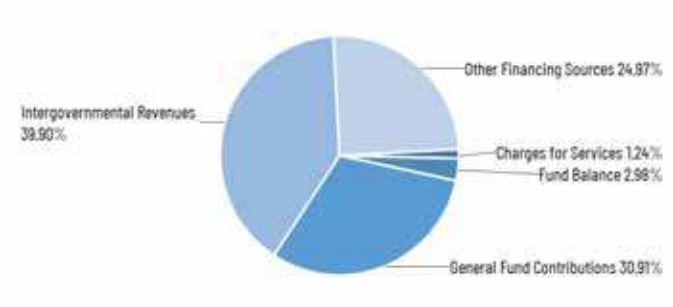
Probationers are assessed and supervised by Probation Officers who monitor compliance with court orders, provide referrals to community based services, and utilize supervision strategies with the goal of reducing risk factors and supporting positive behavioral changes.

Key Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year
Percent of adults who successfully complete probation. Target = 60%	57%	66%	65%
Percent of juveniles who successfully complete probation. Target = 65%	74%	76%	73%
Percent of employees who received an annual employee performance review (EPR). Target = 85%	88%	85%	82%

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$40,163,507	$43,418,398	$43,418,398	$44,636,925	$44,510,546	$1,092,148
Services and Supplies	$6,601,148	$7,905,180	$7,905,180	$7,830,402	$7,830,402	$(74,778)
Other Charges	$3,621,660	$4,013,456	$4,013,456	$4,212,124	$4,212,124	$198,668
Other Financing Uses	$22,497,113	$23,753,824	$24,121,704	$25,238,093	$25,238,093	$1,484,269
Subtotal	$72,883,428	$79,090,858	$79,458,738	$81,917,544	$81,791,165	$2,700,307

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	$1,282	$6,572	$6,572	$6,572	$6,572	—
Intergovernmental Revenues	$30,821,929	$31,962,595	$32,262,612	$32,627,027	$32,627,027	$664,432
Charges for Services	$687,176	$1,012,331	$418,835	$1,012,331	$1,012,331	—
Miscellaneous Revenues	$16,465	$9,996	$9,996	$9,996	$9,996	—
Other Financing Sources	$15,783,516	$18,916,679	$18,916,679	$20,423,188	$20,423,188	$1,506,509
Subtotal	$47,310,369	$51,908,173	$51,614,694	$54,079,114	$54,079,114	$2,170,941
Fund Balance	$1,274,959	$1,776,398	$1,844,261	$2,439,550	$2,439,550	$663,152
General Fund Contributions	$24,298,101	$25,406,287	$25,999,783	$25,398,880	$25,272,501	$(133,786)
Total Source of Funds	$72,883,428	$79,090,858	$79,458,738	$81,917,544	$81,791,165	$2,700,307

Summary of Recommendation

The FY 2021-22 Recommended Budget for Probation is $81,791,165, a net increase of $2,700,307. The Recommended Budget is financed by $54,079,114 in program revenue, $25,272,501 in General Fund Contribution (GFC) and $2,439,550 in departmental fund balance.

The Recommended Budget includes two augmentations that total $371,012 to support increased housing and medical care services for juvenile wards. In addition to the augmentations, the increase in appropriations includes higher compensation related cost pressures in retirement contributions and health insurance for a total of $1.1 million and $1.4 million in operating transfers from the Local Revenue Fund to reimburse the General Fund.

The Department expects an increase of $1.5 million in reimbursements chiefly funded by AB 109 Public Safety Realignment monies and Juvenile Probation activities restricted fund balance. The Department's GFC decreased by $133,786.

The Recommended Budget of $81,791,165 continues to reflect two fund sources: the Local Revenue Fund budget of $25,238,093 and a General Fund budget of $56,553,072. 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 revenue sources are not keeping pace with increasing costs. The Recommended Budget does not include the Department's requested augmentation of $126,379 to meet obligations related to leave accrual buybacks. Further, Probation Department costs related to employee compensation and County infrastructure costs continue to exhort budgetary pressure on the Department. These cost pressures constrain future capability and flexibility in assigning resources to maintain the necessary level of services.

Prior Year Accomplishments

Completed 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.

Completed training of institutional staff on the operations and management of the new facility.

Managed the safe transfer of juvenile in-custody youth from the old facility to the new one.

Prepared for the demolition of the old Juvenile Hall facility and for Phase II of the construction project.

Increased telecommunication capabilities with the Courts to allow for remote judicial hearings in both adult and juvenile court and coordination with the Jail on an expedited timeline due to COVID-19 needs.

Swiftly implemented safety protocols to continue all probation and court operations, supervision, and custody during COVID-19 pandemic.

Implemented remote access for staff telecommuting; increased and optimized the use of video conferences to ensure continuation of operations under COVID-19 safety guidelines.

Initiated testing and design and completed the partial implementation of a Backup, Disaster and Recovery protocol and a Business Continuity process and plan to enable restoring services and access to data in the event of an emergency.

Initiated a substance abuse program for Youth Center residents administered by Behavioral Health utilizing an evidence-based curriculum in a group setting.

Reduced the number of youth in congregate care/out-of-home placement by two thirds, with significant positive impact on family reunification.

Implemented a Peer Support Program to assist employees involved in or affected by a critical or traumatic incident.

Budget Year Goals

Complete testing and implementation of a Backup, Disaster and Recovery protocol and a Business Continuity process and plan to enable restoring services and access to data in the event of an emergency.

Initiate and create a plan for regular in-house quality assurance reviews on all adult division staff.

Identify opportunities to install proper signage to clearly identify 20 East Alisal Street building as the Monterey County Probation Department.

Implement a resource family recruitment for foster care placements specific to Probation placement.

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.

Design and implement a long-term commitment program within Juvenile Hall to meet the expectations and mandates of SB823 that includes targeted evidence-based programs and services for youth during their commitment program, re-entry programming and planning, and transition to community supervision.

Develop and implement a comprehensive array of evidence-based services and programming within both Juvenile Hall and the Youth Center to support the realigned youth population in the successful completion of their commitment program, development of an individualized re-entry plan, and their reintegration to the community.

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.

Develop and expand facility programming, case management and planning, as well as supervision practices for youth committed to Probation's juvenile facilities that includes social and life skills building; vocational, educational, and career development; mental health services; and targeted psycho-educational programming.

Implement a comprehensive and validated risk assessment tool for the realigned youth population that includes an assessment of dynamic risks, needs, and strengths of the realigned youth that can be utilized to develop appropriate and therapeutic case goals during the period of commitment within the facility and continue through the transition to community supervision.

Research and identify requirements for the replacement or upgrade of the Probation case management system and complete contract negotiations with the selected vendor.

As appropriate, increase the use of offender reporting via OffenderLink to automate or supplement the supervision of clients meeting the established criteria.

Pending Issues

The annual State Division of Juvenile Justice (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 2021-22, based on the number of youth in State custody and their commitment time. This will continue to have a negative fiscal impact until the closure of DJJ in June 2023.

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 family or a family-type setting with the use of resource families, while reducing the use of congregate (group home) care. CCR has greatly impacted 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.

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 61 youths in Idaho, Oregon, Texas, Arizona, and California (the Department currently has 6 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.

Phase I of the new Juvenile Hall capital project was completed in 2020 and the residents relocated to the new facility. However, the project was scaled down due to funding constraints, and essential areas such as space for programming, kitchen, dining, and laundry areas have been eliminated. This development limits Probation's ability to provide services to the residents and is further aggravated by the realignment of youth from State juvenile facilities to Probation's custodial responsibility in FY 2021-22.

California AB 1869-Criminal Fees repeals the authority of counties to charge defendants for 23 fees imposed in the criminal legal system including, administering probation and mandatory supervision, processing arrests and citations, and administering home detention programs, continuous electronic monitoring programs, work furlough programs, and work release programs. The provisions of the bill take effect July 1, 2021 and include a statewide appropriation of $65 Million to counties to backfill revenues lost from the repeal of these fees. The funding amount specific to Monterey County Probation for this backfill is unknown at this time but is anticipated to cover the eliminated fees.

Budget Trailer Bill SB 823, taking effect on July 1, 2021, transfers responsibility for managing youthful offenders under State custody to local jurisdictions, and initiating the closure of DJJ and its juvenile correctional facilities. The realigned population include youth under juvenile court jurisdiction that in the past would have been committed to custody in one of the State's juvenile correctional facilities due to the severity of their crimes. The short implementation timeline, infrastructure needs, and creation of specialized programs and behavior management for long-term commitments constitutes a considerable challenge for California counties. Further, the implementation of this responsibility shift to counties has crucial components pending and still in progress. These items include additional legislation to clarify operational issues, added State guidance on procedures and a new secure sentencing track, development of specialized placements and services, and critical updates to the County's local infrastructure.

The absence of a locked mental health residential treatment facility for youth with severe mental illnesses is an additional challenge for the realigned population. Although there are efforts to identify funding and all needed resources, this remains a slow process and a significant unmet need.

In March 2021, the California Supreme Court upheld a San Francisco-based State court of appeal decision (in re Humphrey) indicating that the money bail system in California violated due process and equal protection by imprisoning defendants prior to trial solely because they could not afford to pay bail. While the ruling does not ban cash bail, it impels the judiciary to favor pretrial release and consider a person's ability to pay before setting bail, thus greatly reducing or eliminating the cash payment for some offenders. Possible impacts to Probation, as the current provider of limited pretrial services to the Courts are unknown at this time.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Alternative Programs (PRO001)	3,053,611	3,440,045	3,440,045	3,515,145	3,515,145	75,100	001	8162
Alternative Programs (PRO002)	5,476,361	1,670,604	1,646,234	1,646,234	1,646,234	(24,370)	022	8162
Juvenile Hall (PRO001)	8,896,014	9,781,734	9,781,734	10,495,110	10,495,110	713,376	001	8163
Youth Center (PRO001)	9,133,454	9,687,484	9,687,484	9,971,646	9,971,646	284,162	001	8164
Youth Center (PRO002)	2,243,666	5,156,565	5,156,565	6,429,565	6,429,565	1,273,000	022	8164
Adult Probation (PRO001)	15,549,983	17,525,594	17,525,594	18,038,245	17,911,866	386,272	001	8165

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Adult Probation (PRO002)	14,399,792	16,538,620	16,930,870	16,774,259	16,774,259	235,639	022	8165
Juvenile Probation (PRO001)	6,936,743	7,620,534	7,620,534	7,709,352	7,709,352	88,818	001	8166
Juvenile Probation (PRO002)	377,295	388,035	388,035	388,035	388,035	0	022	8166
Probation Administration (PRO001)	6,816,510	7,281,643	7,281,643	6,949,953	6,949,953	(331,690)	001	8167
Subtotal	72,883,428	79,090,858	79,458,738	81,917,544	81,791,165	2,700,307		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Alternative Programs	$8,529,971	$5,110,649	$5,086,279	$5,161,379	5,161,379	$50,730
Juvenile Hall	$8,896,014	$9,781,734	$9,781,734	$10,495,110	10,495,110	$713,376
Youth Center	$11,377,120	$14,844,049	$14,844,049	$16,401,211	16,401,211	$1,557,162
Adult Probation	$29,949,775	$34,064,214	$34,456,464	$34,812,504	34,686,125	$621,911
Juvenile Probation	$7,314,038	$8,008,569	$8,008,569	$8,097,387	8,097,387	$88,818
Probation Administration	$6,816,510	$7,281,643	$7,281,643	$6,949,953	6,949,953	$(331,690)
Subtotal	$72,883,428	$79,090,858	$79,458,738	$81,917,544	81,791,165	$2,700,307

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	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	4.00	1.00
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	2.00	2.00	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00	0.00	0.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	0.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	2.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	1.00	1.00	1.00	0.00
20B12	ACCOUNTANT III	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	0.00	(1.00)
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00	1.00	1.00	0.00
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

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
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	0.00	0.00	0.00
72A29	SENIOR BUILDING MAINTENANCE WORKER	0.00	1.00	1.00	0.00
80A30	SECRETARIAL ASSISTANT	2.00	2.00	1.00	(1.00)
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	7.00	1.00
80E82	SUPERVISING OFFICE ASSISTANT II	2.00	2.00	2.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
80W21	WORD PROCESSOR	3.00	3.00	3.00	0.00
	Total	288.00	288.00	288.00	0.00

Probation

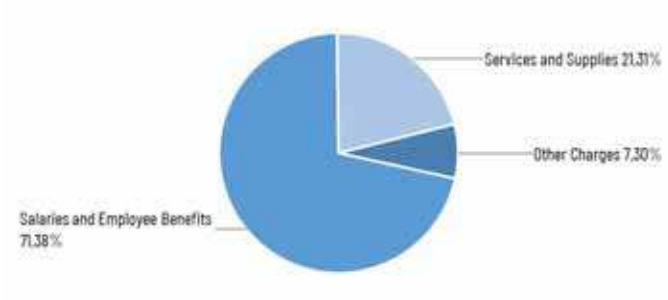
Augmentation Request

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
2550	2550-8164-001-AUG1	Wards Medical Care	Status Quo Other	203,012	-	203,012	-
2550	2550-8165-001-AUG3	Leave Buyback Unit M, N ,L, F & J	Status Quo Other	126,379	-		-
2550	2550-8167-001-AUG2	Division of Juvenile Justice (DJJ) Youth Facilities	Status Quo Other	168,000	-	168,000	-
			Grand Total:	497,391	-	371,012	-

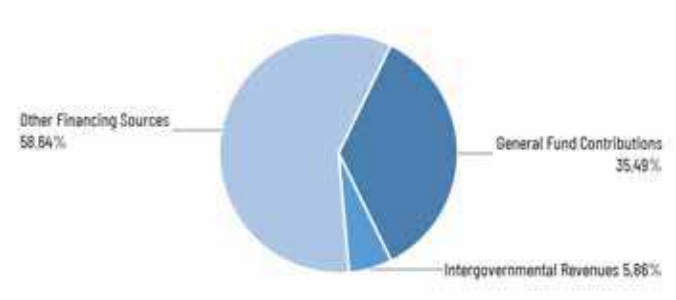
Alternative Programs

(Budget Unit 8162—Fund 001—Appropriation Unit PRO001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$2,284,142	$2,520,098	$2,520,098	$2,509,197	$2,509,197	$(10,901)
Services and Supplies	$769,469	$919,947	$919,947	$749,205	$749,205	$(170,742)
Other Charges	—	—	—	$256,743	$256,743	$256,743
Subtotal	$3,053,611	$3,440,045	$3,440,045	$3,515,145	$3,515,145	$75,100

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$312,681	$226,086	$226,086	$206,086	$206,086	$(20,000)
Charges for Services	$7,730	—	—	—	—	—
Miscellaneous Revenues	$1,316	—	—	—	—	—
Other Financing Sources	$1,500,956	$1,929,482	$1,929,482	$2,061,440	$2,061,440	$131,958
Subtotal	$1,822,684	$2,155,568	$2,155,568	$2,267,526	$2,267,526	$111,958
General Fund Contributions	$1,230,927	$1,284,477	$1,284,477	$1,247,619	$1,247,619	$(36,858)
Total Source of Funds	$3,053,611	$3,440,045	$3,440,045	$3,515,145	$3,515,145	$75,100

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.

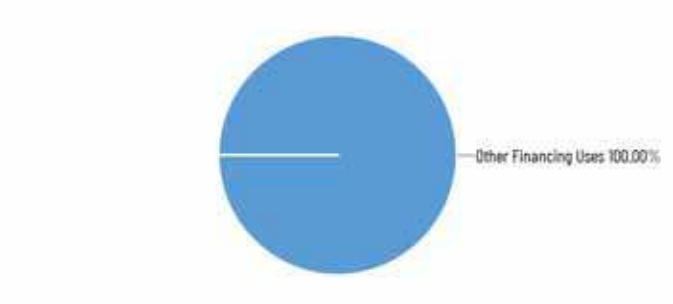
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
20B11	ACCOUNTANT II	1.00
60F02	PROBATION AIDE	5.50
60F22	DEPUTY PROBATION OFFICER II	5.00
60F23	DEPUTY PROBATION OFFICER III	2.00
60F84	PROBATION SERVICES MANAGER	2.00
80E21	OFFICE ASSISTANT II	2.00
	Total	17.50

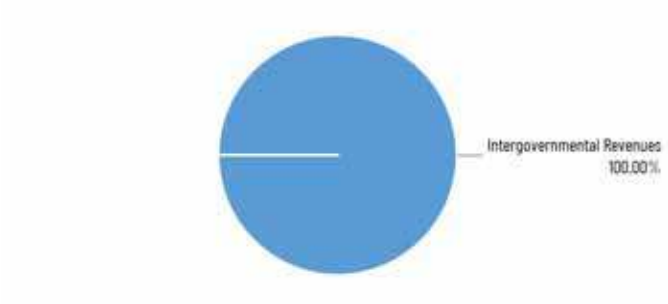
Alternative Programs

(Budget Unit 8162—Fund 022—Appropriation Unit PRO002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Financing Uses	$5,476,361	$1,670,604	$1,646,234	$1,646,234	$1,646,234	$(24,370)
Subtotal	$5,476,361	$1,670,604	$1,646,234	$1,646,234	$1,646,234	$(24,370)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$4,101,803	$1,859,767	$1,872,518	$1,872,518	$1,872,518	$12,751
Subtotal	$4,101,803	$1,859,767	$1,872,518	$1,872,518	$1,872,518	$12,751
Fund Balance	$1,374,557	$(189,163)	$(226,284)	$(226,284)	$(226,284)	$(37,121)
General Fund Contributions	$0	—	—	—	—	—
Total Source of Funds	$5,476,361	$1,670,604	$1,646,234	$1,646,234	$1,646,234	$(24,370)

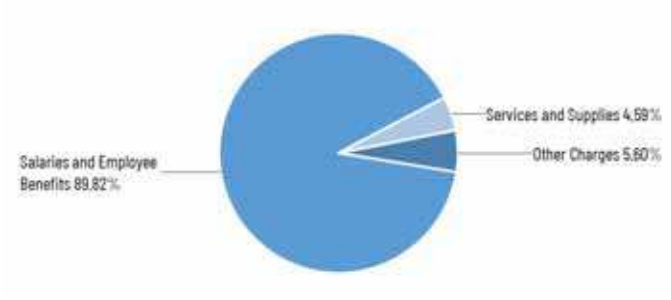
Unit Description

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.

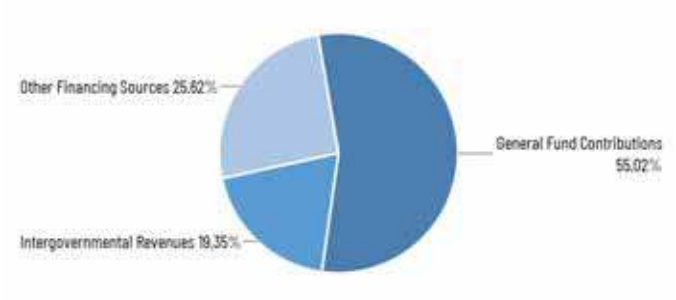
Juvenile Hall

(Budget Unit 8163—Fund 001—Appropriation Unit PRO001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$8,227,047	$9,025,615	$9,025,615	$9,426,281	$9,426,281	$400,666
Services and Supplies	$405,060	$486,582	$486,582	$481,569	$481,569	$(5,013)
Other Charges	$263,907	$269,537	$269,537	$587,260	$587,260	$317,723
Subtotal	$8,896,014	$9,781,734	$9,781,734	$10,495,110	$10,495,110	$713,376

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$2,040,668	$2,065,773	$2,065,773	$2,030,030	$2,030,030	$(35,743)
Charges for Services	$52,659	$4,500	$4,500	$4,500	$4,500	—
Miscellaneous Revenues	$9,209	—	—	—	—	—
Other Financing Sources	$1,967,244	$2,263,893	$2,263,893	$2,688,132	$2,688,132	$424,239
Subtotal	$4,069,780	$4,334,166	$4,334,166	$4,722,662	$4,722,662	$388,496
General Fund Contributions	$4,826,235	$5,447,568	$5,447,568	$5,772,448	$5,772,448	$324,880
Total Source of Funds	$8,896,014	$9,781,734	$9,781,734	$10,495,110	$10,495,110	$713,376

Unit Description

The Monterey County Juvenile Hall is an 80-bed secure treatment facility that provides services to in-custody 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 youth to return to their homes during the Court adjudication process.

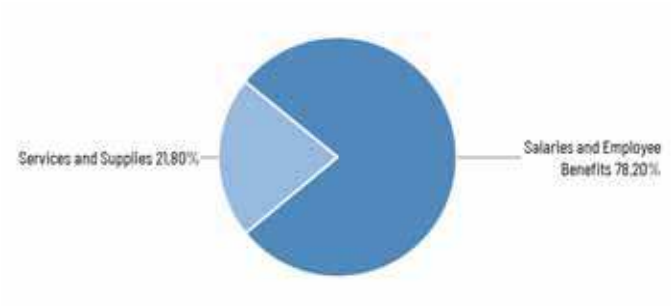
Recommended FY 2021-22 Positions

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

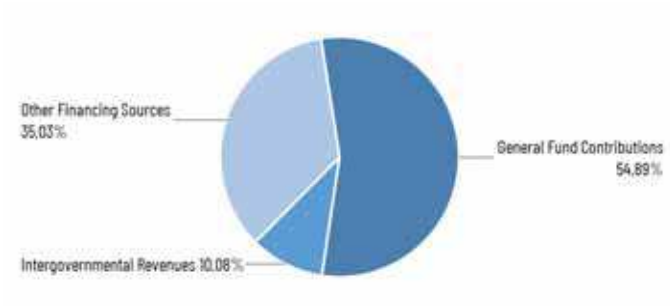
Youth Center

(Budget Unit 8164—Fund 001—Appropriation Unit PRO001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$7,257,085	$7,653,504	$7,653,504	$7,797,564	$7,797,564	$144,060
Services and Supplies	$1,876,369	$2,033,980	$2,033,980	$2,174,082	$2,174,082	$140,102
Subtotal	$9,133,454	$9,687,484	$9,687,484	$9,971,646	$9,971,646	$284,162

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$945,866	$1,035,819	$1,035,819	$1,004,104	$1,004,104	$(31,715)
Charges for Services	$15,121	—	—	—	—	—
Miscellaneous Revenues	$3,155	$5,996	$5,996	$5,996	$5,996	—
Other Financing Sources	$2,897,266	$3,311,963	$3,311,963	$3,491,074	$3,491,074	$179,111
Subtotal	$3,861,408	$4,353,778	$4,353,778	$4,501,174	$4,501,174	$147,396
General Fund Contributions	$5,272,046	$5,333,706	$5,333,706	$5,470,472	$5,470,472	$136,766
Total Source of Funds	$9,133,454	$9,687,484	$9,687,484	$9,971,646	$9,971,646	$284,162

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 2021-22 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

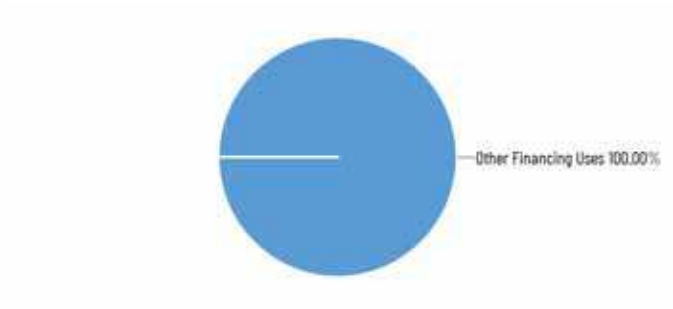
Recommended FY 2021-22 Positions

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
80E21	OFFICE ASSISTANT II	1.00
80E22	OFFICE ASSISTANT III	1.00
	Total	51.50

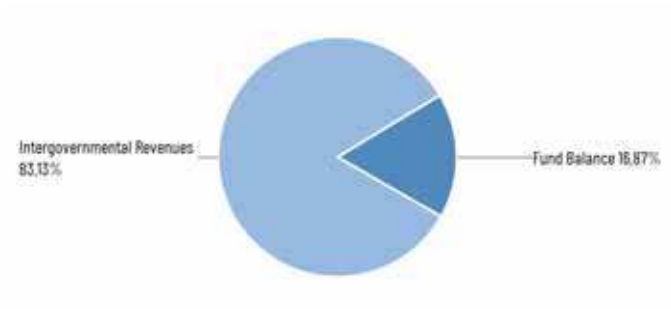
Youth Center

(Budget Unit 8164—Fund 022—Appropriation Unit PRO002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Financing Uses	$2,243,666	$5,156,565	$5,156,565	$6,429,565	$6,429,565	$1,273,000
Subtotal	$2,243,666	$5,156,565	$5,156,565	$6,429,565	$6,429,565	$1,273,000

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$2,410,157	$4,684,525	$5,082,858	$5,345,090	$5,345,090	$660,565
Subtotal	$2,410,157	$4,684,525	$5,082,858	$5,345,090	$5,345,090	$660,565
Fund Balance	$(166,491)	$472,040	$73,707	$1,084,475	$1,084,475	$612,435
General Fund Contributions	$(0)	—	—	—	—	—
Total Source of Funds	$2,243,666	$5,156,565	$5,156,565	$6,429,565	$6,429,565	$1,273,000

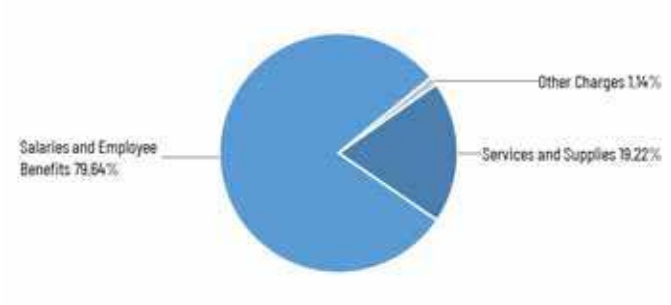
Unit Description

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.

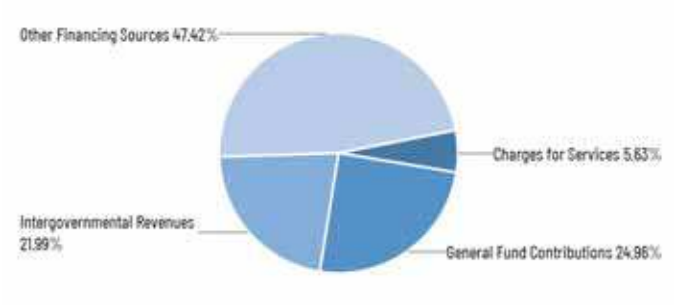
Adult Probation

(Budget Unit 8165—Fund 001—Appropriation Unit PRO001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$12,751,751	$13,869,286	$13,869,286	$14,391,395	$14,265,016	$395,730
Services and Supplies	$2,536,047	$3,504,721	$3,504,721	$3,442,022	$3,442,022	$(62,699)
Other Charges	$262,185	$151,587	$151,587	$204,828	$204,828	$53,241
Subtotal	$15,549,983	$17,525,594	$17,525,594	$18,038,245	$17,911,866	$386,272

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	$1,282	$6,572	$6,572	$6,572	$6,572	—
Intergovernmental Revenues	$2,815,664	$3,377,196	$3,377,196	$3,937,291	$3,937,291	$560,095
Charges for Services	$532,088	$1,007,831	$414,335	$1,007,831	$1,007,831	—
Miscellaneous Revenues	$2,785	$2,000	$2,000	$2,000	$2,000	—
Other Financing Sources	$7,026,734	$8,360,575	$8,360,575	$8,490,019	$8,490,019	$129,444
Subtotal	$10,378,552	$12,754,174	$12,160,678	$13,443,713	$13,443,713	$689,539
General Fund Contributions	$5,171,431	$4,771,420	$5,364,916	$4,594,532	$4,468,153	$(303,267)
Total Source of Funds	$15,549,983	$17,525,594	$17,525,594	$18,038,245	$17,911,866	$386,272

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 2021-22 Positions

Classification Code	Classification Label	FTE
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00
20B10	ACCOUNTANT I	1.00
60F02	PROBATION AIDE	3.00
60F22	DEPUTY PROBATION OFFICER II	44.00
60F23	DEPUTY PROBATION OFFICER III	14.00
60F84	PROBATION SERVICES MANAGER	6.00
60F85	PROBATION DIVISION MANAGER	1.00

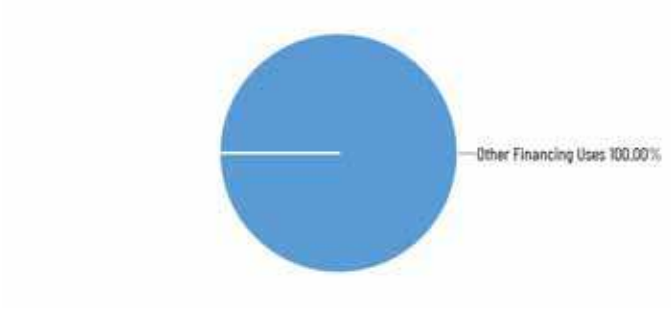
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
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	87.00

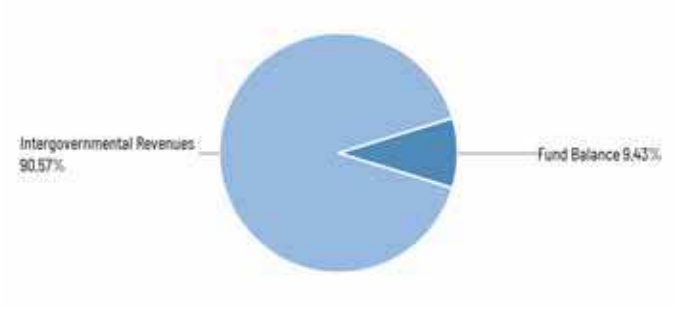
Adult Probation

(Budget Unit 8165—Fund 022—Appropriation Unit PRO002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Financing Uses	$14,399,792	$16,538,620	$16,930,870	$16,774,259	$16,774,259	$235,639
Subtotal	$14,399,792	$16,538,620	$16,930,870	$16,774,259	$16,774,259	$235,639

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$14,327,966	$15,045,099	$14,934,032	$15,192,900	$15,192,900	$147,801
Subtotal	$14,327,966	$15,045,099	$14,934,032	$15,192,900	$15,192,900	$147,801
Fund Balance	$71,825	$1,493,521	$1,996,838	$1,581,359	$1,581,359	$87,838
General Fund Contributions	$0	—	—	—	—	—
Total Source of Funds	$14,399,792	$16,538,620	$16,930,870	$16,774,259	$16,774,259	$235,639

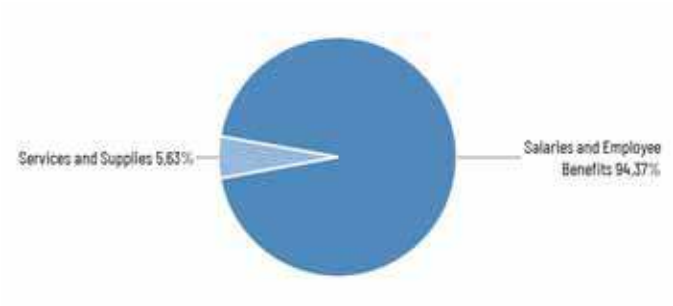
Unit Description

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.

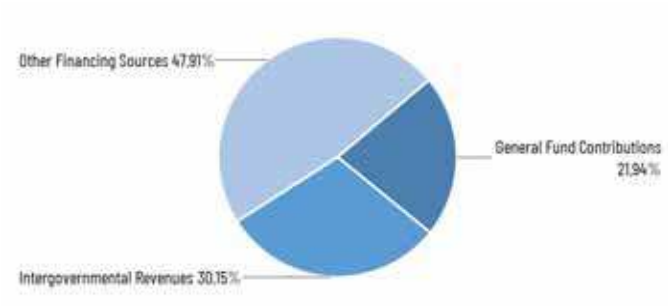
Juvenile Probation

(Budget Unit 8166—Fund 001—Appropriation Unit PRO001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$6,896,849	$7,436,707	$7,436,707	$7,506,211	$7,506,211	$69,504
Services and Supplies	$333,917	$428,214	$428,214	$447,528	$447,528	$19,314
Other Charges	$(294,023)	$(244,387)	$(244,387)	$(244,387)	$(244,387)	—
Subtotal	$6,936,743	$7,620,534	$7,620,534	$7,709,352	$7,709,352	$88,818

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$3,081,892	$2,725,697	$2,725,697	$2,323,687	$2,323,687	$(402,010)
Charges for Services	$64,321	—	—	—	—	—
Miscellaneous Revenues	—	$2,000	$2,000	$2,000	$2,000	—
Other Financing Sources	$2,391,316	$3,050,766	$3,050,766	$3,692,523	$3,692,523	$641,757
Subtotal	$5,537,529	$5,778,463	$5,778,463	$6,018,210	$6,018,210	$239,747
General Fund Contributions	$1,399,214	$1,842,071	$1,842,071	$1,691,142	$1,691,142	$(150,929)
Total Source of Funds	$6,936,743	$7,620,534	$7,620,534	$7,709,352	$7,709,352	$88,818

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 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 minors' progress to enable them to meet their rehabilitative goals.

Recommended FY 2021-22 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	6.00
60F84	PROBATION SERVICES MANAGER	3.00
60F85	PROBATION DIVISION MANAGER	1.00

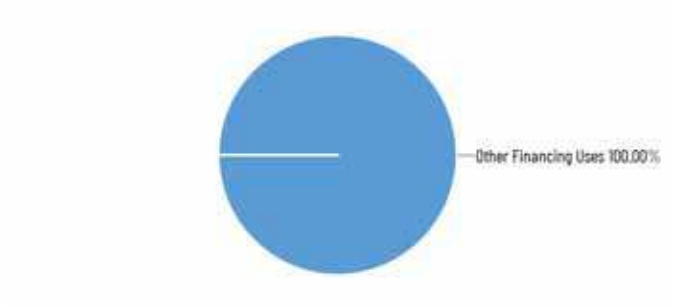
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
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	46.00

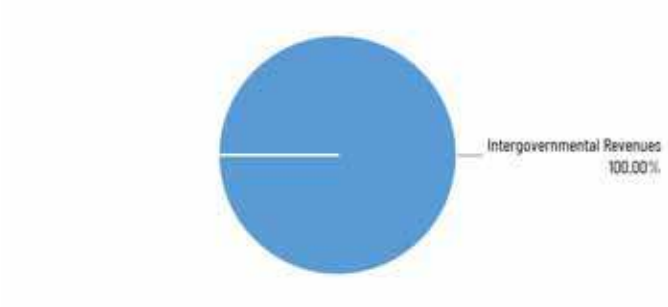
Juvenile Probation

(Budget Unit 8166—Fund 022—Appropriation Unit PRO002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Financing Uses	$377,295	$388,035	$388,035	$388,035	$388,035	—
Subtotal	$377,295	$388,035	$388,035	$388,035	$388,035	—

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$382,226	$388,035	$388,035	$388,035	$388,035	—
Subtotal	$382,226	$388,035	$388,035	$388,035	$388,035	—
Fund Balance	$(4,932)	—	—	—	—	—
General Fund Contributions	$0	—	—	—	—	—
Total Source of Funds	$377,295	$388,035	$388,035	$388,035	$388,035	—

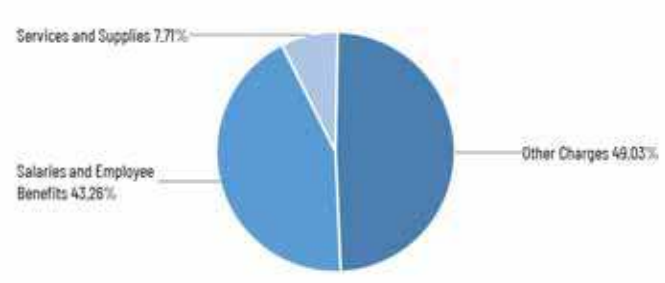
Unit Description

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.

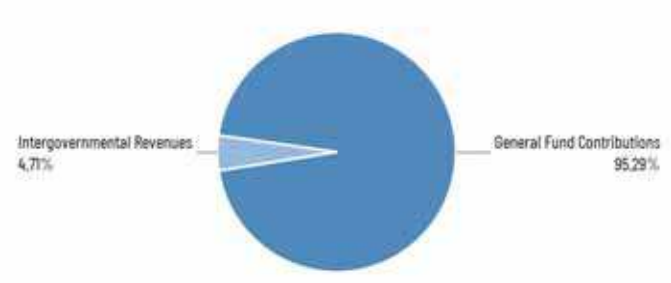
Probation Administration

(Budget Unit 8167—Fund 001—Appropriation Unit PRO001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$2,746,633	$2,913,188	$2,913,188	$3,006,277	$3,006,277	$93,089
Services and Supplies	$680,286	$531,736	$531,736	$535,996	$535,996	$4,260
Other Charges	$3,389,591	$3,836,719	$3,836,719	$3,407,680	$3,407,680	$(429,039)
Subtotal	$6,816,510	$7,281,643	$7,281,643	$6,949,953	$6,949,953	$(331,690)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$403,006	$554,598	$554,598	$327,286	$327,286	$(227,312)
Charges for Services	$15,257	—	—	—	—	—
Subtotal	$418,263	$554,598	$554,598	$327,286	$327,286	$(227,312)
General Fund Contributions	$6,398,247	$6,727,045	$6,727,045	$6,622,667	$6,622,667	$(104,378)
Total Source of Funds	$6,816,510	$7,281,643	$7,281,643	$6,949,953	$6,949,953	$(331,690)

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 2021-22 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 2021-22 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

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 the export of agricultural products. An annual Crop Report tabulates the gross value of agricultural production in the County. Under the Sealer of Weights and Measures, staff registers and verifies the accuracy of all commercial weighing and measuring devices, to maintain equity in the marketplace and for the protection of the consumer.

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

ECONOMIC DEVELOPMENT

Agricultural regulatory programs ensure a healthy and viable agricultural economy by maintaining a level playing field and excluding harmful pest and diseases, and preventing illegal residues on agricultural commodities. Phytosanitary certification facilitates exportation of agricultural products, while annual crop reports and associated economic reports quantify the contribution of agriculture to the local economy. Agricultural education programs support the industry and educate policy makers. The Weights and Measures program maintains equity in the marketplace and protects consumers.

ADMINISTRATION

Active recruitment of women and minorities. A focus on retention and advancement with investment in training, and fostering a culture of teamwork and inclusivity.

HEALTH AND HUMAN SERVICES

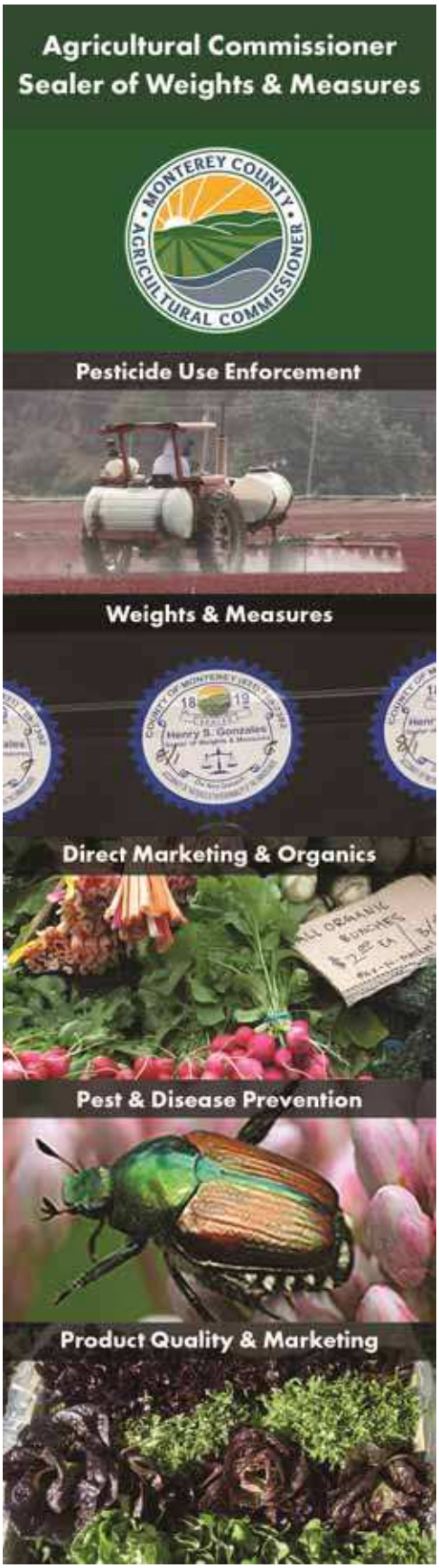
Pesticide Use Enforcement program protects farm workers, the public and the environment from pesticide exposure, and investigates all possible pesticide-related reports of illness, injury, drift or environmental effect.

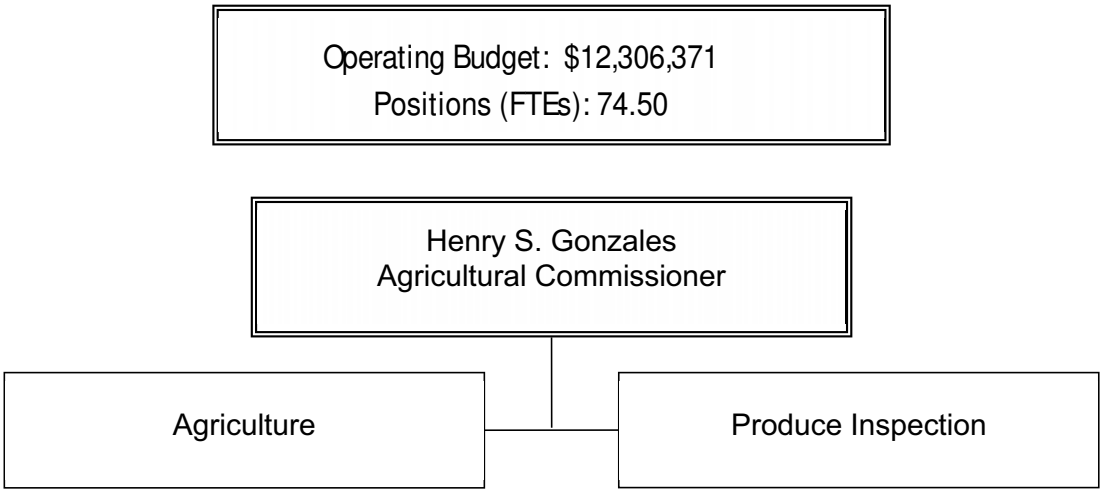
INFRASTRUCTURE

Prevention of excessive erosion protects County roads and drainage systems. The Office contracts with the Resource Conservation District to provide assistance to small farmers to control erosion and holds annual "Ag Expo" and seminars to educate Spanish-speaking growers about conservation practices.

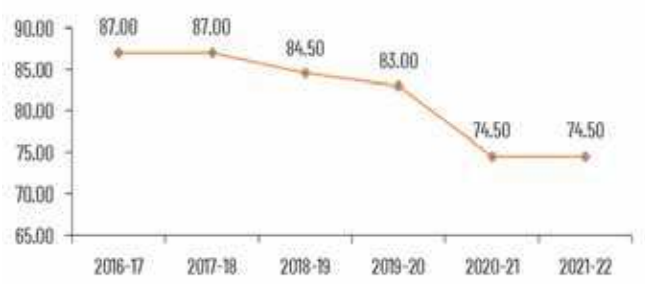
PUBLIC SAFETY

Pesticide Use Enforcement program protects farm workers, the public and the environment from exposure to pesticides. Preventing the introduction of invasive pests eliminates the need to apply more pesticides.





Staffing Trends

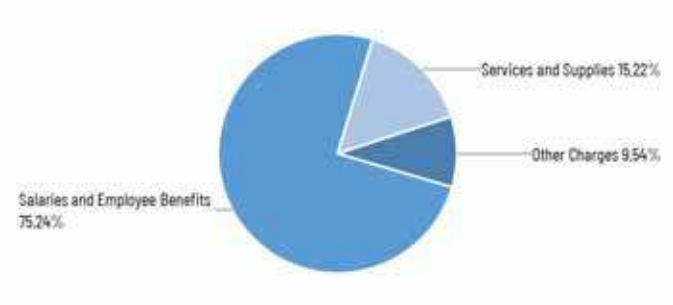


Expenditure/Revenue History (in millions)

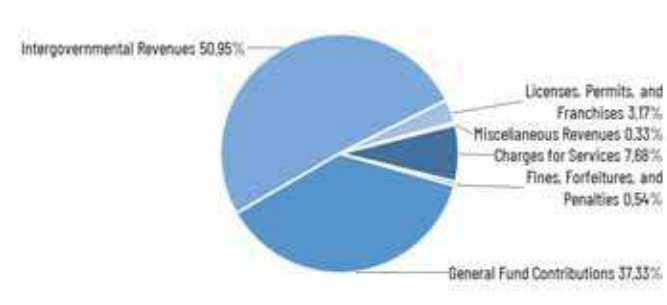
The Agricultural Commissioner enforces state and local regulations in concert with state agencies to protect agriculture, human health and safety, and the environment. Primary programs are pesticide use enforcement, plant quarantine, and fruit and vegetable standardization.

Key Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Mid-Year
Phytosanitary Certificates for Commodity Export issued.	22,949	23,531	16,881
Pest detection traps set for target insects.	4,499	5,414	5,495
Pesticide use monitoring inspections completed.	1,710	1,457	1,194
Pesticide Use Training and Outreach Sessions delivered.	49	44	5
Weighing and Measuring Devices inspected.	6,752	5,381	5,322
Consumer complains investigated.	21	36	12

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$8,316,533	$9,423,299	$9,122,174	$9,259,417	$9,259,417	$(163,882)
Services and Supplies	$1,968,549	$1,366,801	$1,667,926	$1,873,421	$1,873,421	$506,620
Other Charges	$850,148	$1,087,424	$1,087,424	$1,173,533	$1,173,533	$86,109
Other Financing Uses	$672,443	—	—	—	—	—
Subtotal	$11,807,673	$11,877,524	$11,877,524	$12,306,371	$12,306,371	$428,847

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Licenses, Permits, and Franchises	$397,774	$381,000	$381,000	$390,000	$390,000	$9,000
Fines, Forfeitures, and Penalties	$61,977	$45,000	$115,000	$67,000	$67,000	$22,000
Intergovernmental Revenues	$6,073,281	$6,269,857	$6,269,857	$6,269,857	$6,269,857	—
Charges for Services	$1,133,946	$1,103,891	$1,103,891	$945,000	$945,000	$(158,891)
Miscellaneous Revenues	$66,336	$2,100	$2,100	$40,100	$40,100	$38,000
Subtotal	$7,733,314	$7,801,848	$7,871,848	$7,711,957	$7,711,957	$(89,891)
General Fund Contributions	$4,074,359	$4,075,676	$4,005,676	$4,594,414	$4,594,414	$518,738
Total Source of Funds	$11,807,673	$11,877,524	$11,877,524	$12,306,371	$12,306,371	$428,847

Summary of Recommendation

The Recommended Budget for the Agricultural Commissioner's Office is $12,306,371, financed by $7,711,957 in revenues and $4,594,414 in General Fund Contributions (GFC). The Recommended Budget increases appropriations by $428,847, primarily due to general liability insurance costs and higher costs related to agricultural services and supplies for operations. Revenues decreased by $89,891, due to the elimination of the Lettuce Inspection Program. The Recommended Budget includes an augmentation totaling $222,352 for continued support of Ag Education, County fairs and the Monterey County Resource Conservation District.

The Recommended Budget includes 74.5 positions.

Budget Impacts

To the extent that non-discretionary costs increase, the department will be impacted as the flexibility and capacity to deal with new issues will be diminished. The department will redirect existing resources to maintain efficiencies.

Prior Year Accomplishments

Seven Agricultural Inspector/Biologists were promoted in the flexibly staffed series and seventeen State licensing examinations have been passed by staff.

Pesticide use around schools continued to be a major focus of the Agricultural Commissioner's Office. The Fumigation Notification Pilot Project has been completed, and the funding for the grant has ended. However, the farmingsafelynearschools.com website remained

fully operational, and Pesticide Use Enforcement staff continued to provide information to parents and schools about agricultural pesticide use around the seven schools in the North Monterey County School District, and three schools in the Pajaro Valley Unified School District, within Monterey County. The website has English and Spanish language versions. Notifications can be received via text message, and/or email.

Successfully completed two audit inspections on cannabis cultivators. No enforcement actions were taken. Due to the COVID-19 pandemic, other field inspection activities on cannabis cultivators were curtailed.

Successfully amended the existing Industrial Hemp Pilot Program ordinance which re-opened registration for qualified operations, extended the length of the Industrial Hemp Pilot Program for a three-year period ending on December 31, 2022 and allowed for split-parcel zoning, potentially allowing previously excluded portions of parcels to be included in the HMP District.

Published the 2019 Cannabis Crop Report which summarized commercial cannabis production in Monterey County for the first time. Published an update to the Economic Contributions of Monterey County Agriculture report showing that $11.7 billion was generated by direct, indirect, and induced economic by the agricultural industry in 2018.

Successfully implemented electronic dispatch system to all shippers and coolers. All field staff now receive their dispatch calls and phytosanitary certificate requests through iPads resulting in improved efficiency and reduced clerical errors.

Weights & Measures conducted 159 quality control inspections, including 7 inspections involving price scanners, which resulted in one civil penalty for consumer overcharges totaling $1,000. Thirty-six consumer complaints were investigated, including 13 involving measuring. Weights & Measures staff inspected 5,381 commercial devices at 1,890 locations; 9.34% (503) of those devices were found to be out of compliance.

Successfully retained Unclaimed Gas Tax (UGT) revenue by meeting the required maintenance of effort.

Budget Year Goals

Continue and expand pesticide use enforcement activities with Cannabis cultivators, including active field enforcement.

Present case studies during continuing education sessions to growers and licensee holders, sharing basic information from select priority illness investigations that are either recently completed or are in the process of completion. This allows attendees to become aware of major incidents that occur in Monterey County, which will reduce the risk of making similar mistakes in the future.

Retain Unclaimed Gas Tax (UGT) revenue by meeting the required maintenance of effort.

Publish 2020 Crop Report in Spanish to increase readership. Maintain current mapping data of weed populations by conducting ongoing weed site vegetation surveys.

Map roadside populations of invasive weeds like Yellow Star Thistle and Dittrichia graveolens.

Initiate a voluntary Weed Free Aggregate Certification Program for 10 active aggregate quarries operating in Monterey County.

Implement European Corn Borer, and Invasive Shot Hole Borer trapping programs and visual Plum Pox Virus survey.

Implement full use of the new statewide data base Cal Trap for urban pest detection, eliminating the use of manual paper documentation.

Continue exploring options for the South County office with the assistance from County Public Works.

Pending Issues

The Department will work with the California Department of Food and Agriculture (CDFA) to continue exclusion and detection efforts for the European Grape Vine Moth, the Asian Citrus Psyllid, Glassy-winged Sharpshooter and other target pests of concern. Light Brown Apple Moth (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 continuing significant dedication of staff resources to pesticide use, enforcement issues, and community outreach efforts.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Agriculture/ Weights & Measures (AGR001)	11,555,567	11,768,369	11,768,369	12,306,371	12,306,371	538,002	001	8001
Produce Inspection (AGR001)	252,106	109,155	109,155	0	0	(109,155)	001	8002
Subtotal	11,807,673	11,877,524	11,877,524	12,306,371	12,306,371	428,847		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Agriculture/Weights & Measures	$11,555,567	$11,768,369	$11,768,369	$12,306,371	12,306,371	$538,002
Produce Inspection	$252,106	$109,155	$109,155	—	—	$(109,155)
Subtotal	$11,807,673	$11,877,524	$11,877,524	$12,306,371	12,306,371	$428,847

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	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	1.50	1.00	1.00	0.00
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	5.50	5.50	5.50	0.00
30M21	PRODUCE INSPECTOR I	0.75	0.00	0.00	0.00
30M22	PRODUCE INSPECTOR II	2.25	0.00	0.00	0.00
30N05	AGRICULTURAL ASSISTANT II	15.50	11.00	11.00	0.00
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	8.00	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	2.50	2.00	2.00	0.00
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	83.00	74.50	74.50	0.00

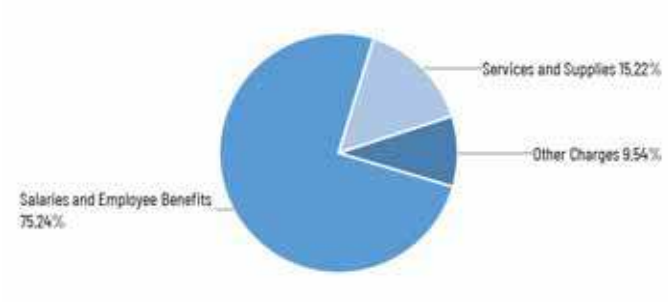
Augmentation Request

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
2810	2810-8001-001-AUG1	Ag Comm 1	Status Quo Other	222,353	-	222,353	-
			Grand Total:	222,353	-	222,353	-

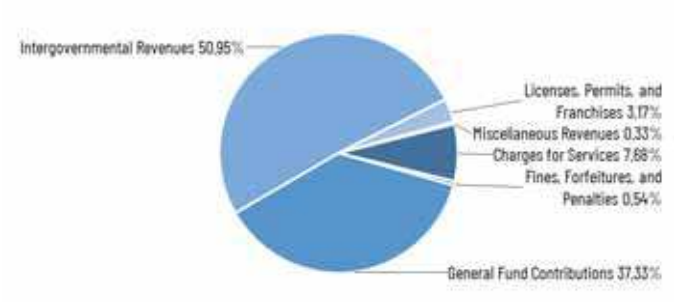
Agriculture/Weights & Measures

(Budget Unit 8001—Fund 001—Appropriation Unit AGR001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$8,228,649	$9,368,270	$9,067,145	$9,259,417	$9,259,417	$(108,853)
Services and Supplies	$1,819,529	$1,327,386	$1,628,511	$1,873,421	$1,873,421	$546,035
Other Charges	$834,946	$1,072,713	$1,072,713	$1,173,533	$1,173,533	$100,820
Other Financing Uses	$672,443	—	—	—	—	—
Subtotal	$11,555,567	$11,768,369	$11,768,369	$12,306,371	$12,306,371	$538,002

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Licenses, Permits, and Franchises	$397,774	$381,000	$381,000	$390,000	$390,000	$9,000
Fines, Forfeitures, and Penalties	$61,977	$45,000	$115,000	$67,000	$67,000	$22,000
Intergovernmental Revenues	$6,073,281	$6,269,857	$6,269,857	$6,269,857	$6,269,857	—
Charges for Services	$881,840	$992,000	$992,000	$945,000	$945,000	$(47,000)
Miscellaneous Revenues	$66,336	$2,100	$2,100	$40,100	$40,100	$38,000
Subtotal	$7,481,208	$7,689,957	$7,759,957	$7,711,957	$7,711,957	$22,000
General Fund Contributions	$4,074,359	$4,078,412	$4,008,412	$4,594,414	$4,594,414	$516,002
Total Source of Funds	$11,555,567	$11,768,369	$11,768,369	$12,306,371	$12,306,371	$538,002

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 2021-22 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

Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
20B10	ACCOUNTANT I	1.00
20B95	FINANCE MANAGER I	1.00
30G22	WEIGHTS/MEASURES INSPECTOR III	5.50
30N05	AGRICULTURAL ASSISTANT II	11.00
30N22	AGRICULTURAL INSPECTOR/ BIOLOGIST III	31.00
30N50	AGRICULTURAL PROGRAMS BIOLOGIST	1.00
30N80	DEPUTY AGRICULTURAL COMMISSIONER	8.00
30N81	CHIEF DEPUTY AGRICULTURAL COMMISSIONER	3.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80E22	OFFICE ASSISTANT III	2.00
80G21	DATA ENTRY OPERATOR II	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
	Total	74.50

Produce Inspection

(Budget Unit 8002—Fund 001—Appropriation Unit AGR001)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$87,884	$55,029	$55,029	—	—	$(55,029)
Services and Supplies	$149,020	$39,415	$39,415	—	—	$(39,415)
Other Charges	$15,202	$14,711	$14,711	—	—	$(14,711)
Subtotal	$252,106	$109,155	$109,155	—	—	$(109,155)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	$252,106	$111,891	$111,891	—	—	$(111,891)
Subtotal	$252,106	$111,891	$111,891	—	—	$(111,891)
General Fund Contributions	—	$(2,736)	$(2,736)	—	—	$2,736
Total Source of Funds	$252,106	$109,155	$109,155	—	—	$(109,155)

Unit Description

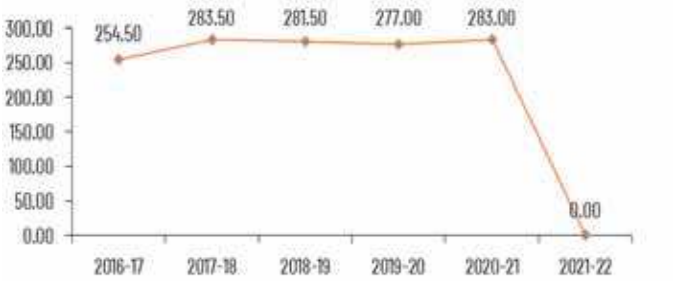
The Produce Inspection Division has been discontinued.

Resource Management Agency

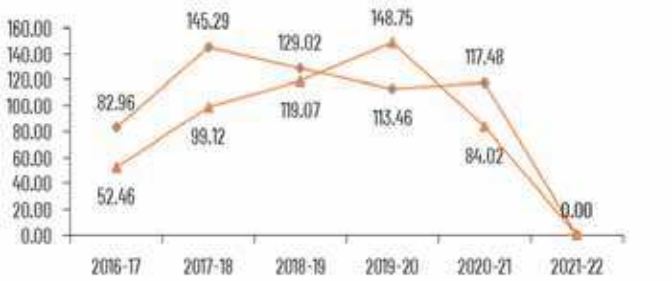
On November 30, 2020, the Board of Supervisors dissolved the Resource Management Agency (RMA) and created two new departments; the Department of Public Works, Facilities, & Parks (PWFP) and the Housing and Community Development Department (HCD). PWFP includes staff responsible for acquiring, constructing, maintaining, and managing County infrastructure, such as bridges, buildings, facilities, grounds, and roads; managing open space, park, and trails assets and programs; and managing the County floodplain and established stormwater systems. HCD includes staff responsible for developing land-use policy and serving development applicants to provide integrated planning, engineering, permitting, and building services to customers and stakeholders.

Operating Budget: $0,000
Positions (FTEs): 0.00

Staffing Trends



Expenditure/Revenue History (in millions)



Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$29,771,861	$34,566,759	$32,321,808	—	—	$(34,566,759)
Services and Supplies	$39,089,072	$38,886,947	$39,831,189	—	—	$(38,886,947)
Other Charges	$(16,477,801)	$(4,201,494)	$(6,250,859)	—	—	$4,201,494
Capital Assets	$54,906,073	$57,469,997	$50,216,254	—	—	$(57,469,997)
Other Financing Uses	$6,126,280	$1,342,741	$1,442,291	—	—	$(1,342,741)
Subtotal	$113,415,485	$128,064,950	$117,560,683	—	—	$(128,064,950)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Taxes	$10,053,103	$10,672,984	$9,816,662	—	—	$(10,672,984)
Licenses, Permits, and Franchises	$7,456,509	$10,823,025	$7,308,773	—	—	$(10,823,025)
Fines, Forfeitures, and Penalties	$25,530	$35,713	$24,694	—	—	$(35,713)
Revenue from Use of Money & Property	$4,574,504	$5,384,704	$4,568,351	—	—	$(5,384,704)
Intergovernmental Revenues	$91,198,040	$46,002,651	$40,252,312	—	—	$(46,002,651)
Charges for Services	$6,837,872	$8,113,912	$6,110,259	—	—	$(8,113,912)
Miscellaneous Revenues	$913,315	$2,457,522	$3,880,655	—	—	$(2,457,522)
Other Financing Sources	$29,685,358	$14,330,457	$14,062,575	—	—	$(14,330,457)
Subtotal	$150,744,231	$97,820,968	$86,024,281	—	—	$(97,820,968)
Fund Balance	$(50,912,900)	$11,954,875	$11,953,267	—	—	$(11,954,875)
General Fund Contributions	$13,584,154	$18,289,107	$19,583,135	—	—	$(18,289,107)
Total Source of Funds	$113,415,485	$128,064,950	$117,560,683	—	—	$(128,064,950)

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Building Services (RMA011)	6,291,014	0	0	0	0	0	001	8170
Planning (RMA001)	3,476,464	0	0	0	0	0	001	8172
Facility Master Plan Projects (RMA015)	37,458,551	7,569,699	17,915,821	0	0	(7,569,699)	404	8174
County Disposal Sites (RMA039)	311,272	364,714	224,434	0	0	(364,714)	001	8175
Facilities Maintenance (RMA006)	(589,776)	1,884,392	2,690,773	0	0	(1,884,392)	001	8176
Grounds (RMA006)	585,157	813,204	768,251	0	0	(813,204)	001	8181
Utilities (RMA098)	3,840,326	4,109,961	4,082,643	0	0	(4,109,961)	001	8182
Facilities Maintenance Projects (RMA004)	3,513,857	0	0	0	0	0	401	8184
Litter Control (RMA002)	425,918	582,826	399,117	0	0	(582,826)	001	8194
Road & Bridge Engineering (RMA012)	19,685,730	53,814,763	37,860,358	0	0	(53,814,763)	002	8195
Development Services (RMA010)	715,061	0	0	0	0	0	001	8196
County Sanitation District (RMA040)	1,235,992	1,405,003	1,161,454	0	0	(1,405,003)	151	8197
County Sanitation District (RMA045)	240,568	162,901	212,445	0	0	(162,901)	156	8197
County Sanitation District (RMA046)	78,196	453,096	461,180	0	0	(453,096)	157	8197
County Sanitation District (RMA091)	38,800	38,350	38,350	0	0	(38,350)	306	8197
County Sanitation District (RMA093)	34,650	0	0	0	0	0	310	8197
County Service Areas (RMA047)	13,454	116,791	114,657	0	0	(116,791)	051	8198
County Service Areas (RMA048)	20,777	80,349	53,559	0	0	(80,349)	052	8198
County Service Areas (RMA049)	0	1,000	500	0	0	(1,000)	053	8198
County Service Areas (RMA052)	127,758	270,745	170,756	0	0	(270,745)	056	8198
County Service Areas (RMA053)	27,813	10,199	30,650	0	0	(10,199)	057	8198
County Service Areas (RMA054)	736	1,200	1,100	0	0	(1,200)	058	8198
County Service Areas (RMA055)	3,814	6,985	6,100	0	0	(6,985)	059	8198
County Service Areas (RMA056)	5,064	16,245	13,788	0	0	(16,245)	060	8198
County Service Areas (RMA057)	602	8,087	8,100	0	0	(8,087)	061	8198
County Service Areas (RMA058)	16,150	37,914	40,721	0	0	(37,914)	062	8198
County Service Areas (RMA059)	1,540	8,611	2,731	0	0	(8,611)	063	8198
County Service Areas (RMA060)	225	26,200	6,500	0	0	(26,200)	064	8198
County Service Areas (RMA061)	105	15,000	6,525	0	0	(15,000)	065	8198
County Service Areas (RMA062)	5,211	16,894	9,229	0	0	(16,894)	066	8198
County Service Areas (RMA063)	3,837	9,000	10,850	0	0	(9,000)	067	8198
County Service Areas (RMA064)	281	5,980	1,800	0	0	(5,980)	068	8198
County Service Areas (RMA065)	6,227	25,220	24,649	0	0	(25,220)	069	8198
County Service Areas (RMA066)	575	6,373	4,400	0	0	(6,373)	070	8198
County Service Areas (RMA067)	378	1,715	2,400	0	0	(1,715)	071	8198
County Service Areas (RMA068)	16,575	77,857	18,513	0	0	(77,857)	072	8198
County Service Areas (RMA069)	2,718	44,207	8,952	0	0	(44,207)	073	8198
County Service Areas (RMA070)	19,667	133,355	26,759	0	0	(133,355)	074	8198
County Service Areas (RMA071)	30,734	46,897	37,697	0	0	(46,897)	075	8198
County Service Areas (RMA072)	24,424	58,392	43,903	0	0	(58,392)	076	8198

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
County Service Areas (RMA073)	39,151	556,681	78,119	0	0	(556,681)	077	8198
County Service Areas (RMA074)	8,564	82,363	22,562	0	0	(82,363)	078	8198
County Service Areas (RMA075)	1,340	44,170	3,000	0	0	(44,170)	079	8198
County Service Areas (RMA076)	935	29,170	22,000	0	0	(29,170)	080	8198
County Service Areas (RMA077)	341	7,500	8,500	0	0	(7,500)	081	8198
County Service Areas (RMA078)	18,452	44,170	13,000	0	0	(44,170)	082	8198
County Service Areas (RMA079)	209	4,000	6,000	0	0	(4,000)	083	8198
County Service Areas (RMA080)	566	1,500	1,800	0	0	(1,500)	084	8198
County Service Areas (RMA081)	1,610	19,212	3,547	0	0	(19,212)	085	8198
County Service Areas (RMA082)	504	22,500	21,300	0	0	(22,500)	086	8198
County Service Areas (RMA083)	12,445	15,951	16,771	0	0	(15,951)	087	8198
County Service Areas (RMA084)	6,507	26,885	26,329	0	0	(26,885)	088	8198
County Service Areas (RMA085)	328	12,500	12,000	0	0	(12,500)	089	8198
County Service Areas (RMA087)	15,986	20,000	32,709	0	0	(20,000)	091	8198
County Service Areas (RMA088)	144,860	187,399	181,915	0	0	(187,399)	093	8198
County Service Areas (RMA090)	15,229	15,506	15,506	0	0	(15,506)	312	8198
RMA Administration (RMA013)	4,993,366	4,356,572	4,468,715	0	0	(4,356,572)	001	8222
Roads & Bridges- Maintenance (RMA012)	14,183,655	16,160,978	17,398,579	0	0	(16,160,978)	002	8443
Environmental Services (RMA099)	1,178,930	0	0	0	0	0	001	8444
Capital Projects (RMA014)	3,847,810	6,556,725	4,135,648	0	0	(6,556,725)	402	8468
Special District Administration (RMA100)	(18,785)	(1,422)	0	0	0	1,422	001	8469
Park Operations (RMA006)	(126)	0	0	0	0	0	001	8475
Fish & Game Propagation (RMA101)	35,049	38,795	3,649	0	0	(38,795)	006	8476
Lake Operations (RMA102)	3,161,386	3,674,584	3,459,608	0	0	(3,674,584)	452	8477
Parks Operations (RMA104)	5,744,575	5,826,733	5,856,910	0	0	(5,826,733)	001	8510
E Garrison Public Financing Authority (RMA105)	252,285	71,015	51,470	0	0	(71,015)	180	8521
East Garrison Community Services District (RMA106)	1,956,199	2,224,846	1,506,289	0	0	(2,224,846)	181	8522
East Garrison Development Reimbursement (RMA107)	93,492	300,000	87,000	0	0	(300,000)	182	8523
East Garrison Project (RMA109)	50,176	2,116,000	78,700	0	0	(2,116,000)	406	8525
Building Services (RMA110)	0	6,996,937	6,690,477	0	0	(6,996,937)	001	8528
Planning (RMA110)	0	3,637,031	3,802,938	0	0	(3,637,031)	001	8529
Development Services (RMA110)	0	949,015	909,197	0	0	(949,015)	001	8530
Environmental Services (RMA110)	0	1,843,509	1,686,780	0	0	(1,843,509)	001	8531
Habitat Management (RMA111)	0	0	500,000	0	0	0	029	8540
Subtotal	113,415,485	128,064,950	117,560,683	0	0	(128,064,950)		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Building Services	$6,291,014	—	—	—	—	—
Planning	$3,476,464	—	—	—	—	—
Facility Master Plan Projects	$37,458,551	$7,569,699	$17,915,821	—	—	$(7,569,699)
County Disposal Sites	$311,272	$364,714	$224,434	—	—	$(364,714)
Facilities Maintenance	$(589,776)	$1,884,392	$2,690,773	—	—	$(1,884,392)
Grounds	$585,157	$813,204	$768,251	—	—	$(813,204)
Utilities	$3,840,326	$4,109,961	$4,082,643	—	—	$(4,109,961)
Facilities Maintenance Projects	$3,513,857	—	—	—	—	—
Litter Control	$425,918	$582,826	$399,117	—	—	$(582,826)
Road & Bridge Engineering	$19,685,730	$53,814,763	$37,860,358	—	—	$(53,814,763)
Development Services	$715,061	—	—	—	—	—
County Sanitation District	$1,628,207	$2,059,350	$1,873,429	—	—	$(2,059,350)
County Service Areas	$595,692	$2,114,723	$1,109,897	—	—	$(2,114,723)
RMA Administration	$4,993,366	$4,356,572	$4,468,715	—	—	$(4,356,572)
Roads & Bridges-Maintenance	$14,183,655	$16,160,978	$17,398,579	—	—	$(16,160,978)
Environmental Services	$1,178,930	—	—	—	—	—
Capital Projects	$3,847,810	$6,556,725	$4,135,648	—	—	$(6,556,725)
Special District Administration	$(18,785)	$(1,422)	—	—	—	$1,422
Park Operations	$(126)	—	—	—	—	—
Fish & Game Propagation	$35,049	$38,795	$3,649	—	—	$(38,795)
Lake Operations	$3,161,386	$3,674,584	$3,459,608	—	—	$(3,674,584)
Parks Operations	$5,744,575	$5,826,733	$5,856,910	—	—	$(5,826,733)
E Garrison Public Financing Authority	$252,285	$71,015	$51,470	—	—	$(71,015)
East Garrison Community Services District	$1,956,199	$2,224,846	$1,506,289	—	—	$(2,224,846)
East Garrison Development Reimbursement	$93,492	$300,000	$87,000	—	—	$(300,000)
East Garrison Project	$50,176	$2,116,000	$78,700	—	—	$(2,116,000)
Building Services	—	$6,996,937	$6,690,477	—	—	$(6,996,937)
Planning	—	$3,637,031	$3,802,938	—	—	$(3,637,031)
Development Services	—	$949,015	$909,197	—	—	$(949,015)
Environmental Services	—	$1,843,509	$1,686,780	—	—	$(1,843,509)
Habitat Management	—	—	$500,000	—	—	—
Subtotal	$113,415,485	$128,064,950	$117,560,683	—	—	$(128,064,950)

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
11A23	DEPUTY DIRECTOR OF LAND USE AND COMMUNITY DEVELOPMENT	1.00	1.00	0.00	(1.00)
11A24	DEPUTY DIRECTOR OF PUBLIC WORKS AND FACILITIES	1.00	1.00	0.00	(1.00)
11A27	RESOURCE MANAGEMENT AGENCY DIRECTOR	1.00	1.00	0.00	(1.00)
11A32	DEPUTY DIRECTOR OF ADMINISTRATIVE SERVICES	1.00	1.00	0.00	(1.00)
14A10	PROJECT MANAGER I	2.00	1.00	0.00	(1.00)
14A11	PROJECT MANAGER II	5.00	5.00	0.00	(5.00)

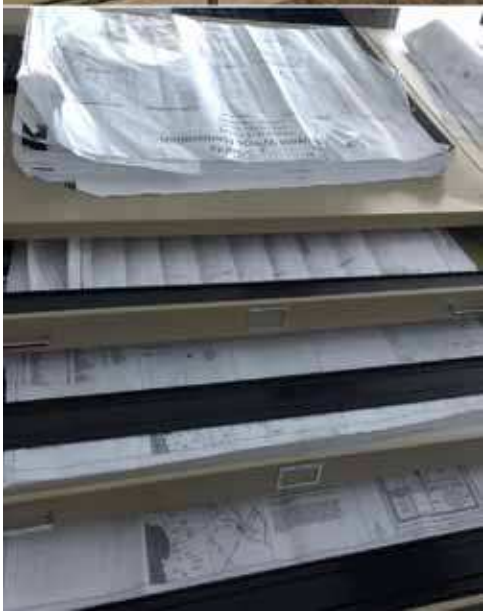
Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
14A12	PROJECT MANAGER III	4.00	4.00	0.00	(4.00)
14B21	ASSOCIATE PERSONNEL ANALYST	2.00	2.00	0.00	(2.00)
14C30	MANAGEMENT ANALYST II	10.00	12.00	0.00	(12.00)
14C31	MANAGEMENT ANALYST III	4.00	4.00	0.00	(4.00)
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	0.00	(1.00)
14C74	REAL PROPERTY SPECIALIST	2.00	1.00	0.00	(1.00)
14G02	MANAGEMENT ANALYST I	1.00	1.00	0.00	(1.00)
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	1.00	0.00	(1.00)
14K50	CHIEF OF PLANNING	1.00	1.00	0.00	(1.00)
14K51	RMA SERVICES MANAGER	5.00	5.00	0.00	(5.00)
14K63	CHIEF OF FACILITIES	0.00	1.00	0.00	(1.00)
14K70	CHIEF OF PARKS	1.00	1.00	0.00	(1.00)
14N05	ADMINISTRATIVE OPERATIONS MANAGER	1.00	2.00	0.00	(2.00)
20B10	ACCOUNTANT I	1.00	1.00	0.00	(1.00)
20B11	ACCOUNTANT II	2.00	2.00	0.00	(2.00)
20B12	ACCOUNTANT III	1.00	1.00	0.00	(1.00)
20B93	FINANCE MANAGER II	1.00	1.00	0.00	(1.00)
20B95	FINANCE MANAGER I	2.00	3.00	0.00	(3.00)
30D21	BUILDING INSPECTOR II	6.00	6.00	0.00	(6.00)
30D22	SENIOR BUILDING INSPECTOR	1.00	1.00	0.00	(1.00)
30D25	CHIEF OF BUILDING SERVICES	1.00	1.00	0.00	(1.00)
30D31	CHIEF OF PUBLIC WORKS	2.00	1.00	0.00	(1.00)
34P26	CODE COMPLIANCE INSPECTOR II	5.00	6.00	0.00	(6.00)
34P27	SENIOR CODE COMPLIANCE INSPECTOR	1.00	1.00	0.00	(1.00)
34X21	GUARD	2.00	2.00	0.00	(2.00)
41A10	ASSISTANT ENGINEER	8.00	10.00	0.00	(10.00)
41A20	CIVIL ENGINEER	4.00	4.00	0.00	(4.00)
41A22	SENIOR CIVIL ENGINEER	3.00	4.00	0.00	(4.00)
41A87	CHIEF OF SURVEYS	1.00	1.00	0.00	(1.00)
41B21	BUILDING PLANS EXAMINER	4.00	4.00	0.00	(4.00)
41B22	SENIOR BUILDING PLANS EXAMINER	1.00	0.00	0.00	0.00
41C02	WATER RESOURCES HYDROLOGIST	3.00	3.00	0.00	(3.00)
41C17	SENIOR WATER RESOURCES HYDROLOGIST	1.00	1.00	0.00	(1.00)
41F11	ASSOCIATE PLANNER	10.00	10.00	0.00	(10.00)
41F22	SENIOR PLANNER	4.00	4.00	0.00	(4.00)
41F23	SUPERVISING PLANNER	2.00	2.00	0.00	(2.00)
41F85	PARKS PLANNING MANAGER	1.00	1.00	0.00	(1.00)
43A22	ENGINEERING AIDE III	2.00	2.00	0.00	(2.00)
43A23	ENGINEERING TECHNICIAN	5.00	4.00	0.00	(4.00)
43B03	WATER RESOURCES TECHNICIAN	2.00	2.00	0.00	(2.00)
43C10	PERMIT TECHNICIAN I	3.00	3.00	0.00	(3.00)
43C11	PERMIT TECHNICIAN II	5.00	5.00	0.00	(5.00)
43C12	PERMIT TECHNICIAN III	1.00	1.00	0.00	(1.00)
65C10	PARKS MUSEUM ASSISTANT	1.00	1.00	0.00	(1.00)
68A41	COUNTY PARK RANGER II	2.00	2.00	0.00	(2.00)
68A42	COUNTY PARK RANGER III	2.00	2.00	0.00	(2.00)
68A43	COUNTY PARK RANGER SUPERVISOR	1.00	1.00	0.00	(1.00)
70C20	SENIOR GROUNDSKEEPER	1.00	1.00	0.00	(1.00)
70C21	GROUNDSKEEPER	4.00	4.00	0.00	(4.00)
70C80	GROUNDS SUPERVISOR	1.00	1.00	0.00	(1.00)

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
70N01	OFFICE MAINTENANCE WORKER	2.00	2.00	0.00	(2.00)
72A23	BUILDING MAINTENANCE WORKER	11.00	11.00	0.00	(11.00)
72A29	SENIOR BUILDING MAINTENANCE WORKER	2.00	2.00	0.00	(2.00)
72A81	BUILDING MAINTENANCE SUPERVISOR	3.00	3.00	0.00	(3.00)
72B31	PARKS BUILDING & GROUNDS WORKER II	9.00	9.00	0.00	(9.00)
72B32	PARKS BUILDING & GROUNDS WORKER SUPERVISOR	3.00	3.00	0.00	(3.00)
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	3.00	3.00	0.00	(3.00)
72B41	SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.00	1.00	0.00	(1.00)
74D12	ROAD MAINTENANCE WORKER	19.00	19.00	0.00	(19.00)
74D13	SENIOR ROAD MAINTENANCE WORKER	8.00	8.00	0.00	(8.00)
74D81	ASSISTANT ROAD SUPERINTENDENT	4.00	4.00	0.00	(4.00)
74D83	ROAD SUPERINTENDENT	4.00	4.00	0.00	(4.00)
74D84	ROAD MAINTENANCE SUPERINTENDENT	1.00	1.00	0.00	(1.00)
74D85	MAINTENANCE MANAGER	2.00	2.00	0.00	(2.00)
74E11	BRIDGE MAINTENANCE WORKER	4.00	4.00	0.00	(4.00)
74E31	SENIOR BRIDGE MAINTENANCE WORKER	1.00	1.00	0.00	(1.00)
74E80	ASSISTANT BRIDGE SUPERINTENDENT	1.00	1.00	0.00	(1.00)
74E81	BRIDGE SUPERINTENDENT	1.00	1.00	0.00	(1.00)
74G21	TREE TRIMMER	2.00	2.00	0.00	(2.00)
74G22	SENIOR TREE TRIMMER	1.00	1.00	0.00	(1.00)
74I11	TRAFFIC MAINTENANCE WORKER	4.00	4.00	0.00	(4.00)
74I25	TRAFFIC MAINTENANCE SUPERINTENDENT	1.00	1.00	0.00	(1.00)
80A31	SECRETARY	6.00	6.00	0.00	(6.00)
80A32	SENIOR SECRETARY	3.00	3.00	0.00	(3.00)
80A33	ADMINISTRATIVE SECRETARY	3.00	3.00	0.00	(3.00)
80E01	OFFICE ASSISTANT I	2.00	2.00	0.00	(2.00)
80E21	OFFICE ASSISTANT II	17.00	13.00	0.00	(13.00)
80E22	OFFICE ASSISTANT III	1.00	3.00	0.00	(3.00)
80E80	PRINCIPAL OFFICE ASSISTANT	1.00	1.00	0.00	(1.00)
80E81	SUPERVISING OFFICE ASSISTANT I	0.00	1.00	0.00	(1.00)
80E82	SUPERVISING OFFICE ASSISTANT II	1.00	0.00	0.00	0.00
80E90	MAINTENANCE YARD CLERK	4.00	4.00	0.00	(4.00)
80E91	MAINTENANCE INVENTORY & YARD CLERK	1.00	1.00	0.00	(1.00)
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00	1.00	0.00	(1.00)
80J21	ACCOUNT CLERK	0.00	1.00	0.00	(1.00)
80J22	SENIOR ACCOUNT CLERK	5.00	7.00	0.00	(7.00)
80J30	ACCOUNTING TECHNICIAN	4.00	5.00	0.00	(5.00)
	Total	277.00	283.00	0.00	(283.00)

Housing and Community Development



Departmental Overview:

The Department of Housing and Community Development (HCD) encompasses a range of land use and development services: housing, construction authorization and inspection, code compliance, current and long-range planning, development services (engineering), and environmental services. The purpose of HCD is to implement county plans and programs, ensure reasonable and safe development, provide affordable housing opportunities, plan for future needs, and protect natural resources.

Programs and Functions:

Housing and Community Development includes: Housing and Community Development Programs, Building Services, Planning Services, Permit Center, Environmental Services, and Code Compliance. HCD serves as the lead agency for all development in the unincorporated areas of the County and coordinates with other land use agencies. HCD includes a number of functions that support operations, including finance and accounting, administrative professionals and office assistant teams, and a management analyst team. Permit Center functions include a call center and records team supporting all HCD operations. HCD provides environmental review services or advice to other County departments.

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. Facilitate safe, affordable housing opportunities to support the Monterey County workforce.

ADMINISTRATION

Utilize performance measures to monitor key public services and track trends that form organizational improvements, budgeting priorities, and efficiencies.

HEALTH AND HUMAN SERVICES

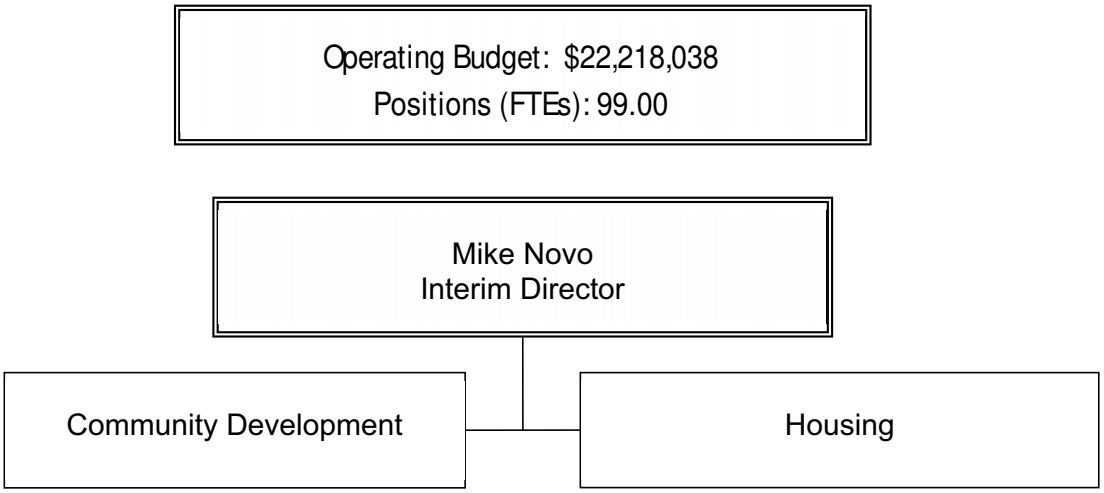
Promote health in all land use policy documents. Support other County department efforts relative to special needs housing and programs. Consider environmental justice and racial equity factors and human health when preparing plans. Ensure construction provides safety for human habitation and occupancy.

INFRASTRUCTURE

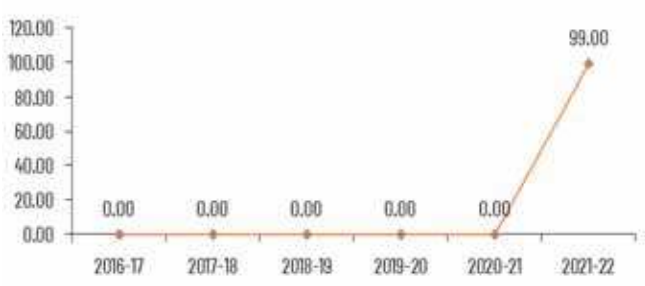
Ensure that projects and plans provide for adequate infrastructure funding and planning to maintain customer-expected service levels while protecting the natural environment.

PUBLIC SAFETY

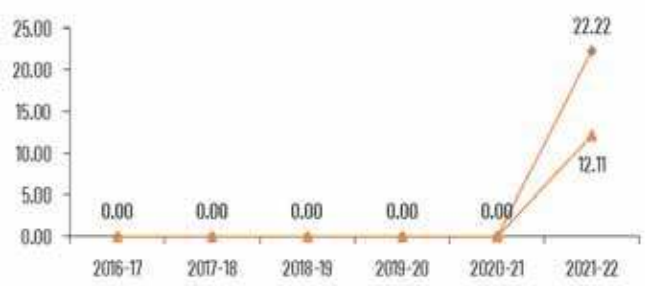
HCD serves as one of the lead agencies for public safety in the unincorporated areas of the County, coordinates with other land use agencies on policy development and implementation, reviews and inspects development, and coordinates with other departments and agencies in cases of natural disasters.



Staffing Trends



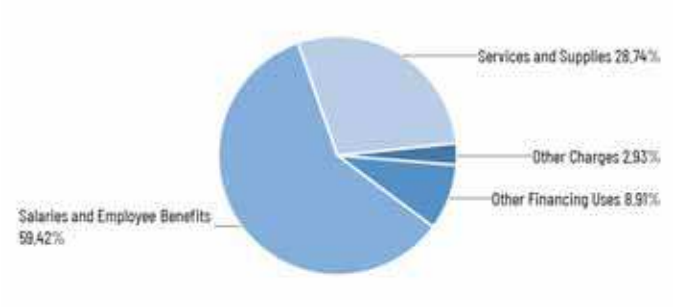
Expenditure/Revenue History (in millions)



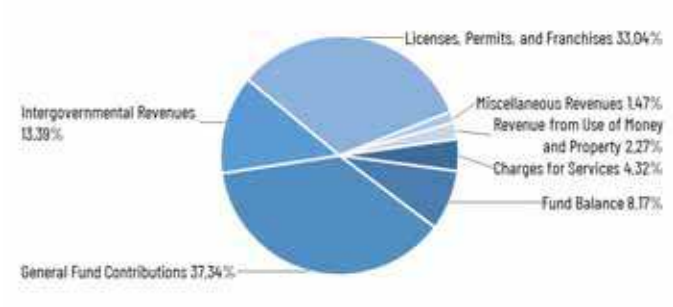
HCD utilizes this performance measure to inform operational improvements, assist in developing budgets, and identify additional resources needed to achieve its targets. HCD is evaluating other processes and programs to establish additional key performance measures beginning FY 2021-22.

Key Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 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%	20%	20%

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	—	—	—	$13,100,121	$13,201,520	$13,201,520
Services and Supplies	—	—	—	$7,085,567	$6,384,681	$6,384,681
Other Charges	—	—	—	$2,008,890	$651,837	$651,837
Other Financing Uses	—	—	—	$1,980,000	$1,980,000	$1,980,000
Subtotal	—	—	—	$24,174,578	$22,218,038	$22,218,038

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Licenses, Permits, and Franchises	—	—	—	$7,340,273	$7,340,273	$7,340,273
Revenue from Use of Money & Property	—	—	—	$504,713	$504,713	$504,713
Intergovernmental Revenues	—	—	—	$2,974,511	$2,974,511	$2,974,511
Charges for Services	—	—	—	$959,958	$959,958	$959,958
Miscellaneous Revenues	—	—	—	$326,589	$326,589	$326,589
Subtotal	—	—	—	$12,106,044	$12,106,044	$12,106,044
Fund Balance	—	—	—	$1,816,288	$1,816,288	$1,816,288
General Fund Contributions	—	—	—	$10,252,246	$8,295,706	$8,295,706
Total Source of Funds	—	—	—	$24,174,578	$22,218,038	$22,218,038

Summary of Recommendation

The Recommended Budget for the Housing and Community Development Department contains $22.2 million in expenditures, financed by $12.1 million in program revenue, $8.3 million in General Fund Contribution (GFC), and $1.8 million in fund balance use. Housing and Community Development (HCD) is a new department for the FY 2021-22 Budget. The Department was formed when the Resource Management Agency (RMA) was split during FY 2020-21. HCD's share of expenditures compared to its FY 2020-21 general fund budgets in RMA and the respective budgets in non-general funds decreased by $5.9 million. This decrease is attributable to $2.7 million reduction in general fund expenditures due largely to the division of functions between HCD and Public Works, Facilities and Parks (PWFP) resulting from the dissolution of the RMA into two departments to implement the Citygate report recommendations. An additional $3.2 million in expenditures is from the Housing programs. The Department anticipates a reduction in grants and other financing sources, as well as deferred maintenance plans; consequently, the appropriations for building maintenance, professional and other service fees, distribution of loans and other operating expenses were reduced. The Recommended Budget for the new HCD department includes 99 positions, a net increase of two positions from FY 2020-21. The additional two positions include two Associate Planner FTEs.

Budget Impacts

HCD submitted 13 augmentations totaling almost $2.0 million that can generally be categorized into three groups: 1) Department Positions, 2) Department Programs, and 3) County Programs. The following augmentations, listed in order by category, are included in the Recommended Budget. 1) Department Positions. Two new

positions are included in the Recommended Budget to implement the Citygate recommendations in planning. 2) Department Programs. HCD submitted four augmentations totaling $745,000 for programs assigned to the HCD that are included in the Recommended Budget. Two of the augmentations are for housing programs housing consultants and software; and Local Housing Trust Fund; the other two are for on-call consultants to assist in implementing Citygate recommendations to eliminate backlogs and address application surges. These augmentations are included in the Recommended Budget, but with a reduction of $200,000 for on-call consultants. 3) County Programs. HCD submitted one augmentation to implement the Fire Fuel Mitigation Program totaling $60,000, where HCD is assigned lead over the program or project.

Prior Year Accomplishments

Goal 1 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. HCD implemented Bluebeam software for electronic building plan check capabilities. Application enhancements to Accela software were implemented to track Cannabis-specific applications; utilized Host Compliance software to provide a vacation/short-term rental complaints hotline; implemented Zoom for staff communication, community meetings and public hearings; developed or updated standard operating procedures to streamline various processes including Planning, Permit Center, Parks special event agreements and refunds and Public information for construction projects. The Department made substantial progress in filling vacancies pursuant to the Board's direction to implement the Citygate report.

Goal 2 Enhance Communications and Responsiveness

The department designated a manager to serve as the Department PIO to support messaging and information distribution on the website, 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 and continues to collaborate on the development of a Countywide electronic Contract Management System in collaboration with ITD and Contracts-Purchasing.

Goal 3 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 regular project manager team meetings to assure good communication between teams, identify training needs, identify process issues, and ensure HCD is meeting performance goals.

Goal 4 Replace Critical Equipment

The Department coordinated with ITD to replace aging computers and monitors. The Department outfitted conference rooms with videoconferencing equipment. In collaboration with Public Works Facilities and Parks (PWFP), HCD identified two new projects to be added to the Capital Improvement Plan for FY 2021-22. One will protect East Garrison historic buildings (East Garrison Mothballing and security projects), the other is to modernize Kents Court in Pajaro (Kents Court Modernization-Kents Court Pajaro).

Goal 5 Sustainable Funding and Programs

The State awarded the Department SB 2 Planning Grant ($310,000) and Local Early Action Planning Grant (LEAP) ($500,000) grant funding, in addition to Regional Early Access Planning Grant (REAP) ($530,000) funds that are administered through Association of Monterey Bay Area Governments (AMBAG) for planning efforts that streamline affordable housing. These funds are expended over more than one fiscal year beginning fiscal year 2020. The SB 2 and LEAP grants will provide funding to begin creating a Chualar Community Plan and begin the environmental review. The funding will also support updating the Castroville Community Plan and perform environmental review. The REAP grant will provide funding to support work on the General Plan Housing Element and update and implement the Inclusionary Housing Ordinance.

Goal 6 Organizational Changes for Improved Efficiency and Effectiveness

The Citygate report, which addressed improvements in departmental operations, processes and organization, was adopted by the Board of Supervisors. The report recommendations are being implemented by HCD with periodic reporting on progress to the Board of Supervisors. The Citygate report recommended that housing programs be relocated to HCD.

Housing is completing the Comprehensive Economic Development Strategy and assisting with the County's Economic Development Administration Revolving Loan Fund and COVID funds.

Budget Year Goals

Goal 1 Increase opportunities for Extremely Low, Very Low, and Low Income Housing

Review county programming, procedures, and staffing needs to create programs and opportunities to increase housing opportunities for extremely low, very low, and low-income households. Explore methods to reduce property owner costs for accessory dwelling units and utilize that inventory for income-limited households.

Goal 2 Improve Permit-Processing Efficiency

Document and standardize permit process standard operating procedures (SOPs) for all land use functions and improve Accela functionality and workflow for housing. Complete all software and hardware configurations and training to fully implement on-line permit processing. Establish and measure permit processing targets in conjunction with the local construction industry and report results on the website.

Goal 3 Enhance Communications and Responsiveness

Identify, and increase if needed, bilingual positions necessary to support Spanish-language speakers across departmental functions. Reorganize the department's website to be more informative and intuitive for tracking projects, identifying vacation rental permits, and submitting complaints.

Goal 4 Implement Long Range Planning Work Program

Analyze implementation success against the five-year program considered by the Board of Supervisors in March 2021. Report to the Board of Supervisors annually on the status of the progress on the program.

Maintain a fully staffed long range planning team.

Identify and pursue funding for technical consultants, as needed.

Goal 5 Implement Citygate Recommendations

Track successful implementation through completion of the tasks identified in the Citygate report in relation to the adopted budget. Report on the status of implementation on a bi-annual basis.

Goal 6 Sustainable Funding and Programs

Seek grant funding to establish the Local Housing Trust Fund and for General Plan priority plans and programs.

Ensure permit fees provide cost recovery at the rate desired by the Board of Supervisors for each fee category.

Ensure grants provide sufficient funding for staff efforts to implement the grant requirements.

Goal 7 Organizational Changes for Improved Efficiency and Effectiveness

Complete reclassification studies for the HCD Services Manager and Housing Program Manager positions, and make any corresponding organizational adjustments. Establish a written program of succession planning, including identifying training needs, for each unit to ensure opportunities for growth within the organization.

Pending Issues

Monterey County's Public Health Officers Shelter in Place Order (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 (property, sales, and transient occupancy taxes) and permit revenues (building, events) that affect General Fund. HCD estimates permit revenues will recover to pre-pandemic levels, but the extent of the long-term economic impact remains uncertain.

The Recommended Budget includes two new planners and funding for on-call consultants. With the new planning staff and consultant use in FY 2021-22 to address backlog, the Department anticipates that funding for on-call consultant contracts can be reevaluated in subsequent budget years.

Policy Considerations

Department is strategizing to how to best use the on-call consultants to address the backlog of planning and building applications, with the reduced approved funding.

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
HCD Administration (HCD001)	0	0	0	4,240,910	2,944,502	2,944,502	001	8542
Community Development (HCD002)	0	0	0	14,808,156	14,148,024	14,148,024	001	8543
Inclusionary Housing (HCD003)	0	0	0	496,036	496,036	496,036	009	8544
Community Development Reuse (HCD004)	0	0	0	1,442,055	1,442,055	1,442,055	013	8545
Community Development Grant (HCD005)	0	0	0	1,596,288	1,596,288	1,596,288	013	8546
Castro/Paj HS-A (HCD006)	0	0	0	777,950	777,950	777,950	175	8547
Boronda HS-A (HCD007)	0	0	0	13,300	13,300	13,300	176	8548
East Garrison Developer Reimbursements (HCD008)	0	0	0	301,000	301,000	301,000	182	8549
Fort Ord Habitat Management (HCD009)	0	0	0	498,883	498,883	498,883	029	8550
Subtotal	0	0	0	24,174,578	22,218,038	22,218,038		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
HCD Administration	—	—	—	$4,240,910	2,944,502	$2,944,502
Community Development	—	—	—	$14,808,156	14,148,024	$14,148,024
Inclusionary Housing	—	—	—	$496,036	496,036	$496,036
Community Development Reuse	—	—	—	$1,442,055	1,442,055	$1,442,055
Community Development Grant	—	—	—	$1,596,288	1,596,288	$1,596,288
Castro/Paj HS-A	—	—	—	$777,950	777,950	$777,950
Boronda HS-A	—	—	—	$13,300	13,300	$13,300
East Garrison Developer Reimbursements	—	—	—	$301,000	301,000	$301,000
Fort Ord Habitat Management	—	—	—	$498,883	498,883	$498,883
Subtotal	—	—	—	$24,174,578	22,218,038	$22,218,038

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
11A34	DIRECTOR OF HOUSING AND COMMUNITY DEVELOPMENT	0.00	0.00	1.00	1.00
14C30	MANAGEMENT ANALYST II	0.00	0.00	5.00	5.00
14C31	MANAGEMENT ANALYST III	0.00	0.00	1.00	1.00
14G02	MANAGEMENT ANALYST I	0.00	0.00	1.00	1.00
14K50	CHIEF OF PLANNING	0.00	0.00	1.00	1.00
14K51	RMA SERVICES MANAGER	0.00	0.00	5.00	5.00
14M22	HOUSING PROGRAM MANAGER	0.00	0.00	1.00	1.00
20B10	ACCOUNTANT I	0.00	0.00	1.00	1.00
20B95	FINANCE MANAGER I	0.00	0.00	2.00	2.00
30D21	BUILDING INSPECTOR II	0.00	0.00	5.00	5.00
30D22	SENIOR BUILDING INSPECTOR	0.00	0.00	1.00	1.00
30D25	CHIEF OF BUILDING SERVICES	0.00	0.00	1.00	1.00
34P26	CODE COMPLIANCE INSPECTOR II	0.00	0.00	6.00	6.00
34P27	SENIOR CODE COMPLIANCE INSPECTOR	0.00	0.00	1.00	1.00
41A10	ASSISTANT ENGINEER	0.00	0.00	2.00	2.00
41A20	CIVIL ENGINEER	0.00	0.00	2.00	2.00
41A22	SENIOR CIVIL ENGINEER	0.00	0.00	1.00	1.00
41B21	BUILDING PLANS EXAMINER	0.00	0.00	4.00	4.00
41C02	WATER RESOURCES HYDROLOGIST	0.00	0.00	2.00	2.00
41F11	ASSOCIATE PLANNER	0.00	0.00	12.00	12.00
41F22	SENIOR PLANNER	0.00	0.00	4.00	4.00
41F23	SUPERVISING PLANNER	0.00	0.00	2.00	2.00
41F30	REDEVELOPMENT/HOUSING PROJECT ANALYST I	0.00	0.00	1.00	1.00
41F32	REDEVELOPMENT/HOUSING PROJECT ANALYST III	0.00	0.00	1.00	1.00
43A22	ENGINEERING AIDE III	0.00	0.00	1.00	1.00
43A23	ENGINEERING TECHNICIAN	0.00	0.00	2.00	2.00
43B03	WATER RESOURCES TECHNICIAN	0.00	0.00	1.00	1.00
43C10	PERMIT TECHNICIAN I	0.00	0.00	3.00	3.00
43C11	PERMIT TECHNICIAN II	0.00	0.00	5.00	5.00
43C12	PERMIT TECHNICIAN III	0.00	0.00	1.00	1.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
80A31	SECRETARY	0.00	0.00	2.00	2.00
80A32	SENIOR SECRETARY	0.00	0.00	2.00	2.00
80A33	ADMINISTRATIVE SECRETARY	0.00	0.00	2.00	2.00
80E01	OFFICE ASSISTANT I	0.00	0.00	1.00	1.00
80E21	OFFICE ASSISTANT II	0.00	0.00	9.00	9.00
80E22	OFFICE ASSISTANT III	0.00	0.00	3.00	3.00
80E80	PRINCIPAL OFFICE ASSISTANT	0.00	0.00	1.00	1.00
80E81	SUPERVISING OFFICE ASSISTANT I	0.00	0.00	1.00	1.00
80J22	SENIOR ACCOUNT CLERK	0.00	0.00	1.00	1.00
80J30	ACCOUNTING TECHNICIAN	0.00	0.00	1.00	1.00
	Total	0.00	0.00	99.00	99.00

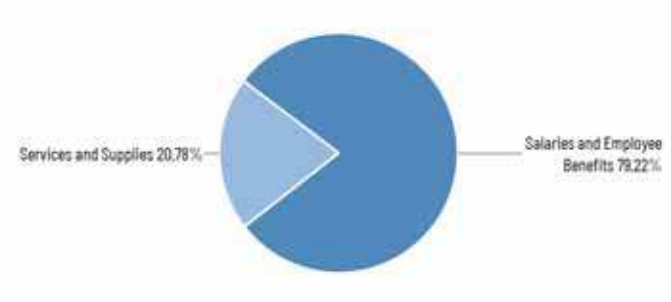
Augmentation Request

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
3100	3100-8542-001-AUG05	Local Housing Trust Fund	Status Quo Other	200,000	-	200,000	-
3100	3100-8542-001-AUG06	Housing Housekeys	New Program/Service	145,000	-	145,000	-
3100	3100-8543-001-AUG01	Planning On Call Services	Status Quo Other	200,000	-	200,000	-
3100	3100-8543-001-AUG02	Building Plan Check On Call Services	Status Quo Other	100,000	-	-	-
3100	3100-8543-001-AUG04	Associate Planners	Request New Position	144,120	1.00	144,120	1.00
3100	3100-8543-001-AUG08	Associate Planner	Request New Position	144,120	1.00	144,120	1.00
3100	3100-8543-001-AUG14	Senior Building Inspector Restore	Restore Vacant Position	144,399	1.00	144,399	1.00
3100	3100-8543-001-AUG15	Code Compliance Inspector II Restore	Restore Vacant Position	131,654	1.00	131,654	1.00
3100	3100-8543-001-AUG16	Engineering Aide III Restore	Restore Vacant Position	112,758	1.00	112,758	1.00
3100	3100-8543-001-AUG18	Permit Technician II Restore	Restore Vacant Position	116,525	1.00	116,525	1.00
3100	3100-8543-001-AUG21	Senior Civil Engineer Restore	Restore Vacant Position	218,460	1.00	218,460	1.00
3100	3100-8543-001-AUG35	Fire Fuel Mitigation	New Program/Service	60,000	-	60,000	-
3100	3100-8543-001-AUG36	Senior Planner	Restore Vacant Position	153,625	1.00	153,625	1.00
			Grand Total:	1,870,661	8.00	1,770,661	8.00

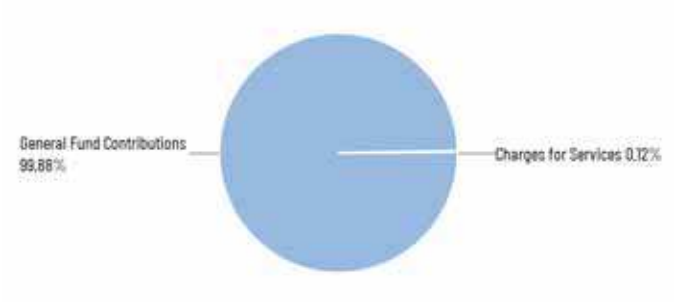
Administration

(Budget Unit 8542—Fund 001—Appropriation Unit HCD001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	—	—	—	$2,421,267	$2,522,666	$2,522,666
Services and Supplies	—	—	—	$661,617	$661,617	$661,617
Other Charges	—	—	—	$1,158,026	$(239,781)	$(239,781)
Subtotal	—	—	—	$4,240,910	$2,944,502	$2,944,502

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	—	—	—	$3,568	$3,568	$3,568
Subtotal	—	—	—	$3,568	$3,568	$3,568
General Fund Contributions	—	—	—	$4,237,342	$2,940,934	$2,940,934
Total Source of Funds	—	—	—	$4,240,910	$2,944,502	$2,944,502

Unit Description

The Administrative Unit is responsible for functional activities that support the Department, oversees Citygate implementation, and provides departmental executive direction, oversight, centralized administrative and financial staff support. This unit also includes consolidated functions that provide services to support HCD operations including finance and accounting services and secretaries and office assistant pools. The pooled management analyst team oversees contracts and agreements and support special projects, programs, and administrative functions for the Department, including former redevelopment, the former Fort Ord and projects in the lower Carmel River area.

This Unit is also responsible for the County's affordable and inclusionary housing programs, community development, homelessness program, and related grants. Other responsibilities include staffing the Housing Advisory Committee, Urban/County Community Development Block Grant Committee, and serves as support for the Health, Housing, Homelessness and Human Services Committee.

Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
11A34	DIRECTOR OF HOUSING AND COMMUNITY DEVELOPMENT	1.00
14C30	MANAGEMENT ANALYST II	2.00
14C31	MANAGEMENT ANALYST III	1.00
14G02	MANAGEMENT ANALYST I	1.00
14K51	RMA SERVICES MANAGER	1.00
14M22	HOUSING PROGRAM MANAGER	1.00
20B10	ACCOUNTANT I	1.00
20B95	FINANCE MANAGER I	2.00
41F30	REDEVELOPMENT/HOUSING PROJECT ANALYST I	1.00
41F32	REDEVELOPMENT/HOUSING PROJECT ANALYST III	1.00
80A31	SECRETARY	1.00

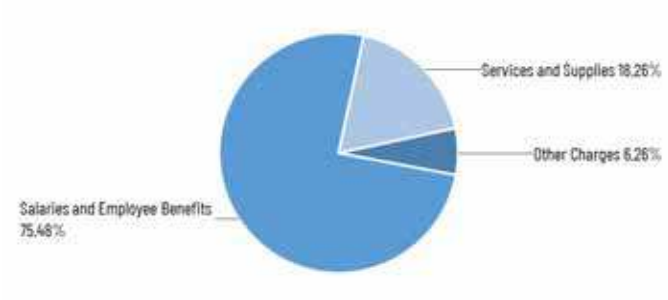
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
80A32	SENIOR SECRETARY	1.00
80A33	ADMINISTRATIVE SECRETARY	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
	Total	17.00

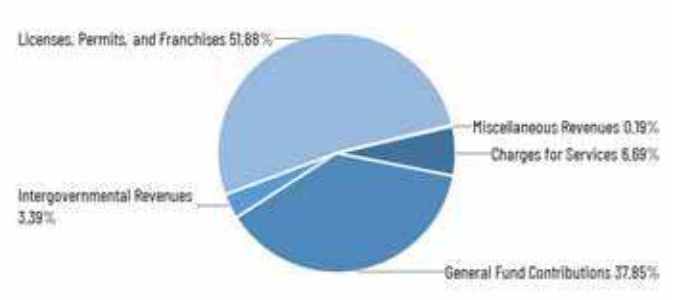
Community Development

(Budget Unit 8543—Fund 001—Appropriation Unit HCD002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	—	—	—	$10,678,854	$10,678,854	$10,678,854
Services and Supplies	—	—	—	$3,284,493	$2,583,607	$2,583,607
Other Charges	—	—	—	$844,809	$885,563	$885,563
Subtotal	—	—	—	$14,808,156	$14,148,024	$14,148,024

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Licenses, Permits, and Franchises	—	—	—	$7,340,273	$7,340,273	$7,340,273
Intergovernmental Revenues	—	—	—	$480,000	$480,000	$480,000
Charges for Services	—	—	—	$946,390	$946,390	$946,390
Miscellaneous Revenues	—	—	—	$26,589	$26,589	$26,589
Subtotal	—	—	—	$8,793,252	$8,793,252	$8,793,252
General Fund Contributions	—	—	—	$6,014,904	$5,354,772	$5,354,772
Total Source of Funds	—	—	—	$14,808,156	$14,148,024	$14,148,024

Unit Description

The Community Development Unit consists of the following functions from the former Resource Management Agency; Building Services, Planning, Development Services and Environmental Services.

Building Services issues construction permits, reviews and approves proposed construction documentation and performs inspections of ongoing construction to assure compliance with County and State laws related to building health and safety standards. Building Services 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. Building Services plan check engineers and technicians review plans and supporting documentation to ensure that building codes and other construction regulations are met. Inspectors also investigate construction work performed without permits, provide technical advice to the public 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.

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. 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) and Historical Committees.

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 includes the review of technical documentation consistent with the California Environmental Quality Act (CEQA) documentation. 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.

Environmental Services consolidates development review responsibilities for grading and erosion control. Staff conducts site inspections throughout the construction process to ensure code compliance. The following program elements are required to be developed and/or implemented on an ongoing basis: Construction Site Storm Water Runoff Control Program, and Post-Construction Storm Water Management Program.

Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
14C30	MANAGEMENT ANALYST II	3.00
14K50	CHIEF OF PLANNING	1.00
14K51	RMA SERVICES MANAGER	4.00
30D21	BUILDING INSPECTOR II	5.00
30D22	SENIOR BUILDING INSPECTOR	1.00

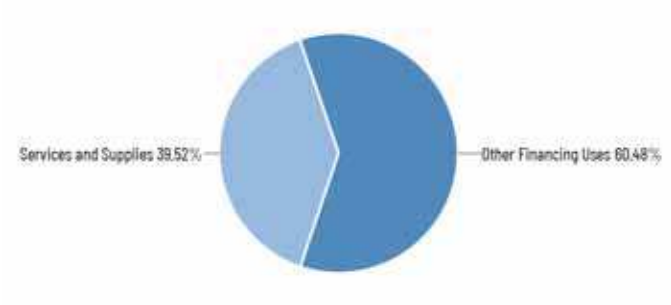
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
30D25	CHIEF OF BUILDING SERVICES	1.00
34P26	CODE COMPLIANCE INSPECTOR II	6.00
34P27	SENIOR CODE COMPLIANCE INSPECTOR	1.00
41A10	ASSISTANT ENGINEER	2.00
41A20	CIVIL ENGINEER	2.00
41A22	SENIOR CIVIL ENGINEER	1.00
41B21	BUILDING PLANS EXAMINER	4.00
41C02	WATER RESOURCES HYDROLOGIST	2.00
41F11	ASSOCIATE PLANNER	12.00
41F22	SENIOR PLANNER	4.00
41F23	SUPERVISING PLANNER	2.00
43A22	ENGINEERING AIDE III	1.00
43A23	ENGINEERING TECHNICIAN	2.00
43B03	WATER RESOURCES TECHNICIAN	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	1.00
80E21	OFFICE ASSISTANT II	9.00
80E22	OFFICE ASSISTANT III	3.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00
	Total	82.00

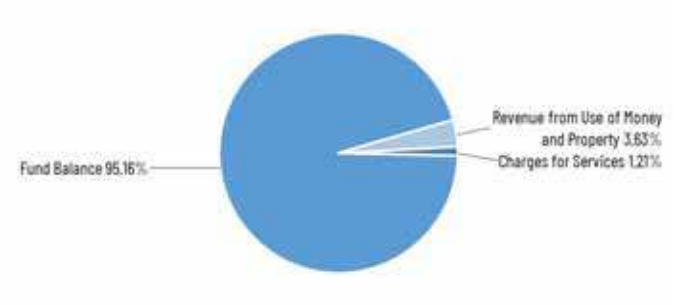
Inclusionary Housing

(Budget Unit 8544—Fund 009—Appropriation Unit HCD003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	—	—	—	$196,036	$196,036	$196,036
Other Financing Uses	—	—	—	$300,000	$300,000	$300,000
Subtotal	—	—	—	$496,036	$496,036	$496,036

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	—	—	—	$18,000	$18,000	$18,000
Charges for Services	—	—	—	$6,000	$6,000	$6,000
Subtotal	—	—	—	$24,000	$24,000	$24,000
Fund Balance	—	—	—	$472,036	$472,036	$472,036
General Fund Contributions	—	—	—	—	—	—
Total Source of Funds	—	—	—	$496,036	$496,036	$496,036

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.

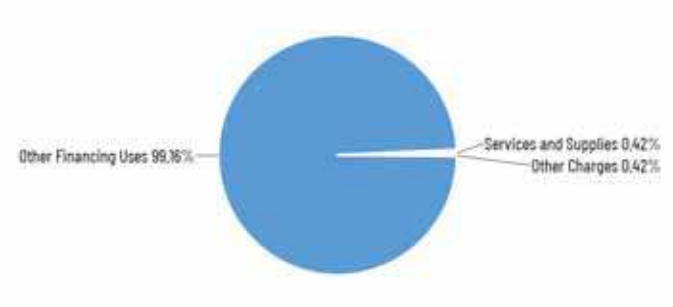
Revenue from the funds are distributed to eligible for-profit and non-profit developers to assist with the cost of providing affordable housing to households earning less than 120% of the County median income. The County Housing Advisory Committee reviews affordable housing proposals. The Fund also supports 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 251 owner-occupied inclusionary units and 423 tenant-occupied units in the Inclusionary Housing Program.

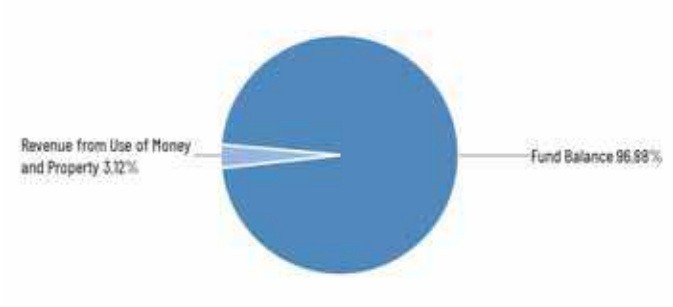
Community Development Reuse

(Budget Unit 8545—Fund 013—Appropriation Unit HCD004)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	—	—	—	$6,000	$6,000	$6,000
Other Charges	—	—	—	$6,055	$6,055	$6,055
Other Financing Uses	—	—	—	$1,430,000	$1,430,000	$1,430,000
Subtotal	—	—	—	$1,442,055	$1,442,055	$1,442,055

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	—	—	—	$45,000	$45,000	$45,000
Subtotal	—	—	—	$45,000	$45,000	$45,000
Fund Balance	—	—	—	$1,397,055	$1,397,055	$1,397,055
General Fund Contributions	—	—	—	—	—	—
Total Source of Funds	—	—	—	$1,442,055	$1,442,055	$1,442,055

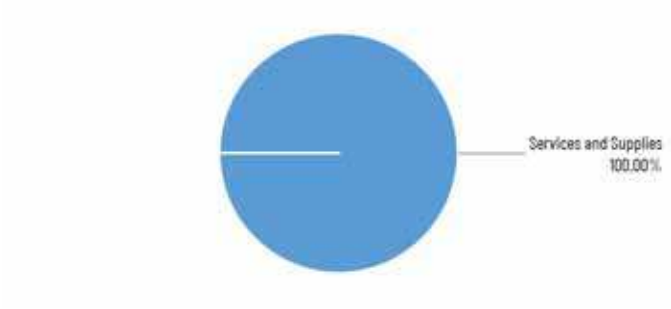
Unit Description

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

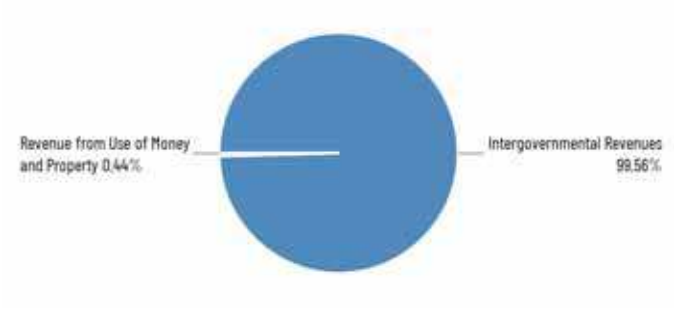
Community Development Grant

(Budget Unit 8546—Fund 013—Appropriation Unit HCD005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	—	—	—	$1,596,288	$1,596,288	$1,596,288
Subtotal	—	—	—	$1,596,288	$1,596,288	$1,596,288

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	—	—	—	$7,000	$7,000	$7,000
Intergovernmental Revenues	—	—	—	$1,589,288	$1,589,288	$1,589,288
Subtotal	—	—	—	$1,596,288	$1,596,288	$1,596,288
Fund Balance	—	—	—	—	—	—
General Fund Contributions	—	—	—	—	—	—
Total Source of Funds	—	—	—	$1,596,288	$1,596,288	$1,596,288

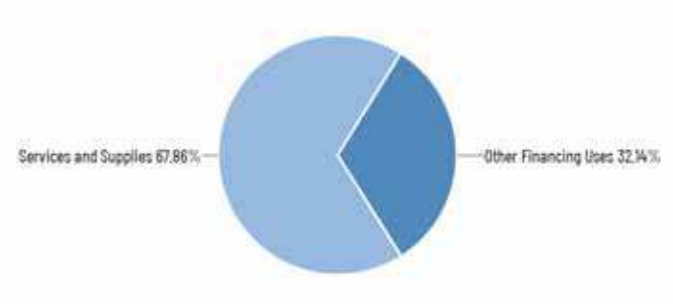
Unit Description

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.

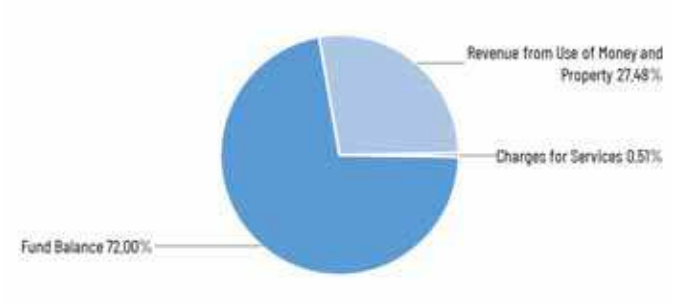
Castroville/Pajaro Housing Set-Aside

(Budget Unit 8547—Fund 175—Appropriation Unit HCD006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	—	—	—	$527,950	$527,950	$527,950
Other Financing Uses	—	—	—	$250,000	$250,000	$250,000
Subtotal	—	—	—	$777,950	$777,950	$777,950

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	—	—	—	$213,800	$213,800	$213,800
Charges for Services	—	—	—	$4,000	$4,000	$4,000
Subtotal	—	—	—	$217,800	$217,800	$217,800
Fund Balance	—	—	—	$560,150	$560,150	$560,150
General Fund Contributions	—	—	—	—	—	—
Total Source of Funds	—	—	—	$777,950	$777,950	$777,950

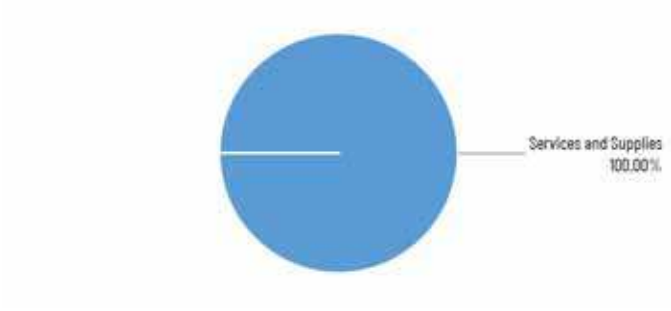
Unit Description

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.

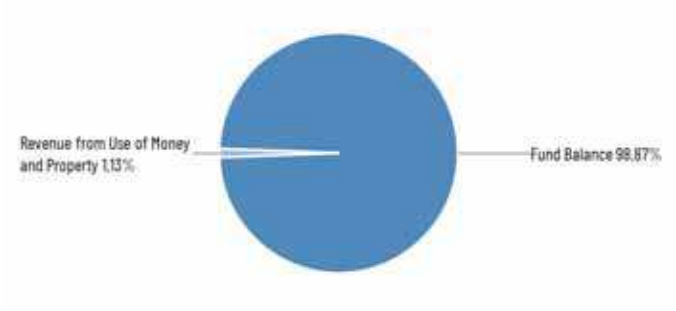
Boronda Housing Set-Aside

(Budget Unit 8548—Fund 176—Appropriation Unit HCD007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	—	—	—	$13,300	$13,300	$13,300
Subtotal	—	—	—	$13,300	$13,300	$13,300

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	—	—	—	$150	$150	$150
Subtotal	—	—	—	$150	$150	$150
Fund Balance	—	—	—	$13,150	$13,150	$13,150
General Fund Contributions	—	—	—	—	—	—
Total Source of Funds	—	—	—	$13,300	$13,300	$13,300

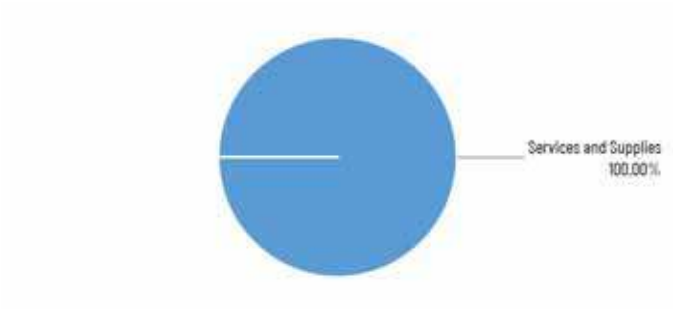
Unit Description

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.

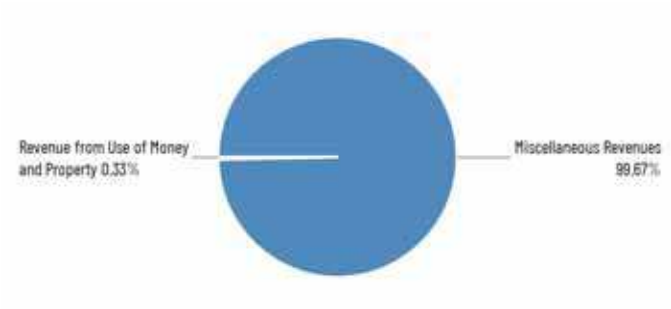
East Garrison Developer Reimbursements

(Budget Unit 8549—Fund 182—Appropriation Unit HCD008)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	—	—	—	$301,000	$301,000	$301,000
Subtotal	—	—	—	$301,000	$301,000	$301,000

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	—	—	—	$1,000	$1,000	$1,000
Miscellaneous Revenues	—	—	—	$300,000	$300,000	$300,000
Subtotal	—	—	—	$301,000	$301,000	$301,000
Fund Balance	—	—	—	—	—	—
General Fund Contributions	—	—	—	—	—	—
Total Source of Funds	—	—	—	$301,000	$301,000	$301,000

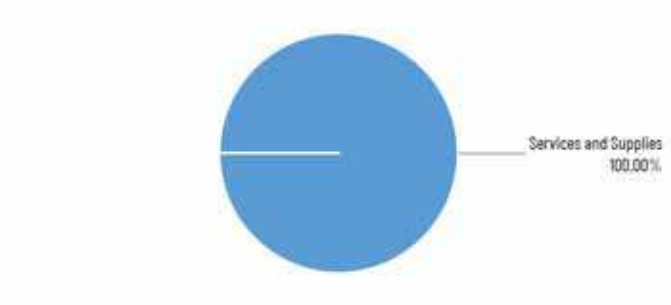
Unit Description

The East Garrison Developer Reimbursement Unit was created in FY 2013-14 for the purpose of monitoring and accurately allocating County Administration costs, including County Counsel, Economic Development, and support and oversight, including financial support from the Department of Housing and Community Development; formerly the Resource Management Agency. These activities are paid from the Developer's deposits and reimbursements and are expected to be cost neutral to the County.

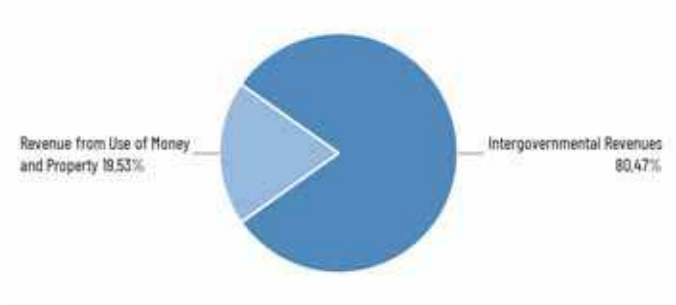
Habitat Management

(Budget Unit 8550—Fund 029—Appropriation Unit HCD009)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	—	—	—	$498,883	$498,883	$498,883
Subtotal	—	—	—	$498,883	$498,883	$498,883

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	—	—	—	$219,763	$219,763	$219,763
Intergovernmental Revenues	—	—	—	$905,223	$905,223	$905,223
Subtotal	—	—	—	$1,124,986	$1,124,986	$1,124,986
Fund Balance	—	—	—	$(626,103)	$(626,103)	$(626,103)
General Fund Contributions	—	—	—	—	—	—
Total Source of Funds	—	—	—	$498,883	$498,883	$498,883

Unit Description

On June 30, 2020, the Fort Ord Reuse Authority (FORA) dissolved, and the County agreed to assume certain responsibilities with associated funding. This Fund was established to implement a habitat management program for the former Fort Ord lands. Under this program HCD will perform essential habitat management planning activities.

Public Works, Facilities, and Parks

Departmental Overview:

The Public Works, Facilities, and Parks Department (PWFP) provides a range of services for to ensure reasonable and safe development, plan for future needs, manage infrastructure and County facilities and protect natural resources.

Programs and Functions:

PWFP is comprised of three Divisions: Public Works, Facilities, and Parks that are responsible for managing and maintaining the County's infrastructure and open space. The Public Works Division consists of Road and Bridge Design; Storm Water and Flood Plain Management, including Special Districts; Road and Bridge Capital Projects; Land Survey, Traffic and Transportation; and Road and Bridge Maintenance. Public Works is responsible for managing 1,257 miles of County roads, 175 County maintained bridges, and road appurtenances, such as 29 traffic signals, striping, etc. The Facilities Division consists of Architectural Services responsible for capital project implementation and project management, including developing the Annual Five Year Capital Improvement Plan; Facility maintenance and grounds crews with a primary purpose to manage over 2.0 million square feet of County-owned facilities; 437,000 square feet of leased building space, plus 165,000 new square footage added from the Share Center, New Juvenile Hall and Jail Housing Addition projects; and Property Management oversight of 93 County-owned facilities; 68 leased facilities; 42 County Landlord Leases; and 486 Owned Parcels. As a result of the dissolution of Fort Ord Reuse Authority in June 2020, the County received an additional 2,980 acres of open space land with habitat management responsibilities. The Parks Division is responsible for management and enforcement of 30,130 acres of Regional Parks and Open Space, comprised of Royal Oaks Park, Manzanita Park, Jacks Peak Park, Toro Park, Travel Camp, Lincoln Park, San Lorenzo Park, Lake San Antonio (North and South), and Lake Nacimiento Resort and Recreation area. Enforcement is performed by a staff of five armed Park Rangers.

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

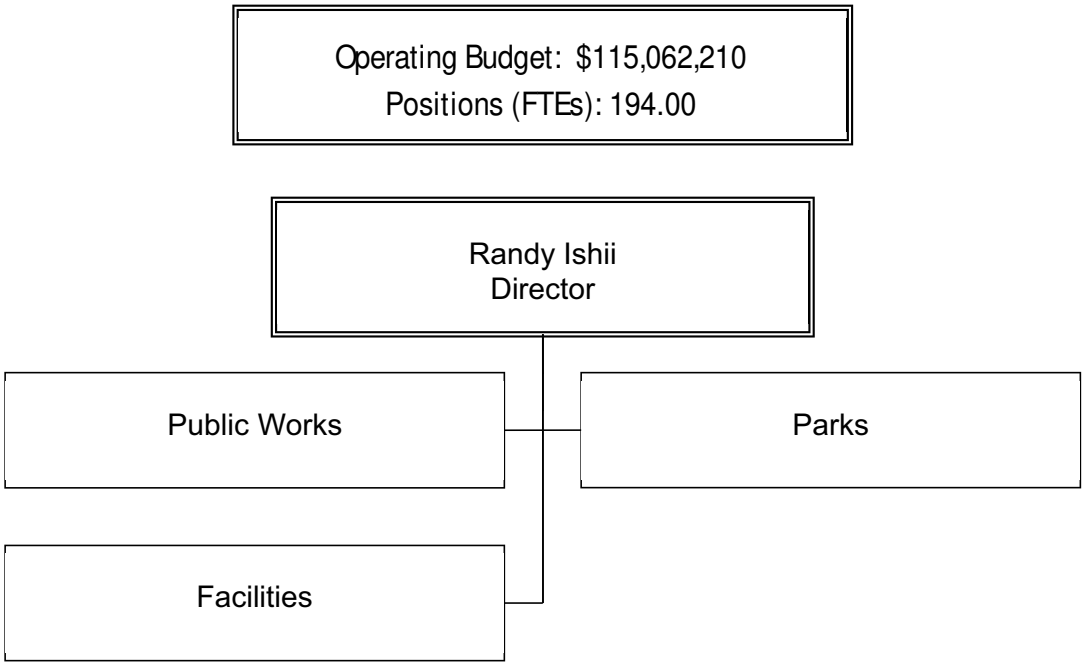
ADMINISTRATION Utilize performance measures to monitor key public services and track trends that form organizational improvements, budgeting priorities, and efficiencies. HEALTH AND HUMAN SERVICES Provide quality recreational facilities for everyone that visits our parks, lakes, and open space.

INFRASTRUCTURE

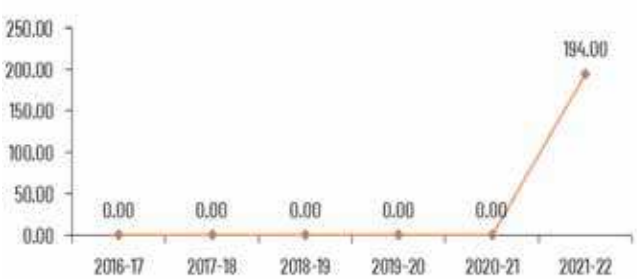
Ensure that projects funded in the Countywide Five-Year Capital Improvement Plan (CIP) are completed on schedule and within budget. Continue to update and implement facility management plans and work to increase proactive maintenance. Maintain 1,257 miles of County roads, 175 bridges, and Road appurtenances.

PUBLIC SAFETY

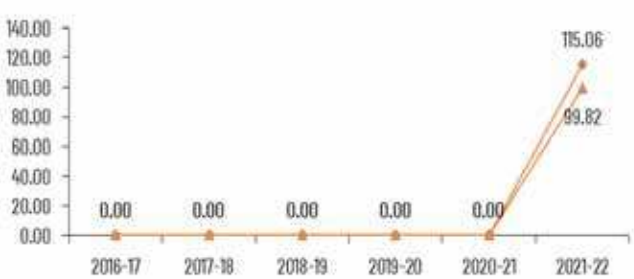
Provide safe transportation. Complete safety improvements, which provide safe facilities and environments for all those that utilize County property.



Staffing Trends



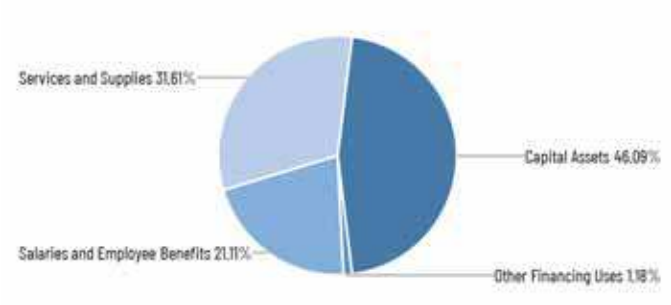
Expenditure/Revenue History (in millions)



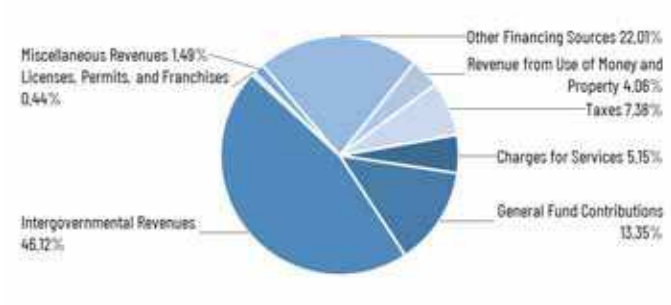
Public Works, Facilities, & Parks (PWFP) utilize these measures to inform operational improvements, assist in developing budgets, and identify additional resources needed to achieve its targets. PWFP partnered with the Transportation Agency for Monterey County (TAMC) on a countywide road condition assessment providing field data that was not available in fiscal year 2018-19.

Key Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Mid-Year
Percent of County roads (1,257 miles) at Pavement Condition Index rating of 60 or above (FY 2018-19 is modeled data). Target = 50%	14.6%*	16.0%	16.9%
Percent of fully funded priority Capital Improvement Program (CIP) projects on schedule and on budget. Target = 100%	78.0%	70.0%	31.0%

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	—	—	—	$26,896,471	$25,149,846	$25,149,846
Services and Supplies	—	—	—	$40,175,084	$37,658,966	$37,658,966
Other Charges	—	—	—	$(6,649,346)	$(4,057,015)	$(4,057,015)
Capital Assets	—	—	—	$56,357,223	$54,907,223	$54,907,223
Other Financing Uses	—	—	—	$1,403,190	$1,403,190	$1,403,190
Subtotal	—	—	—	$118,182,622	$115,062,210	$115,062,210

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Taxes	—	—	—	$8,497,468	$8,497,468	$8,497,468
Licenses, Permits, and Franchises	—	—	—	$508,014	$508,014	$508,014
Fines, Forfeitures, and Penalties	—	—	—	$38,997	$38,997	$38,997
Revenue from Use of Money & Property	—	—	—	$4,676,578	$4,676,578	$4,676,578
Intergovernmental Revenues	—	—	—	$53,112,418	$53,112,418	$53,112,418
Charges for Services	—	—	—	$7,170,854	$5,925,380	$5,925,380
Miscellaneous Revenues	—	—	—	$1,718,229	$1,718,229	$1,718,229
Other Financing Sources	—	—	—	$26,795,514	$25,345,514	$25,345,514
Subtotal	—	—	—	$102,518,072	$99,822,598	$99,822,598
Fund Balance	—	—	—	$(135,210)	$(951,638)	$(951,638)
General Fund Contributions	—	—	—	$15,799,760	$16,191,250	$16,191,250
Total Source of Funds	—	—	—	$118,182,622	$115,062,210	$115,062,210

Summary of Recommendation

The Public Works, Facilities, & Parks (PWFP) Recommended Budget includes appropriations of $155,062,210, financed with revenues of $99,822,598, a General Fund Contribution (GFC) of $16,191,250, resulting in an increase to Non-General fund, fund balance of $951,638. PWFP was previously part of the Resource Management Agency (RMA), until November 30, 2020 when the Board of Supervisors dissolved the RMA and created two new departments; PWFP and the Housing and Community Development Department (HCD). As a result, PWFP does not have prior year or current year budgets for a comparative discussion.

PWFP submitted a balanced baseline budget, which in order to balance included the following reductions: 16 positions (12 filled and four vacant), 5% salary and benefit savings, and unscheduled facilities repair funds. The Recommended Budget includes the transferring of three Human Resource (HR) staff (two Senior Personnel Analyst and one Personnel Technician-Confidential) to Central Human Resources, along with the related General Fund contribution of $443,027. PWFP and Central Human Resources agreed to enter into a one-year pilot Memorandum of Agreement related to the transfer of the three HR positions and that provides for specific levels of service.

The Recommended Budget restored 15 of the 16 eliminated positions, the 5% salary and benefit savings, and the unscheduled facilities repair funds. The one position not restored, Accounting Technician, is recommended to be transferred to HCD to assist with daily accounts receivable, accounts payable, and reconciliations.

The Recommended Budget added nine new positions: five Park Services Aides, a Building Maintenance Worker, a Civil Engineer, an Engineering Technician and a Facilities Architectural Services Manager. The net change in position counts for PWFP included in the Recommended Budget is 194.

Budget Impacts

Public Works, Facilities & Parks (PWFP) submitted 69 augmentations totaling $21.5 million that can generally be categorized into ten priority groups; 1) Restore Positions, 2) Add Critical Positions, 3) Lake San Antonio, 4) Fort Ord Maintenance, 5) Parks Play Structures, 6) Sanitation Districts, 7) Facility Repairs, 8) Additional Facility Positions, 9) Salary Savings, and 10) Countywide Projects where PWFP is the lead:

1) Restore Positions. PWFP submitted 16 augmentation requests for current approved positions (12 filled and four vacant) totaling $1.6 million to continue status quo operations. The Recommended Budget restored 15 of the 16 positions. The Budget Office did not restore the Accounting Technician position ($90,584) that recently was vacated due to a promotional opportunity. This Accounting Technician position is critical for processing daily accounts receivable, accounts payable, and performing reconciliations.

2) Add Critical Positions. The following five augmentations are not included in the Recommended Budget but deemed operationally critical by the Department, including implementing the recommendations included in the Citygate report. Four of the five augmentations are funded fully with Non-General Fund revenues: one Finance Manager III with fiscal oversight of PWFP complex financials and operating budgets, including disaster recovery grant submissions, State and Local fiscal reporting, etc. ($215,431); one Senior Personnel Analyst to assist in implementing Citygate recommendations (29, 34, 43, 67) to prioritize recruitments for key vacancies, development succession plans and onboarding plans ($170,855); one Principal Office Assistant to lead a team of four Office Assistants to manage the Departments call center, online reservation system, and cashiering, including the lead to implement Citygate Recommendations (49, 60, 61, 64) by championing PWFPs process improvements, create, implement, and publish standards for electronic file storage, creating common documents, and improve interface, communication and links on PWFPs websites and social media platforms ($92,514); one Management Analyst II to lead Citygate Recommendations (51, 52, 53, 54, 55) to implement a Countywide management system, completion of a comprehensive Parks Master Plan, determine realistic funding of public works activities and capital improvements and prioritize public work task and work plans ($160,798). PWFP is also requesting the addition of one Administrative Operations Manager, requesting County General Funds of $186,084. At this time, PWFP has three Administrative Operations Managers, but only two approved Administrative Operations Manager positions. The third Administrative Operations Manager is sitting on the Chief of Parks approved position, as an underfill. In order to move forward with recruiting and filling the Chief of Parks position, PWFP needs the Board to approve an additional Administrative Operations Manager position. The only priority A recommendation in the Citygate report (37, 42) was regarding the Chief of Park classification specifically to retain this position and to recruit and fill this critical position.

3) Lake San Antonio. An augmentation was submitted to fund operating costs for Lake San Antonio of $775,821 of which $605,876 is projected to be offset by revenues, leaving an unfunded balance of $169,945 that was not included in the Recommended Budget.

4) Fort Ord Maintenance. Six augmentation requests consisting of: two Building & Grounds Worker II; two Park Services Aide II; and two County Park Ranger II totaling $633,950 were submitted related to maintenance, management, and enforcement of the former Fort Ord properties that recently were transferred to the County. None of these augmentations were included in the Recommended Budget. PWFP staff has reached out to the Bureau of Land Management (BLM) to discuss entering into an Agreement for the County to contract with BLM to provide these services. Once details are formulated, PWFP will bring this item back to Board for further consideration.

5) Parks Grant Match and Play Structures. Three augmentation requests were submitted of which two were funded: Matching funds of $157,858 that leverages $631,430 of Proposition 68 Per Capita Grant Funds and $10,000 for Parks Playground inspections. However, the augmentation for costs associated with maintaining park improvements resulting from the Proposition 68 Statewide Park Program (SPP) grant, if awarded, was not included in the Recommended Budget. Should the SPP grant application be awarded, PWFP will return to the Board to accept the award, including a commitment to provide ongoing maintenance of the improvements.

6) Sanitation Districts. PWFP submitted three augmentation requests related to the County Sanitation Districts (CSD) of which two were included in the Recommended Budget: San Jerardo Project for the Foothill Intertie Project of $166,500 and Boronda CSD maintenance costs of $38,993. The Pajaro CSD augmentation for $394,791 of which $200,000 is a result of increased general liability costs related to a settlement was not included in the Recommended Budget. PWFP will have to return to the Board during the Fiscal Year 2021-22 requesting a loan since Pajaro CSD does not have the financial resources to cover the increased costs.

7) Facility Repairs. The Recommended Budget includes $734,934 that PWFP requested in an augmentation to restore funds that are used throughout the fiscal year to fix unplanned repairs related to County owned facilities.

8) Additional Facility Positions. PWFP submitted two augmentations for two positions to maintain new buildings that will be operating in the new fiscal year: Share Center, New Juvenile Hall, and Jail Housing Addition. The Recommended Budget includes funding for one additional Building Maintenance Worker ($108,559) but does not include an additional Groundskeeper ($95,010). The Departments that occupy these new facilities/additions will have to provide grounds maintenance at these locations.

9) Salary Savings. In order to submit a balanced baseline budget, but against the Citygate report recommendation, PWFP included salary and benefit savings of $498,270. Augmentation requests were submitted to restore the $498,270 and the Recommended Budget includes the restoration of the $498,270.

10) Countywide Projects. PWFP submitted several projects where PWFP is the lead in implementing. The Recommended Budget does not include the following: Floodplain Management Program ($347,000); SB 1383 Food Composting ($50,000); COVID

Maintenance & Supplies ($250,000); and Laguna Seca Solid Waste Project ($1.5 million). PWFP will be returning to the Board in the future to discuss levels of service and impacts as it pertains to PWFPs ability to perform these programs with no funding allocations.

Prior Year Accomplishments

Goal 1 Implement a County Facility and Asset Management Program.

The Citygate Report supported this goal with a recommendation to implement a County-wide management system to facilitate planning, prioritizing, and funding maintenance, repair, and replacement of facilities and infrastructure. Funding was not secured in fiscal year (FY) 2020-21; however, the Budget Office anticipates funding in FY 2022-23. In preparation, an Augmentation for a Management Analyst II was submitted, but is not included in the Recommended Budget, which would provide support to assess the operating needs, develop a scope of work and Request for Proposal, and schedule demonstrations with software vendors.

Goal 2 Enhance communication and responsiveness with the decision-makers, clients, and public, using multiple strategies by: Enhancing the Department website; Increasing use of social media to deliver timely, up-to-date information; Updating various pages of the Department website to improve information delivery; Incorporating a Parks web-map on the website; and Implementing homegrown apps to track grants and agreements.

Citygate recommended improving the public interface platforms and links on the website, and keeping the information current and relevant. This project is in process and is an on-going endeavor.

PWFP prepared an augmentation for a Principal Office Assistant Principal Office Assistant to lead a team of four Office Assistants to manage the Departments call center, online reservation system, and cashiering, including the lead to implement Citygate Recommendations (49, 60, 61, 64) by championing PWFPÃ??Ã?Â¢Ã???Ã???s process improvements, create, implement, and publish standards for electronic file storage, creating common documents, and improve interface, communication and links on PWFPs websites and social media platforms, but this augmentation was not included in the Recommended Budget.

PWFP does coordinate with the County Public Information Officer (PIO) to distribute information, like planned construction projects. PWFP has a Team assist with PIO duties, including distributing information on social media platforms, like Twitter, Instagram, and Facebook, and the departmental website; however this function would be served best by having a dedicated contact across all media platforms to ensure information posted is timely and accurate.

Citygate recommended installing Wi-Fi in the parks and improving Parks website to attract customers and improve their experience. Bringing Wi-Fi to parks will be an expensive endeavor, estimated by ITD as a multi-million dollar project. Wi-Fi accessibility by park varies, and staff are still in the initial discovery stage and will continue to work with ITD to formulate options. PWFP is finalizing individual park maps and expects to have them ready by Fall 2021 to post to the website and Civic Rec.

PWFP is using the new Enterprise Contract Management System (eCMS) that the Information Technology Department (ITD) and Contracts Purchasing (CP) developed to track contracts and agreements. PWFP receives monthly automated notifications for contracts/agreements expiring in the next six, three and one month(s). This provides staff ample time to either renew contracts/agreements or develop RFPs, as needed.

Goal 3 Improve Project Management by: Ensuring adequate scope, budget, and project staging; and Identifying and addressing issues promptly.

The Department conducts monthly Project Manager team meetings to discuss budget status, change orders, project schedule, grant timelines, and pending issues. This provides a forum for Project Managers to address issues promptly with Senior Management and Finance.

The Department initiated Team meetings between Facilities and Project Managers to integrate planning, warranty issues, and training.

The Department designated a lead Project Manager to manage and coordinate day to day project activities, and liaison between the Project Managers and Chief of Facilities.

The Department continues to utilize Microsoft tools for project management and train project management staff to improve project control.

Goal 4 Replace critical equipment including ten-wheel dump trucks.

A total of six freightliner trucks were purchased through the Road Fund; four dump trucks and two medium-duty trucks. These vehicles were put into the Vehicle Asset Management Program, which charges PWFP a monthly replacement fee over the useful life of the vehicle. These funds will be used to replace the trucks in the future.

The Department coordinated with ITD to replace aging computers and monitors and replaced with laptops to create efficiencies and promote working remotely during the COVID-19 pandemic.

Goal 5 Develop sustainable funding and programs by: Assessing special districts; and Adjusting fees for five (5) CSAs/CSDs.

Rate studies were completed for CSA #17 Rancho Tierra Grande and CSA #25 Carmel Valley Golf & Country Club and are in progress for the Pajaro County Sanitation District (PCSD) and Boronda County Sanitation District (BCSD). The Prop 218 election for the two CSAs and two CSDs, to set rates that will allow for appropriate levels of service, are expected to be completed by second quarter of FY 2021-22.

The Board entered into an Exclusive Negotiating Agreement (ENA) with CalAm for the sale of the three sanitation systems (PCSD, BCSD, and CSA #75 Chualar Consolidated). CSA #75 Chualar phased-in rate increase was previously approved, and if the PCSD and BCSD Prop 218 elections are successful, it will help move the sale of the three systems along.

Goal 6 Implement organizational changes for improved efficiency, effectiveness, and cost savings through completion of Citygate study.

On July 28, 2020, the Board accepted the Citygate report including seventy-six proposed recommendations. As a result, on November 30, 2020 the Resource Management Agency (RMA) was dissolved and two new departments were formed, the Housing and Community Development Department (HCD) and PWFP. To date, PWFP has completed the following actions and/or recommendations: developed

organizational charts, financial organizational changes, and first baseline budget; appointed Director of PWFP and hired the Chief of Public Works; reconfigured floor plan and seating chart to separate the two new departments; engaged Parks Commission to assist in recruiting volunteers; and created SharePoint site to share budgets and forecasts with management. Citygate made several recommendations, which had already been implemented prior to the County engaging Citygate for the review of the Resource Management Agency; including, tracking and monitoring employee training using the Learning Management System (LMS); managing daily requests for services for both preventative maintenance and repair tasks using WinCAMS, a work order cost accounting system; and meeting weekly to review all projects, deadlines, and milestones. There have not been cost savings realized from the Citygate study. Costs incurred thus far are due to the addition of the PWFP Director and reconfiguring office space to accommodate two departments co-located on the same floor.

Budget Year Goals

Continue implementing Citygate Report recommendations, including: 1) Recruit and fill the Chief of Parks, as well as key vacancies and recently-vacant positions of Assistant Engineer, Civil Engineer, and Building & Grounds Worker positions; 2) Initiate comprehensive compensation study for the Chief of Parks, a classification and compensation study for the RMA Service Manager position, consider salary competitiveness for difficult to retain professional classifications, and develop a succession plan with Human Resources; 3) Update the Facility Condition Assessment; 4) Complete the Parks Master Plan, and Facilities Master Plan; 5) Identify a Countywide Computerized Maintenance Management System (CMMS) to implement in Fiscal Year (FY) 2022-23; 6) Install Wi-Fi at San Lorenzo Park, and determine costs of providing Wi-Fi at Toro, Jacks Peak, and Royal Oaks Parks; 7) Transition entry gate responsibilities from volunteers to Park Service Aide positions; 8) Establish electronic file storage standards; 9) Improve public interface platforms and links on website; and 10) Develop administrative and financial manual for routine processes.

Replace critical equipment including mowers, light-duty trucks, and vessels.

Pending Issues

In response to the Citygate Report, the Board of Supervisors dissolved the RMA on November 30, 2020, creating two separate departments: Housing and Community Development (HCD), and Public Works, Facilities, and Parks (PWFP). Citygate proposed seventy-six recommendations, of which thirteen pertained directly to PWFP and twenty were administrative in nature and shared between the two departments. PWFP submitted an augmentation for a Management Analyst II and a Principal Office Assistant to assist with implementing these augmentations, but the positions were not included in the Recommended Budget. There are costs related to some of the recommendations, which PWFP will have to identify funding for before implementing.

The County's road conditions are declining and need to be rehabilitated. The Pavement Condition Index (PCI) (where 0-failed to 100-excellent), the Countywide average was 46 (poor). The Board of Supervisors is interested in pursuing road rehabilitation on an accelerated schedule. To accomplish this, staff are researching financing options, including bonds. PWFP plans to present financing options and work plans to the Board in Fiscal Year (FY) 2021-22.

PWFP has approximately $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 (the Road Maintenance Rehabilitation Account, or RMRA, or SB 1) provided much needed funding for the Road Fund, but not enough to make significant impact on the deferred maintenance. There is no known funding for Buildings or Parks deferred maintenance at this time. PWFP will continue to look for grant opportunities.

The Fort Ord Reuse Authority (FORA), which served as the regional coordination agency for the reuse and redevelopment of the former Fort Ord, dissolved on June 30, 2020. Over 2,980 acres of former Fort Ord open space and trails transferred to the County, which PWFP is responsible for maintaining. Augmentations were submitted for six positions (two County Park Ranger II, two Park Building & Grounds Worker II, and two Parks Services Aides II), but are not included in the Recommended Budget. Without staffing to maintain trees and vegetation, reduce wildfire fuel, provide trail maintenance, and provide a presence at the properties, the County will continue to receive concerns from the residents, Bureau of Land Management (BLM), California State University at Monterey Bay (CSUMB), surrounding Cities and Monterey County Regional Fire District to address issues related to wildfire, illegal use and public safety. Upon its dissolution, several administrative and management responsibilities were absorbed by the Resource Management Agency (RMA), and are now shared between HCD and PWFP. These include records retention and paying unpaid contractual obligations. 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.

Significant disaster events have occurred over the past five years: In FY 2016-17, the 2016 Soberanes Fire and 2017 Winter Storms damaged County roadways, lands, and infrastructure causing an estimated $62.7 million in damages. In the first quarter of calendar year 2019, storm systems caused widespread damage and flooding in Monterey County, with estimated cost of $4.4 million; in FY 2019-20, the COVID-19 pandemic impacted Monterey County, causing widespread and potentially long-lasting economic impacts. Now in FY 2020-21, the River Fire, Carmel Fire, and Dolan Fire razed County lands, private properties, and national forest. Not only did the burn scars destroy homes and property, but also subjected them to significant erosion potential. Much of that denuded land led to mudslides to additional private properties and County infrastructure in January 2021. PWFP continues to work on projects related to these events and coordinate with both federal and state agencies for reimbursements.

Policy Considerations

There are no Policy Considerations.

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
County Disposal Sites (PFP001)	0	0	0	194,830	194,830	194,830	001	8551
Facility Services (PFP054)	0	0	0	1,671,659	3,261,978	3,261,978	001	8552
Utilities (PFP055)	0	0	0	4,276,357	1,830,282	1,830,282	001	8553
Litter Control (PFP002)	0	0	0	503,310	503,310	503,310	001	8554
Special Districts Admin (PFP003)	0	0	0	(1)	43,970	43,970	001	8555
Park Operations (PFP058)	0	0	0	9,406,409	7,580,816	7,580,816	001	8556
Stormwater/Floodplain Mgmt (PFP061)	0	0	0	1,194,002	806,248	806,248	001	8557
Road & Bridge Engineering (PFP004)	0	0	0	48,710,408	47,777,650	47,777,650	002	8558
Road & Bridge Maintenance (PFP004)	0	0	0	18,776,345	18,558,257	18,558,257	002	8559
Fish & Game Propagation (PFP059)	0	0	0	42,192	42,192	42,192	006	8560
East Garrison Public Financing Authority (PFP005)	0	0	0	74,290	74,290	74,290	180	8561
East Garrison Community Services District (PFP006)	0	0	0	2,556,885	2,556,885	2,556,885	181	8562
Capital Projects (PFP056)	0	0	0	5,645,432	5,645,432	5,645,432	402	8563
Facility Master Plan Projects (PFP057)	0	0	0	16,082,541	14,632,541	14,632,541	404	8564
Nacimiento Resort/ Recreation (PFP060)	0	0	0	3,803,040	3,892,651	3,892,651	452	8565
County Service Areas (PFP007)	0	0	0	21,686	21,686	21,686	051	8566
County Service Areas (PFP008)	0	0	0	125,041	125,041	125,041	052	8566
County Service Areas (PFP009)	0	0	0	708	708	708	053	8566
County Service Areas (PFP010)	0	0	0	239,718	239,718	239,718	056	8566
County Service Areas (PFP011)	0	0	0	25,706	25,706	25,706	057	8566
County Service Areas (PFP012)	0	0	0	2,026	2,026	2,026	058	8566
County Service Areas (PFP013)	0	0	0	7,166	7,166	7,166	059	8566
County Service Areas (PFP014)	0	0	0	28,761	28,761	28,761	060	8566
County Service Areas (PFP015)	0	0	0	22,008	22,008	22,008	061	8566
County Service Areas (PFP016)	0	0	0	37,940	37,940	37,940	062	8566
County Service Areas (PFP017)	0	0	0	8,799	8,799	8,799	063	8566
County Service Areas (PFP018)	0	0	0	8,500	8,500	8,500	064	8566
County Service Areas (PFP019)	0	0	0	8,924	8,924	8,924	065	8566
County Service Areas (PFP020)	0	0	0	11,630	11,630	11,630	066	8566

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
County Service Areas (PFP021)	0	0	0	21,454	21,454	21,454	067	8566
County Service Areas (PFP022)	0	0	0	7,234	7,234	7,234	068	8566
County Service Areas (PFP023)	0	0	0	27,108	27,108	27,108	069	8566
County Service Areas (PFP024)	0	0	0	7,734	7,734	7,734	070	8566
County Service Areas (PFP025)	0	0	0	4,878	4,878	4,878	071	8566
County Service Areas (PFP026)	0	0	0	21,107	21,107	21,107	072	8566
County Service Areas (PFP027)	0	0	0	59,139	59,139	59,139	073	8566
County Service Areas (PFP028)	0	0	0	133,964	133,964	133,964	074	8566
County Service Areas (PFP029)	0	0	0	79,996	79,996	79,996	075	8566
County Service Areas (PFP030)	0	0	0	100,560	100,560	100,560	076	8566
County Service Areas (PFP031)	0	0	0	542,953	542,953	542,953	077	8566
County Service Areas (PFP032)	0	0	0	41,199	41,199	41,199	078	8566
County Service Areas (PFP033)	0	0	0	36,123	36,123	36,123	079	8566
County Service Areas (PFP034)	0	0	0	53,234	53,234	53,234	080	8566
County Service Areas (PFP035)	0	0	0	11,588	11,588	11,588	081	8566
County Service Areas (PFP036)	0	0	0	36,168	36,168	36,168	082	8566
County Service Areas (PFP037)	0	0	0	9,096	9,096	9,096	083	8566
County Service Areas (PFP038)	0	0	0	4,018	4,018	4,018	084	8566
County Service Areas (PFP039)	0	0	0	10,820	10,820	10,820	085	8566
County Service Areas (PFP040)	0	0	0	13,600	13,600	13,600	086	8566
County Service Areas (PFP041)	0	0	0	18,659	18,659	18,659	087	8566
County Service Areas (PFP042)	0	0	0	44,594	44,594	44,594	088	8566
County Service Areas (PFP043)	0	0	0	18,722	18,722	18,722	089	8566
County Service Areas (PFP045)	0	0	0	35,000	35,000	35,000	091	8566
County Service Areas (PFP046)	0	0	0	185,926	185,926	185,926	093	8566

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
County Sanitation District (PFP047)	0	0	0	1,352,481	957,690	957,690	151	8567
County Sanitation District (PFP049)	0	0	0	199,193	199,193	199,193	156	8567
County Sanitation District (PFP050)	0	0	0	277,217	277,217	277,217	157	8567
Administration (PFP062)	0	0	0	1,342,545	4,153,291	4,153,291	001	8569
Subtotal	0	0	0	118,182,622	115,062,210	115,062,210		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
County Disposal Sites	—	—	—	$194,830	194,830	$194,830
Facility Services	—	—	—	$1,671,659	3,261,978	$3,261,978
Utilities	—	—	—	$4,276,357	1,830,282	$1,830,282
Litter Control	—	—	—	$503,310	503,310	$503,310
Special Districts Admin	—	—	—	$(1)	43,970	$43,970
Park Operations	—	—	—	$9,406,409	7,580,816	$7,580,816
Stormwater/Floodplain Mgmt	—	—	—	$1,194,002	806,248	$806,248
Road & Bridge Engineering	—	—	—	$48,710,408	47,777,650	$47,777,650
Road & Bridge Maintenance	—	—	—	$18,776,345	18,558,257	$18,558,257
Fish & Game Propagation	—	—	—	$42,192	42,192	$42,192
East Garrison Public Financing Authority	—	—	—	$74,290	74,290	$74,290
East Garrison Community Services District	—	—	—	$2,556,885	2,556,885	$2,556,885
Capital Projects	—	—	—	$5,645,432	5,645,432	$5,645,432
Facility Master Plan Projects	—	—	—	$16,082,541	14,632,541	$14,632,541
Nacimiento Resort/ Recreation	—	—	—	$3,803,040	3,892,651	$3,892,651
County Service Areas	—	—	—	$2,073,487	2,073,487	$2,073,487
County Sanitation District	—	—	—	$1,828,891	1,434,100	$1,434,100
Administration	—	—	—	$1,342,545	4,153,291	$4,153,291
Subtotal	—	—	—	$118,182,622	115,062,210	$115,062,210

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
11A33	DIRECTOR OF PUBLIC WORKS, FACILITIES, & PARKS	0.00	0.00	1.00	1.00
12C23	ASSISTANT DIRECTOR OF PUBLIC WORKS, FACILITIES, & PARKS	0.00	0.00	1.00	1.00
14A10	PROJECT MANAGER I	0.00	0.00	1.00	1.00
14A11	PROJECT MANAGER II	0.00	0.00	5.00	5.00
14A12	PROJECT MANAGER III	0.00	0.00	4.00	4.00
14C30	MANAGEMENT ANALYST II	0.00	0.00	7.00	7.00
14C31	MANAGEMENT ANALYST III	0.00	0.00	3.00	3.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	0.00	0.00	1.00	1.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
14C74	REAL PROPERTY SPECIALIST	0.00	0.00	1.00	1.00
14K51	RMA SERVICES MANAGER	0.00	0.00	1.00	1.00
14K63	CHIEF OF FACILITIES	0.00	0.00	1.00	1.00
14K70	CHIEF OF PARKS	0.00	0.00	1.00	1.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	0.00	0.00	2.00	2.00
20B10	ACCOUNTANT I	0.00	0.00	1.00	1.00
20B11	ACCOUNTANT II	0.00	0.00	2.00	2.00
20B12	ACCOUNTANT III	0.00	0.00	1.00	1.00
20B93	FINANCE MANAGER II	0.00	0.00	1.00	1.00
20B95	FINANCE MANAGER I	0.00	0.00	2.00	2.00
30D31	CHIEF OF PUBLIC WORKS	0.00	0.00	1.00	1.00
34X21	GUARD	0.00	0.00	2.00	2.00
41A10	ASSISTANT ENGINEER	0.00	0.00	8.00	8.00
41A20	CIVIL ENGINEER	0.00	0.00	3.00	3.00
41A22	SENIOR CIVIL ENGINEER	0.00	0.00	3.00	3.00
41A87	CHIEF OF SURVEYS	0.00	0.00	1.00	1.00
41C02	WATER RESOURCES HYDROLOGIST	0.00	0.00	1.00	1.00
41C17	SENIOR WATER RESOURCES HYDROLOGIST	0.00	0.00	1.00	1.00
41F85	PARKS PLANNING MANAGER	0.00	0.00	1.00	1.00
43A22	ENGINEERING AIDE III	0.00	0.00	1.00	1.00
43A23	ENGINEERING TECHNICIAN	0.00	0.00	3.00	3.00
43B03	WATER RESOURCES TECHNICIAN	0.00	0.00	1.00	1.00
65C10	PARKS MUSEUM ASSISTANT	0.00	0.00	1.00	1.00
68A41	COUNTY PARK RANGER II	0.00	0.00	2.00	2.00
68A42	COUNTY PARK RANGER III	0.00	0.00	2.00	2.00
68A43	COUNTY PARK RANGER SUPERVISOR	0.00	0.00	1.00	1.00
68C01	PARK SERVICES AIDE I	0.00	0.00	3.00	3.00
68C21	PARK SERVICES AIDE II	0.00	0.00	1.00	1.00
68C23	PARK SERVICES AIDE III	0.00	0.00	1.00	1.00
70C20	SENIOR GROUNDSKEEPER	0.00	0.00	1.00	1.00
70C21	GROUNDSKEEPER	0.00	0.00	4.00	4.00
70C80	GROUNDS SUPERVISOR	0.00	0.00	1.00	1.00
70N01	OFFICE MAINTENANCE WORKER	0.00	0.00	2.00	2.00
72A23	BUILDING MAINTENANCE WORKER	0.00	0.00	12.00	12.00
72A29	SENIOR BUILDING MAINTENANCE WORKER	0.00	0.00	2.00	2.00
72A81	BUILDING MAINTENANCE SUPERVISOR	0.00	0.00	3.00	3.00
72B31	PARKS BUILDING & GROUNDS WORKER II	0.00	0.00	9.00	9.00
72B32	PARKS BUILDING & GROUNDS WORKER SUPERVISOR	0.00	0.00	3.00	3.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	0.00	0.00	3.00	3.00
72B41	SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	0.00	0.00	1.00	1.00
74D12	ROAD MAINTENANCE WORKER	0.00	0.00	19.00	19.00
74D13	SENIOR ROAD MAINTENANCE WORKER	0.00	0.00	8.00	8.00
74D81	ASSISTANT ROAD SUPERINTENDENT	0.00	0.00	4.00	4.00
74D83	ROAD SUPERINTENDENT	0.00	0.00	4.00	4.00
74D84	ROAD MAINTENANCE SUPERINTENDENT	0.00	0.00	1.00	1.00
74D85	MAINTENANCE MANAGER	0.00	0.00	2.00	2.00
74E11	BRIDGE MAINTENANCE WORKER	0.00	0.00	4.00	4.00
74E31	SENIOR BRIDGE MAINTENANCE WORKER	0.00	0.00	1.00	1.00
74E80	ASSISTANT BRIDGE SUPERINTENDENT	0.00	0.00	1.00	1.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
74E81	BRIDGE SUPERINTENDENT	0.00	0.00	1.00	1.00
74G21	TREE TRIMMER	0.00	0.00	2.00	2.00
74G22	SENIOR TREE TRIMMER	0.00	0.00	1.00	1.00
74I11	TRAFFIC MAINTENANCE WORKER	0.00	0.00	4.00	4.00
74I25	TRAFFIC MAINTENANCE SUPERINTENDENT	0.00	0.00	1.00	1.00
80A31	SECRETARY	0.00	0.00	4.00	4.00
80A32	SENIOR SECRETARY	0.00	0.00	2.00	2.00
80A33	ADMINISTRATIVE SECRETARY	0.00	0.00	1.00	1.00
80E21	OFFICE ASSISTANT II	0.00	0.00	4.00	4.00
80E22	OFFICE ASSISTANT III	0.00	0.00	1.00	1.00
80E90	MAINTENANCE YARD CLERK	0.00	0.00	4.00	4.00
80E91	MAINTENANCE INVENTORY & YARD CLERK	0.00	0.00	1.00	1.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	0.00	0.00	1.00	1.00
80J21	ACCOUNT CLERK	0.00	0.00	1.00	1.00
80J22	SENIOR ACCOUNT CLERK	0.00	0.00	6.00	6.00
80J30	ACCOUNTING TECHNICIAN	0.00	0.00	2.00	2.00
	Total	0.00	0.00	194.00	194.00

Augmentation Request

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
3200	3200-8552-001-AUG18	Data Ticket, Inc Parking Citation Processing	New Program/Service	50,000	-	50,000	-
3200	3200-8552-001-AUG19	RMA Services Manager	Request New Position	-	1.00	-	1.00
3200	3200-8552-001-AUG28	Fire Fuel Abatement & Tree Work	New Program/Service	120,000	-	120,000	-
3200	3200-8552-001-AUG33	Groundskeeper	Request New Position	95,010	1.00	-	-
3200	3200-8552-001-AUG34	Building Maintenance Worker	Request New Position	108,559	1.00	108,559	1.00
3200	3200-8552-001-AUG36	California SB 1383 - food composting/processing	New Program/Service	50,000	-	-	-
3200	3200-8552-001-AUG40	COVID Maintenance & Supplies	New Program/Service	250,000	-	-	-
3200	3200-8552-001-AUG43	Salary & Benefit Savings (Facilities)	Status Quo Other	219,125	-	219,125	-
3200	3200-8552-001-AUG46	Unscheduled Maintenance	New Program/Service	734,934	-	734,934	-
3200	3200-8552-001-AUG48	Restore Groundskeeper	Restore Vacant Position	88,576	1.00	88,576	1.00
3200	3200-8552-001-AUG49	Restore Office Maintenance Worker	Status Quo Filled Position	93,742	1.00	93,742	1.00
3200	3200-8552-001-AUG50	Restore Office Maintenance Worker	Status Quo Filled Position	76,472	1.00	76,472	1.00
3200	3200-8554-001-AUG51	Restore Guard	Restore Vacant Position	95,029	1.00	95,029	1.00
3200	3200-8556-001-AUG03	County Park Ranger II	Request New Position	133,196	1.00	-	-
3200	3200-8556-001-AUG04	County Park Ranger II	Request New Position	133,196	1.00	-	-
3200	3200-8556-001-AUG05	Lake San Antonio Operations	New Program/Service	169,945	-	-	-
3200	3200-8556-001-AUG06	Park Services Aide I	Request New Position	79,994	1.00	79,994	1.00
3200	3200-8556-001-AUG07	Park Services Aide I	Request New Position	79,994	1.00	79,994	1.00
3200	3200-8556-001-AUG08	Park Services Aide I	Request New Position	79,994	1.00	79,994	1.00
3200	3200-8556-001-AUG09	Park Services Aide II	Request New Position	84,301	1.00	84,301	1.00
3200	3200-8556-001-AUG10	Parks Services Aide III	Request New Position	90,012	1.00	90,012	1.00
3200	3200-8556-001-AUG11	Temporary Park Services Aide I	Request New Position	-	-	-	-

3200	3200-8556-001-AUG12	Temporary Park Services Aide I	Request New Position	-	-	-	-
3200	3200-8556-001-AUG13	Temporary Park Services Aide I	Request New Position	-	-	-	-
3200	3200-8556-001-AUG14	Temporary Park Services Aide I	Request New Position	-	-	-	-
3200	3200-8556-001-AUG15	Temporary Park Services Aide I	Request New Position	-	-	-	-
3200	3200-8556-001-AUG16	Temporary Park Services Aide I	Request New Position	-	-	-	-
3200	3200-8556-001-AUG17	Temporary Park Services Aide I	Request New Position	-	-	-	-
3200	3200-8556-001-AUG20	SLP Grant Park Project Maintenance	New Program/Service	40,000	-	-	-
3200	3200-8556-001-AUG23	Administrative Operations Manager	Request New Position	186,084	1.00	-	-
3200	3200-8556-001-AUG29	Parks Building & Grounds Worker II (Fort Ord)	Request New Position	99,478	1.00	-	-
3200	3200-8556-001-AUG30	Parks Building & Grounds Worker II (Fort Ord)	Request New Position	99,478	1.00	-	-
3200	3200-8556-001-AUG31	Park Services Aide II (Fort Ord)	Request New Position	84,301	1.00	-	-
3200	3200-8556-001-AUG32	Park Services Aide II (Fort Ord)	Request New Position	84,301	1.00	-	-
3200	3200-8556-001-AUG45	Salary & Benefit Savings (Parks Operations)	Status Quo Other	153,309	-	153,309	-
3200	3200-8556-001-AUG48	Playground Safety Inspections	New Program/Service	10,000	-	10,000	-
3200	3200-8556-001-AUG52	Restore Parks Planning Manager	Status Quo Filled Position	132,606	1.00	132,606	1.00
3200	3200-8556-001-AUG53	Restore Senior Parks Utility & Water Specialist	Status Quo Filled Position	128,909	1.00	128,909	1.00
3200	3200-8556-001-AUG54	Restore Secretary	Status Quo Filled Position	82,143	1.00	82,143	1.00
3200	3200-8556-001-AUG55	Restore Parks Museum Assistant	Status Quo Filled Position	85,382	1.00	85,382	1.00
3200	3200-8556-001-AUG56	Restore Parks Building & Grounds Worker II	Restore Vacant Position	91,122	1.00	91,122	1.00
3200	3200-8556-001-AUG57	Restore Parks Utility & Water System Specialist	Status Quo Filled Position	79,751	1.00	79,751	1.00
3200	3200-8556-001-AUG58	Restore Management Analyst II	Status Quo Filled Position	144,129	1.00	144,129	1.00
3200	3200-8557-001-AUG39	Floodplain Management Program	New Program/Service	347,000	-	-	-
3200	3200-8557-001-AUG41	Salary & Benefit Savings (Stormwater & Floodplain)	Status Quo Other	22,034	-	22,034	-
3200	3200-8557-001-AUG63	Restore Water Resources Technician	Status Quo Filled Position	89,216	1.00	89,216	1.00
3200	3200-8569-001-AUG59	Restore Administrative Services Assistant	Status Quo Filled Position	144,129	1.00	144,129	1.00
3200	3200-8569-001-AUG60	Restore Account Clerk	Status Quo Filled Position	74,271	1.00	74,271	1.00
3200	3200-8569-001-AUG61	Restore Accounting Clerical Supervisor	Status Quo Filled Position	109,192	1.00	109,192	1.00
3200	3200-8569-001-AUG62	Restore Accounting Technician	Restore Vacant Position	90,584	1.00	-	-
3200	3200-8569-001-AUG64	Salary & Benefit Savings (Administration)	Status Quo Other	103,802	-	103,802	-
3200	3200-8558-002-AUG02	Civil Engineer	Request New Position	-	1.00	-	1.00
3200	3200-8558-002-AUG22	Finance Manager III	Request New Position	-	1.00	-	-
3200	3200-8558-002-AUG24	Senior Personnel Analyst	Request New Position	-	1.00	-	-
3200	3200-8558-002-AUG26	Management Analyst II	Request New Position	-	1.00	-	-
3200	3200-8558-002-AUG27	Principal Office Assistant	Request New Position	-	1.00	-	-
3200	3200-8558-002-AUG35	Engineering Technician	Request New Position	-	1.00	-	1.00
3200	3200-8559-002-AUG01	Carmel Lagoon Sandbar	Status Quo Other	-	-	-	-
3200	3200-8567-151-AUG38	Pajaro Sanitation District Personnel & Utilities	Contribution to Other Funds	394,791	-	-	-

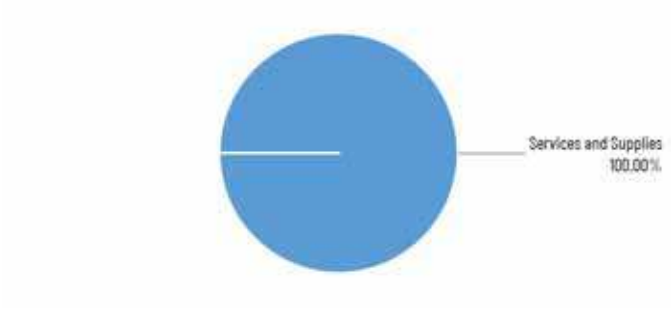
Augmentation Request

3200	3200-8567-156-AUG37	Boronda County Sanitation District	Contribution to Other Funds	-	-	-	-
3200	3200-8567-157-AUG21	Boronda CSD- Foothill Intertie Project	Capital Improvements	-	-	-	-
3200	3200-8563-402-AUG25	Prop 68 per capita match	Capital Improvements	-	-	-	-
3200	3200-8564-404-AUG65	CIP - Park Solid Waste and Water Capital Projects	Capital Improvements	-	-	-	-
3200	3200-8564-404-AUG66	CIP - Laguna Seca Solid Waste Project	Capital Improvements	-	-	-	-
3200	3200-8564-404-AUG68	EIR - Carmel Lagoon Scenic Road Protective Structure/Ecosyst	New Program/Service	-	-	-	-
3200	3200-8564-404-AUG69	CIP - Laguna Seca Water Project	Capital Improvements	-	-	-	-
			Grand Total:	5,708,091	37.00	3,450,727	24.00

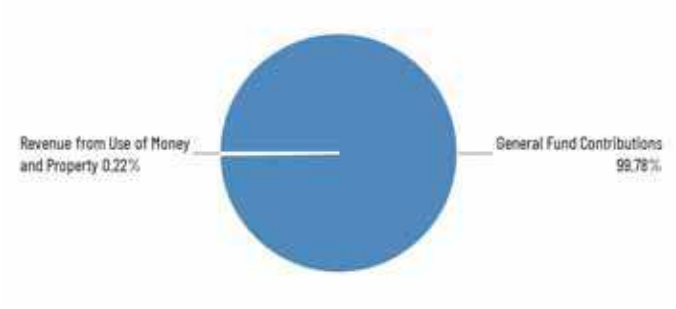
County Disposal Sites

(Budget Unit 8551—Fund 001—Appropriation Unit PFP001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	—	—	—	$194,830	$194,830	$194,830
Subtotal	—	—	—	$194,830	$194,830	$194,830

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	—	—	—	$425	$425	$425
Subtotal	—	—	—	$425	$425	$425
General Fund Contributions	—	—	—	$194,405	$194,405	$194,405
Total Source of Funds	—	—	—	$194,830	$194,830	$194,830

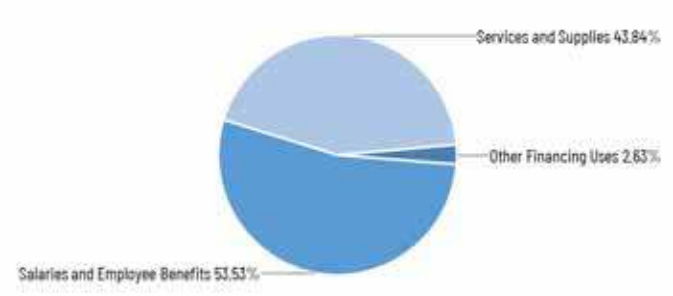
Unit Description

The County Disposal Site (CDS) Program provides for the administration and inspection of two transfer stations and 8 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.

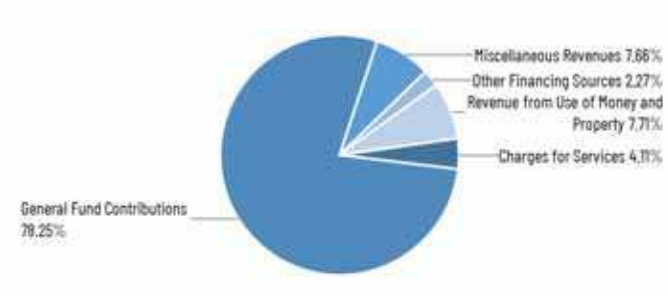
Facilities Maintenance

(Budget Unit 8552—Fund 001—Appropriation Unit PFP054)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	—	—	—	$5,190,740	$5,095,730	$5,095,730
Services and Supplies	—	—	—	$4,927,580	$4,173,285	$4,173,285
Other Charges	—	—	—	$(8,696,661)	$(6,257,037)	$(6,257,037)
Other Financing Uses	—	—	—	$250,000	$250,000	$250,000
Subtotal	—	—	—	$1,671,659	$3,261,978	$3,261,978

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	—	—	—	$251,549	$251,549	$251,549
Charges for Services	—	—	—	$133,990	$133,990	$133,990
Miscellaneous Revenues	—	—	—	$250,000	$250,000	$250,000
Other Financing Sources	—	—	—	$74,066	$74,066	$74,066
Subtotal	—	—	—	$709,605	$709,605	$709,605
General Fund Contributions	—	—	—	$962,054	$2,552,373	$2,552,373
Total Source of Funds	—	—	—	$1,671,659	$3,261,978	$3,261,978

Unit Description

The Facilities Maintenance Unit is responsible for operation and maintenance of County buildings as well as grounds maintenance and landscaping on County-owned multi-department facilities, the Public Safety Building, and various parcels outside road rights-of-way. 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. In fiscal year (FY) 2019-20, Architectural Services Unit 8173 and Property Management Unit 8481 were incorporated into 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 8563, the Facility Master Plan Projects Fund 404, Unit 8564, and projects directly funded by County departments. Property Management staff manages real property related to 93 owned facilities, 69 County's tenant leases, 49 County "as landlord" leases, and 494 owned parcels. This includes management of acquisition, sales, leases, and records affecting properties. Beginning FY 2021-22, Grounds Unit 8181 will be

incorporated into the Facility Services Unit, adding grounds and landscape maintenance.

Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
14A11	PROJECT MANAGER II	3.00
14A12	PROJECT MANAGER III	1.00
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	1.00
14C74	REAL PROPERTY SPECIALIST	1.00
14K51	RMA SERVICES MANAGER	1.00
14K63	CHIEF OF FACILITIES	1.00
20B95	FINANCE MANAGER I	1.00
70C20	SENIOR GROUNDSKEEPER	1.00
70C21	GROUNDSKEEPER	4.00

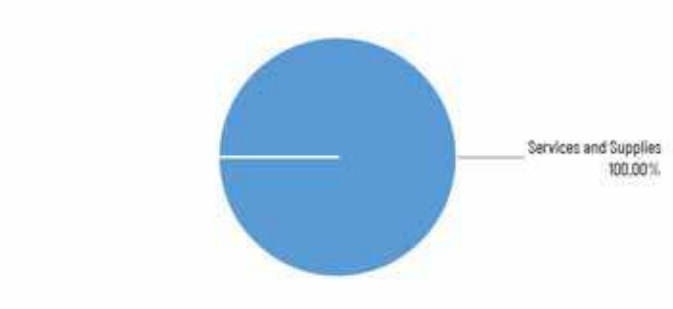
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
70C80	GROUNDS SUPERVISOR	1.00
70N01	OFFICE MAINTENANCE WORKER	2.00
72A23	BUILDING MAINTENANCE WORKER	12.00
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	2.00
80J22	SENIOR ACCOUNT CLERK	2.00
	Total	41.00

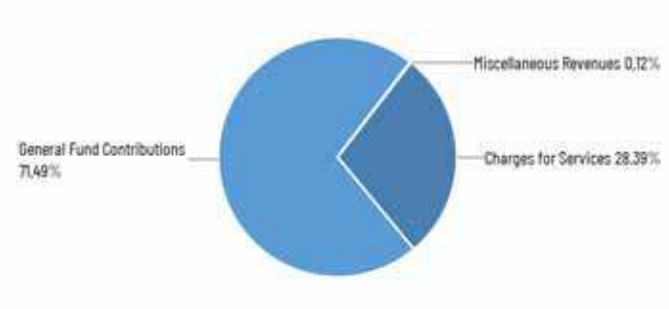
Utilities

(Budget Unit 8553—Fund 001—Appropriation Unit PFP055)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	—	—	—	$4,137,444	$4,137,444	$4,137,444
Other Charges	—	—	—	$138,913	$(2,307,162)	$(2,307,162)
Subtotal	—	—	—	$4,276,357	$1,830,282	$1,830,282

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	—	—	—	$519,656	$519,656	$519,656
Miscellaneous Revenues	—	—	—	$2,169	$2,169	$2,169
Subtotal	—	—	—	$521,825	$521,825	$521,825
General Fund Contributions	—	—	—	$3,754,532	$1,308,457	$1,308,457
Total Source of Funds	—	—	—	$4,276,357	$1,830,282	$1,830,282

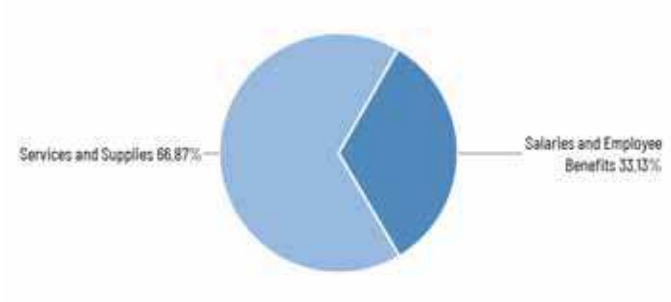
Unit Description

The Utilities Unit accumulates costs associated with water, garbage, sewer, alarm lines, fire protection, 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 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.

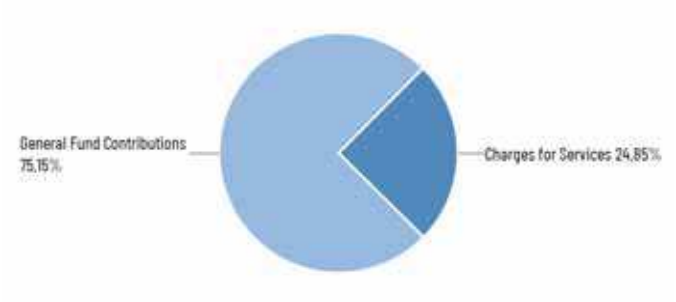
Litter Control

(Budget Unit 8554—Fund 001—Appropriation Unit PFP002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	—	—	—	$186,351	$186,351	$186,351
Services and Supplies	—	—	—	$376,130	$376,130	$376,130
Other Charges	—	—	—	$(59,171)	$(59,171)	$(59,171)
Subtotal	—	—	—	$503,310	$503,310	$503,310

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	—	—	—	$125,000	$125,000	$125,000
Miscellaneous Revenues	—	—	—	$380	$380	$380
Subtotal	—	—	—	$125,380	$125,380	$125,380
General Fund Contributions	—	—	—	$377,930	$377,930	$377,930
Total Source of Funds	—	—	—	$503,310	$503,310	$503,310

Unit Description

Litter and Environmental Control Services provides for the collection and disposal of litter, debris, and hazardous material on County maintained roads and County roads rights-of-way under the jurisdiction of the Board of Supervisors. The Litter Control Services component includes education through the development of promotional materials, public awareness campaigns, supporting environmental issues such as the elimination of illegal dumping, and presenting to local businesses, schools, and clubs. Litter clean-up from County roads and rights-of-way is a seven-day a week operation staffed by two County employed Litter Guards. The Litter Guards supervise citizens from the County Work Alternative Program who 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 varies.

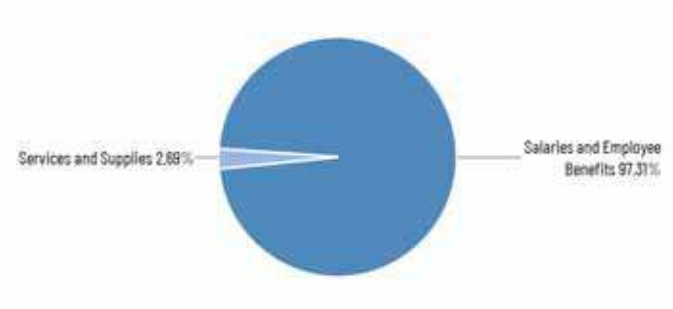
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
34X21	GUARD	2.00
	Total	2.00

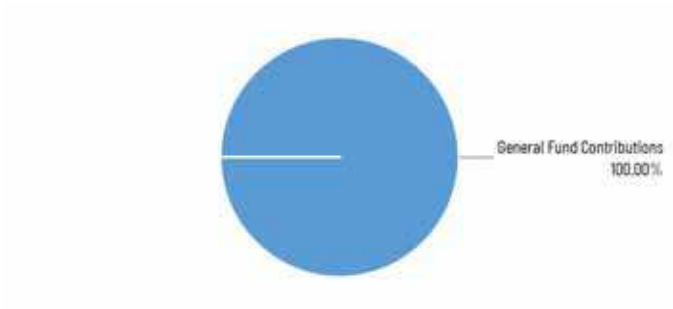
Special Districts Administration

(Budget Unit 8555—Fund 001—Appropriation Unit PFP003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	—	—	—	$599,252	$599,252	$599,252
Services and Supplies	—	—	—	$16,569	$16,569	$16,569
Other Charges	—	—	—	$(615,822)	$(571,851)	$(571,851)
Subtotal	—	—	—	$(1)	$43,970	$43,970

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	—	—	—	$(1)	$43,970	$43,970
Total Source of Funds	—	—	—	$(1)	$43,970	$43,970

Unit Description

Special Districts Administration is responsible for the management and oversight of the County's services districts, sanitation districts and closed landfills.

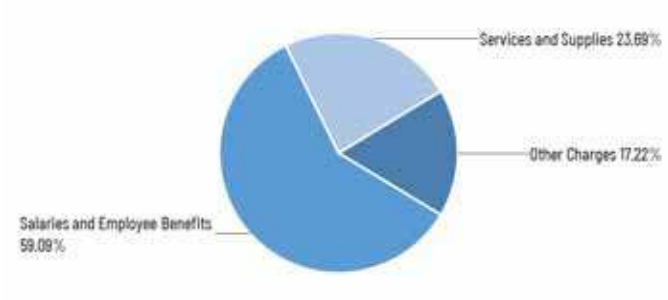
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
14A10	PROJECT MANAGER I	1.00
14C31	MANAGEMENT ANALYST III	1.00
20B10	ACCOUNTANT I	1.00
41A20	CIVIL ENGINEER	1.00
	Total	4.00

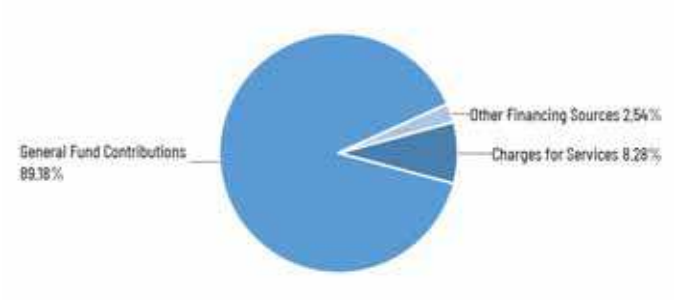
Park Operations

(Budget Unit 8556—Fund 001—Appropriation Unit PFP058)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	—	—	—	$5,299,446	$4,479,412	$4,479,412
Services and Supplies	—	—	—	$2,612,062	$1,796,241	$1,796,241
Other Charges	—	—	—	$1,494,901	$1,305,163	$1,305,163
Subtotal	—	—	—	$9,406,409	$7,580,816	$7,580,816

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	—	—	—	$2,603	$2,603	$2,603
Revenue from Use of Money & Property	—	—	—	$2,210	$2,210	$2,210
Charges for Services	—	—	—	$1,232,939	$627,063	$627,063
Miscellaneous Revenues	—	—	—	$2,329	$2,329	$2,329
Other Financing Sources	—	—	—	$192,035	$192,035	$192,035
Subtotal	—	—	—	$1,432,116	$826,240	$826,240
General Fund Contributions	—	—	—	$7,974,293	$6,754,576	$6,754,576
Total Source of Funds	—	—	—	$9,406,409	$7,580,816	$7,580,816

Unit Description

Monterey County Parks were established to protect and preserve the natural, historic, cultural and recreational resources in the community. The Monterey County PWFP-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 2021-22 Positions

Classification Code	Classification Label	FTE
14C30	MANAGEMENT ANALYST II	2.00
14K70	CHIEF OF PARKS	1.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	2.00
20B12	ACCOUNTANT III	1.00
41F85	PARKS PLANNING MANAGER	1.00

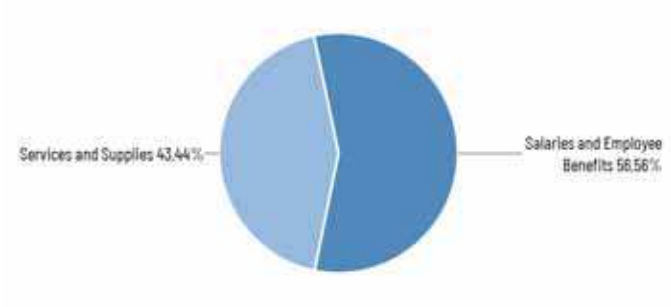
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
65C10	PARKS MUSEUM ASSISTANT	1.00
68A41	COUNTY PARK RANGER II	2.00
68A42	COUNTY PARK RANGER III	2.00
68A43	COUNTY PARK RANGER SUPERVISOR	1.00
68C01	PARK SERVICES AIDE I	3.00
68C21	PARK SERVICES AIDE II	1.00
68C23	PARK SERVICES AIDE III	1.00
72B31	PARKS BUILDING & GROUNDS WORKER II	9.00
72B32	PARKS BUILDING & GROUNDS WORKER SUPERVISOR	3.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	3.00
72B41	SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.00
80A31	SECRETARY	1.00
80E22	OFFICE ASSISTANT III	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
	Total	37.00

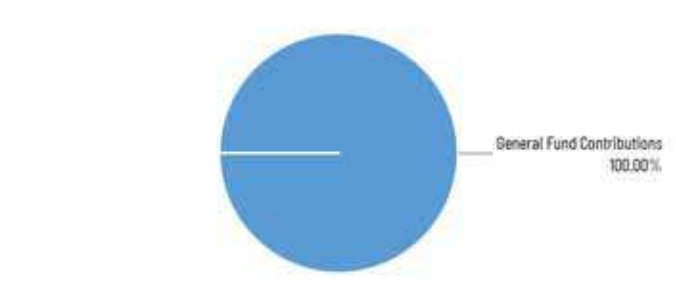
Stormwater Floodplain Management

(Budget Unit 8557—Fund 001—Appropriation Unit PFP061)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	—	—	—	$456,034	$456,034	$456,034
Services and Supplies	—	—	—	$697,214	$350,214	$350,214
Other Charges	—	—	—	$40,754	—	—
Subtotal	—	—	—	$1,194,002	$806,248	$806,248

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	—	—	—	$1,194,002	$806,248	$806,248
Total Source of Funds	—	—	—	$1,194,002	$806,248	$806,248

Unit Description

This Unit is responsible for reviewing stormwater and floodplain management regulations and implementing the National Pollutant Discharge Elimination System (NPDES) Municipal General Permit and the Monterey Stormwater Education Alliance (SEA) program. Staff conduct site inspections, water quality sampling, and provide support for related programs. Assuming the Board continues to fund the floodplain management program under PWFP, the Community Rating System (CRS), part of floodplain management duties, is administered by this unit. This program reduces the flood insurance premiums for constituents who live or work in the floodplain.

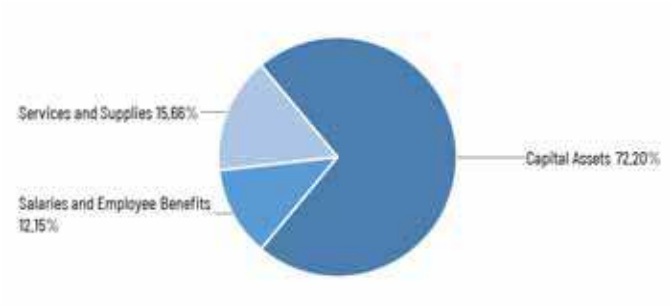
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
41C02	WATER RESOURCES HYDROLOGIST	1.00
41C17	SENIOR WATER RESOURCES HYDROLOGIST	1.00
43B03	WATER RESOURCES TECHNICIAN	1.00
	Total	3.00

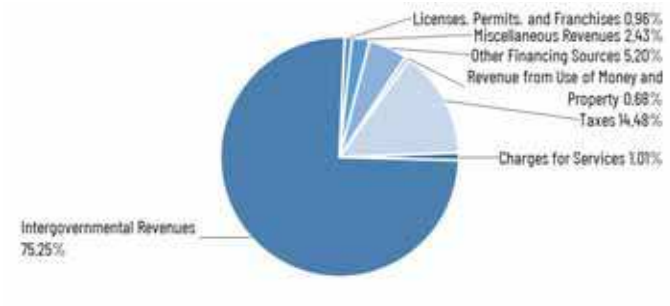
Road & Bridge Engineering

(Budget Unit 8558—Fund 002—Appropriation Unit PFP004)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	—	—	—	$6,494,947	$5,855,349	$5,855,349
Services and Supplies	—	—	—	$7,623,805	$7,548,071	$7,548,071
Other Charges	—	—	—	$(215,368)	$(432,794)	$(432,794)
Capital Assets	—	—	—	$34,807,024	$34,807,024	$34,807,024
Subtotal	—	—	—	$48,710,408	$47,777,650	$47,777,650

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Taxes	—	—	—	$7,652,168	$7,652,168	$7,652,168
Licenses, Permits, and Franchises	—	—	—	$507,514	$507,514	$507,514
Revenue from Use of Money & Property	—	—	—	$361,005	$361,005	$361,005
Intergovernmental Revenues	—	—	—	$39,780,547	$39,780,547	$39,780,547
Charges for Services	—	—	—	$1,171,248	$531,650	$531,650
Miscellaneous Revenues	—	—	—	$1,281,964	$1,281,964	$1,281,964
Other Financing Sources	—	—	—	$2,749,433	$2,749,433	$2,749,433
Subtotal	—	—	—	$53,503,879	$52,864,281	$52,864,281
Fund Balance	—	—	—	$(4,793,471)	$(5,086,631)	$(5,086,631)
Total Source of Funds	—	—	—	$48,710,408	$47,777,650	$47,777,650

Unit Description

This Unit includes capital projects management for construction of County roads, bridges, streetlights, and traffic signals. The primary sources of revenue for this Unit include State and Federal Grants, Transportation Safety & Investment Plan Local Tax Measure X, Senate Bill 1 (SB 1), and an allocation from Transient Occupancy Tax (TOT) to meet the maintenance of effort requirement.

Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
11A33	DIRECTOR OF COMMUNITY SERVICES	1.00
14A11	PROJECT MANAGER II	2.00
14A12	PROJECT MANAGER III	3.00
14C30	MANAGEMENT ANALYST II	1.00
20B11	ACCOUNTANT II	2.00
20B95	FINANCE MANAGER I	1.00

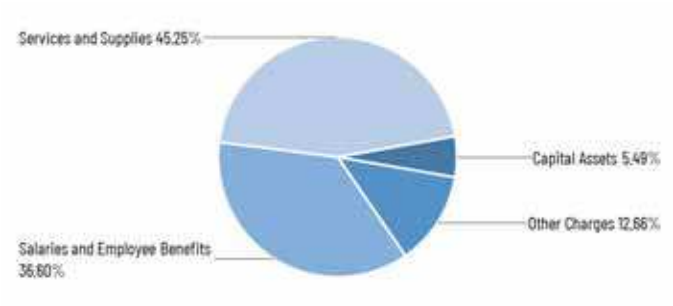
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
30D31	CHIEF OF PUBLIC WORKS	1.00
41A10	ASSISTANT ENGINEER	8.00
41A20	CIVIL ENGINEER	2.00
41A22	SENIOR CIVIL ENGINEER	3.00
41A87	CHIEF OF SURVEYS	1.00
43A22	ENGINEERING AIDE III	1.00
43A23	ENGINEERING TECHNICIAN	3.00
80A31	SECRETARY	1.00
80A32	SENIOR SECRETARY	1.00
80A33	ADMINISTRATIVE SECRETARY	1.00
80J22	SENIOR ACCOUNT CLERK	2.00
80J30	ACCOUNTING TECHNICIAN	2.00
	Total	36.00

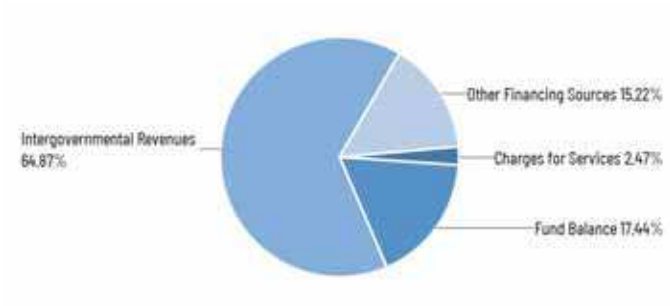
Road & Bridge Maintenance

(Budget Unit 8559—Fund 002—Appropriation Unit PFP004)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	—	—	—	$6,791,785	$6,791,785	$6,791,785
Services and Supplies	—	—	—	$8,616,394	$8,398,306	$8,398,306
Other Charges	—	—	—	$2,349,967	$2,349,967	$2,349,967
Capital Assets	—	—	—	$1,018,199	$1,018,199	$1,018,199
Subtotal	—	—	—	$18,776,345	$18,558,257	$18,558,257

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	—	—	—	$12,178,149	$12,178,149	$12,178,149
Charges for Services	—	—	—	$463,377	$463,377	$463,377
Miscellaneous Revenues	—	—	—	$4,046	$4,046	$4,046
Other Financing Sources	—	—	—	$2,856,433	$2,856,433	$2,856,433
Subtotal	—	—	—	$15,502,005	$15,502,005	$15,502,005
Fund Balance	—	—	—	$3,274,340	$3,056,252	$3,056,252
Total Source of Funds	—	—	—	$18,776,345	$18,558,257	$18,558,257

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, deceased 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 for the US Forest Service. The primary sources of revenue for this budget include State Highway Users Tax Account (HUTA), Regional Surface Transportation Program (RSTRP), and an allocation of Transient Occupancy Tax (TOT) to meet the maintenance of effort requirement.

Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
74D12	ROAD MAINTENANCE WORKER	19.00
74D13	SENIOR ROAD MAINTENANCE WORKER	8.00
74D81	ASSISTANT ROAD SUPERINTENDENT	4.00
74D83	ROAD SUPERINTENDENT	4.00
74D84	ROAD MAINTENANCE SUPERINTENDENT	1.00
74D85	MAINTENANCE MANAGER	1.00
74E11	BRIDGE MAINTENANCE WORKER	4.00
74E31	SENIOR BRIDGE MAINTENANCE WORKER	1.00

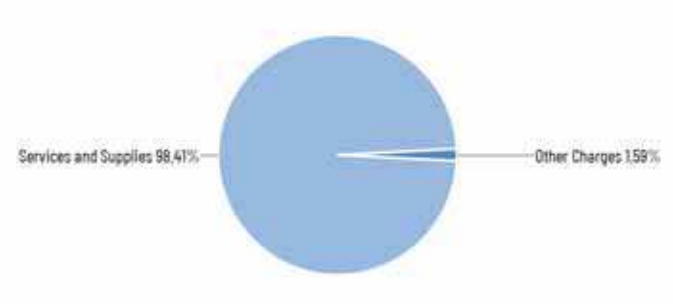
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
74E80	ASSISTANT BRIDGE SUPERINTENDENT	1.00
74E81	BRIDGE SUPERINTENDENT	1.00
74G21	TREE TRIMMER	2.00
74G22	SENIOR TREE TRIMMER	1.00
74I11	TRAFFIC MAINTENANCE WORKER	4.00
74I25	TRAFFIC MAINTENANCE SUPERINTENDENT	1.00
80A31	SECRETARY	1.00
80E21	OFFICE ASSISTANT II	2.00
80E90	MAINTENANCE YARD CLERK	4.00
80E91	MAINTENANCE INVENTORY & YARD CLERK	1.00
	Total	60.00

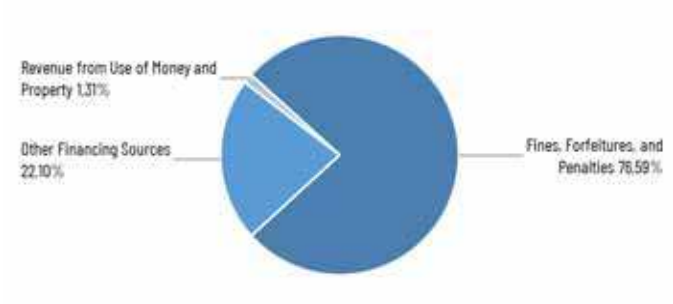
Fish & Game Propagation

(Budget Unit 8560—Fund 006—Appropriation Unit PFP059)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	—	—	—	$41,520	$41,520	$41,520
Other Charges	—	—	—	$672	$672	$672
Subtotal	—	—	—	$42,192	$42,192	$42,192

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	—	—	—	$36,394	$36,394	$36,394
Revenue from Use of Money & Property	—	—	—	$623	$623	$623
Other Financing Sources	—	—	—	$10,500	$10,500	$10,500
Subtotal	—	—	—	$47,517	$47,517	$47,517
Fund Balance	—	—	—	$(5,325)	$(5,325)	$(5,325)
Total Source of Funds	—	—	—	$42,192	$42,192	$42,192

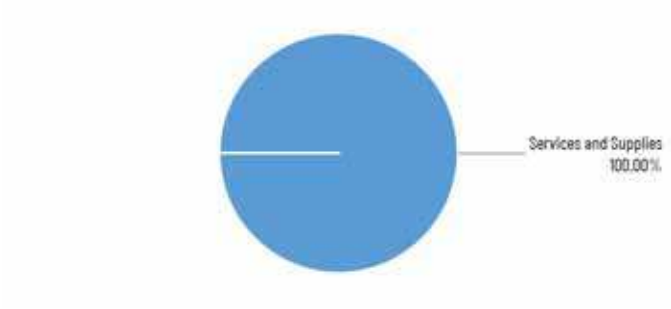
Unit Description

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. PWFP-Parks personnel provide 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.

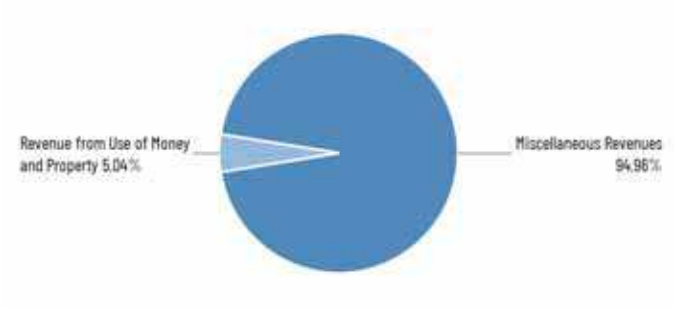
East Garrison Public Financing Authority

(Budget Unit 8561—Fund 180—Appropriation Unit PFP005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	—	—	—	$74,290	$74,290	$74,290
Subtotal	—	—	—	$74,290	$74,290	$74,290

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	—	—	—	$4,000	$4,000	$4,000
Miscellaneous Revenues	—	—	—	$75,335	$75,335	$75,335
Subtotal	—	—	—	$79,335	$79,335	$79,335
Fund Balance	—	—	—	$(5,045)	$(5,045)	$(5,045)
Total Source of Funds	—	—	—	$74,290	$74,290	$74,290

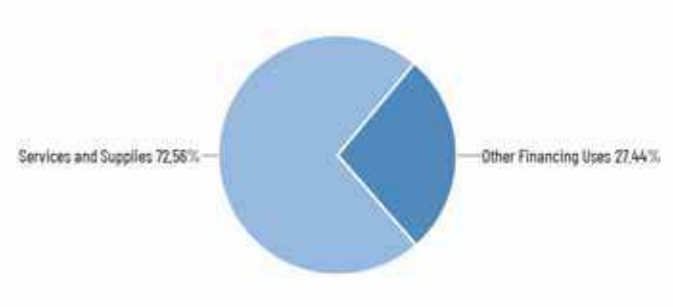
Unit Description

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 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.

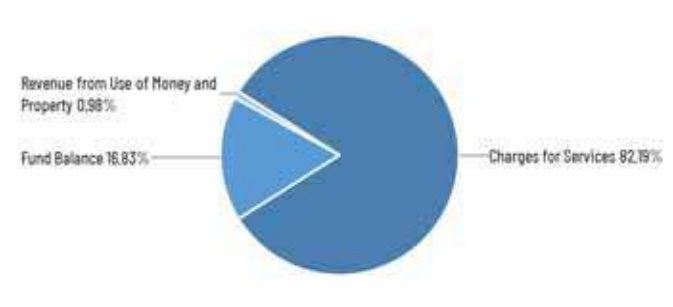
East Garrison Community Service District

(Budget Unit 8562—Fund 181—Appropriation Unit PFP006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	—	—	—	$1,853,832	$1,853,832	$1,853,832
Other Charges	—	—	—	$2,160	$2,160	$2,160
Other Financing Uses	—	—	—	$700,893	$700,893	$700,893
Subtotal	—	—	—	$2,556,885	$2,556,885	$2,556,885

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	—	—	—	$25,000	$25,000	$25,000
Charges for Services	—	—	—	$2,101,453	$2,101,453	$2,101,453
Subtotal	—	—	—	$2,126,453	$2,126,453	$2,126,453
Fund Balance	—	—	—	$430,432	$430,432	$430,432
Total Source of Funds	—	—	—	$2,556,885	$2,556,885	$2,556,885

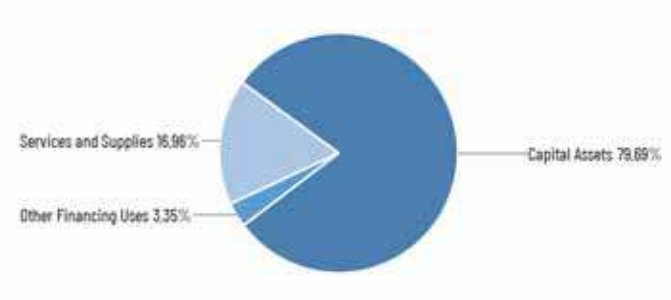
Unit Description

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 provided 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).

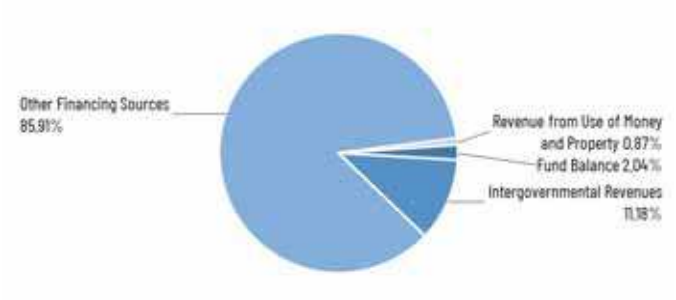
Capital Projects

(Budget Unit 8563—Fund 402—Appropriation Unit PFP056)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	—	—	—	$1,014,288	$1,014,288	$1,014,288
Other Charges	—	—	—	$(334,656)	$(334,656)	$(334,656)
Capital Assets	—	—	—	$4,765,620	$4,765,620	$4,765,620
Other Financing Uses	—	—	—	$200,180	$200,180	$200,180
Subtotal	—	—	—	$5,645,432	$5,645,432	$5,645,432

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	—	—	—	$49,055	$49,055	$49,055
Intergovernmental Revenues	—	—	—	$631,430	$631,430	$631,430
Other Financing Sources	—	—	—	$4,849,840	$4,849,840	$4,849,840
Subtotal	—	—	—	$5,530,325	$5,530,325	$5,530,325
Fund Balance	—	—	—	$115,107	$115,107	$115,107
Total Source of Funds	—	—	—	$5,645,432	$5,645,432	$5,645,432

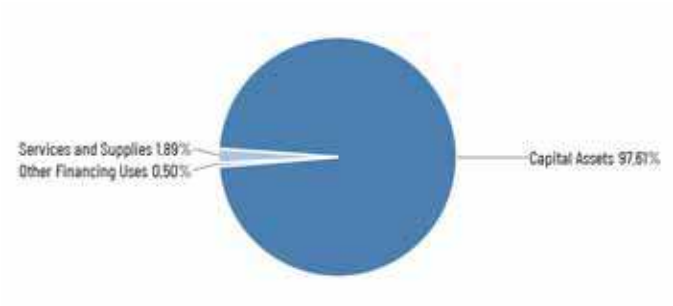
Unit Description

Capital Projects Fund 402 tracks construction costs for new facilities and major renovations financed with County General Funds or other departmental funds. No positions are budgeted in this Fund, as staff costs are included in Facility Services Unit 8552.

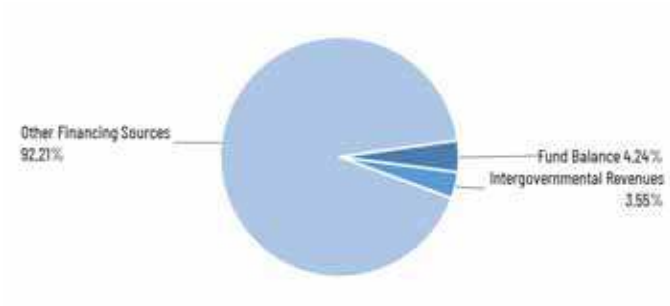
Facility Master Plan Projects

(Budget Unit 8564—Fund 404—Appropriation Unit PFP057)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	—	—	—	$276,894	$276,894	$276,894
Other Charges	—	—	—	$(34,799)	$(34,799)	$(34,799)
Capital Assets	—	—	—	$15,766,380	$14,316,380	$14,316,380
Other Financing Uses	—	—	—	$74,066	$74,066	$74,066
Subtotal	—	—	—	$16,082,541	$14,632,541	$14,632,541

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	—	—	—	$5,000	$5,000	$5,000
Intergovernmental Revenues	—	—	—	$518,697	$518,697	$518,697
Other Financing Sources	—	—	—	$14,938,509	$13,488,509	$13,488,509
Subtotal	—	—	—	$15,462,206	$14,012,206	$14,012,206
Fund Balance	—	—	—	$620,335	$620,335	$620,335
Total Source of Funds	—	—	—	$16,082,541	$14,632,541	$14,632,541

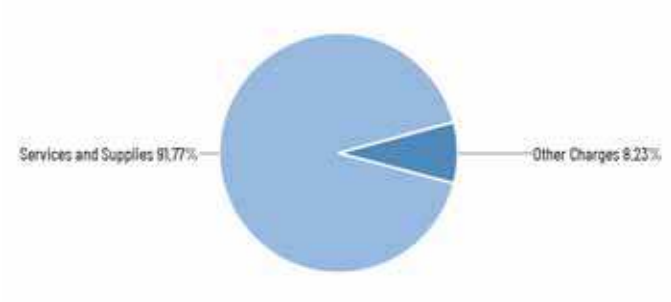
Unit Description

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 Large capital projects over $1.0 million and/or multiple-year projects are budgeted in Fund 404. No positions are budgeted in this Fund. Staff costs are included in Unit 8552 - Facility Services.

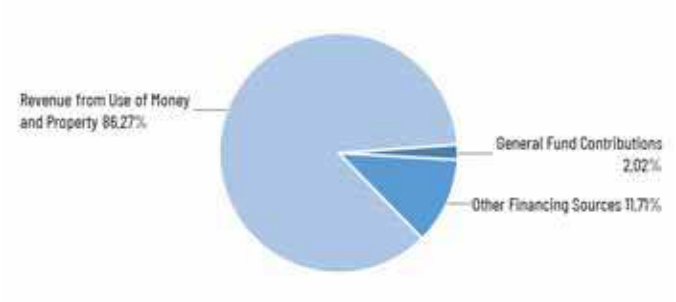
Nacimiento Lake & Resort Operations

(Budget Unit 8565—Fund 452—Appropriation Unit PFP060)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	—	—	—	$3,482,499	$3,572,110	$3,572,110
Other Charges	—	—	—	$320,541	$320,541	$320,541
Subtotal	—	—	—	$3,803,040	$3,892,651	$3,892,651

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	—	—	—	$3,825,952	$3,825,952	$3,825,952
Other Financing Sources	—	—	—	$519,205	$519,205	$519,205
Subtotal	—	—	—	$4,345,157	$4,345,157	$4,345,157
Fund Balance	—	—	—	$(542,117)	$(452,506)	$(452,506)
Total Source of Funds	—	—	—	$3,803,040	$3,892,651	$3,892,651

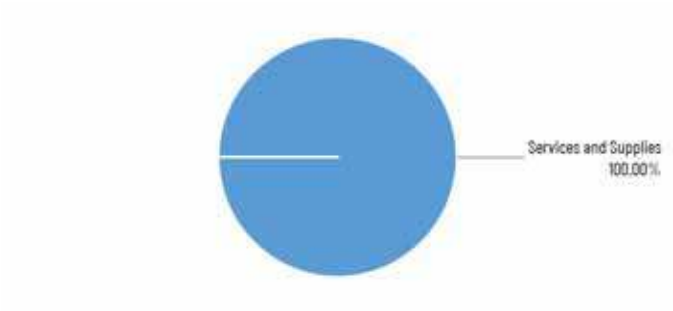
Unit Description

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, snack bar and ancillary services. A management company is contracted to operate the entry gate, marina, store, service station, campgrounds 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.

Community Service Areas

(Budget Unit 8566—All Funds)

Use of Funds



Source of Funds

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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	—	—	—	$2,058,604	$2,2,058,604	$2,058,604
Other Charges	—	—	—	$14,883	$14,883	$14,883
Subtotal	—	—	—	$2,073,487	$2,073,487	$2,073,487

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Taxes	—	—	—	$574,267	$574,267	$574,267
Revenue from Use of Money & Property	—	—	—	$150,059	$150,059	$150,059
Intergovernmental Revenues	—	—	—	$2,322	$2,322	$2,322
Charges for Services	—	—	—	$554,191	$554,191	$554,191
Other Financing Sources	—	—	—	$400,000	$400,000	$400,000
Subtotal	—	—	—	$1,680,839	$1,680,839	$1,680,839
Fund Balance	—	—	—	$392,648	$392,648	$392,648
Total Source of Funds	—	—	—	$2,073,487	$2,073,487	$2,073,487

Unit Description

The County has 40 individual Community Service Areas (CSAs) of which all but two are active. The CSAs provide a variety of urban services to unincorporated areas of the County. These services include park maintenance, street lighting, street and sidewalk maintenance, storm drain maintenance, surface water disposal, sewage collection and disposal, levee maintenance and repair, and operation of the CSAs. The Board of Supervisors acts as the governing body on behalf of the CSAs, and Special District Administration Unit 8555 administers the maintenance and operations of the CSAs.

Community Service Districts

(Budget Unit 8567—All Funds)

Use of Funds

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	—	—	—	$1,790,511	1,395,720	1,395,720
Other Charges	—	—	—	$30	$30	$30
Other Financing Uses	—	—	—	$38,350	$38,350	$38,350
Subtotal	—	—	—	$1,828,891	$1,434,100	$1,434,100

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Taxes	—	—	—	$271,033	$271,033	$271,033
Licenses, Permits, and Franchises	—	—	—	$500	$500	$500
Revenue from Use of Money & Property	—	—	—	$1,700	$1,700	$1,700
Intergovernmental Revenues	—	—	—	$1,273	$1,273	$1,273
Charges for Services	—	—	—	$869,000	$869,000	$869,000
Miscellaneous Revenues				$102,006	$102,006	$102,006
Other Financing Sources	—	—	—	$205,493	$205,493	$205,493
Subtotal	—	—	—	$1,451,005	$1,451,005	$1,451,005
Fund Balance	—	—	—	$377,886	$(16,905)	$(16,905)
Total Source of Funds	—	—	—	$1,828,891	$1,434,100	$1,434,100

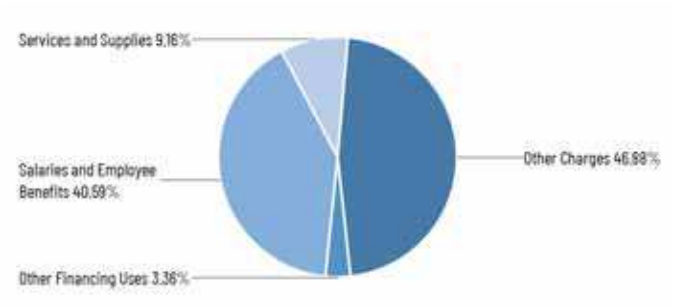
Unit Description

There are currently two active County Sanitation Districts (CSDs), Pajaro and Boronda, which the Board of Supervisors act as the governing body. The CSDs provide sanitation (wastewater collection) services. Boronda CSD also includes the San Jerardo Water System Zone 2, which provides potable water to the San Jerardo Cooperative.

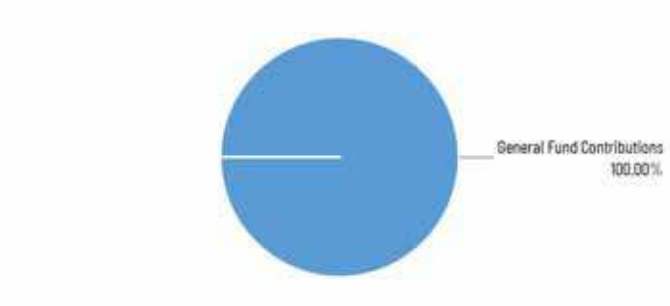
Administration

(Budget Unit 8569—Fund 001—Appropriation Unit PFP062)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	—	—	—	$1,877,916	$1,685,933	$1,685,933
Services and Supplies	—	—	—	$380,618	$380,618	$380,618
Other Charges	—	—	—	$(1,055,690)	$1,947,039	$1,947,039
Other Financing Uses	—	—	—	$139,701	$139,701	$139,701
Subtotal	—	—	—	$1,342,545	$4,153,291	$4,153,291

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	—	—	—	$1,342,545	$4,153,291	$4,153,291
Total Source of Funds	—	—	—	$1,342,545	$4,153,291	$4,153,291

Unit Description

The Administration Unit provides executive direction, oversight, coordination, and centralized administrative staff support of the operational areas within PWFP, including Payroll and Contracts Purchasing.

Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
12C23	ASSISTANT DIRECTOR OF RESOURCE MANAGEMENT AGENCY	1.00
14C30	MANAGEMENT ANALYST II	3.00
14C31	MANAGEMENT ANALYST III	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
20B93	FINANCE MANAGER II	1.00
80A32	SENIOR SECRETARY	1.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00
80J21	ACCOUNT CLERK	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
	Total	11.00

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Health

Departmental Overview:

Monterey County Health Department is responsible for protecting the health and wellbeing of the community and safeguarding our environment. To meet this responsibility, the Health Department collaborates with partners and community residents to improve health and racial equity; enforces laws and regulations to protect the public's health; and offers behavioral health, primary and specialty health care, and public health education, prevention, and control services.

Programs and Functions:

The Health Department is organized into eight (8) operational bureaus/divisions. The Administration Bureau provides infrastructure and support services and leads Health in All Policies efforts. The Animal Services Division provides sheltering and rabies control and prevention services. The Behavioral Health Bureau provides mental health and substance use disorder 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 births and deaths, provides laboratory analyses, coordinates care services to children and families, implements strategies for the prevention and control of communicable diseases, and implements programs that inform and educate individuals and communities to reduce health inequities. The Public Guardian/Administrator serves as the court-appointed responsible party for vulnerable individuals unable or unwilling to meet their medical, housing, clothing, and physical needs.

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

ECONOMIC DEVELOPMENT

Encouraging municipalities to consider health equity and "Health in All Policies" in future community development plans.

ADMINISTRATION

Conducting ongoing quality improvement activities; using customer satisfaction survey results to improve public services.

HEALTH AND HUMAN SERVICES

Ensuring equitable access to physical and emotional health services and working with community partners to address the root causes of health disparities.

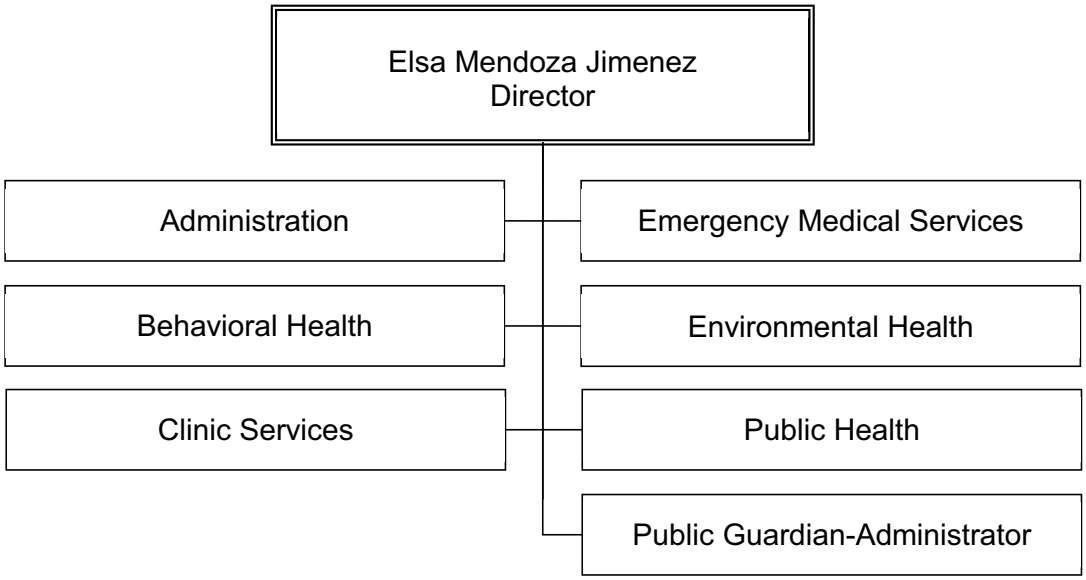
INFRASTRUCTURE

Assuring well water, stream, and beach water quality through ongoing testing and public information announcements.

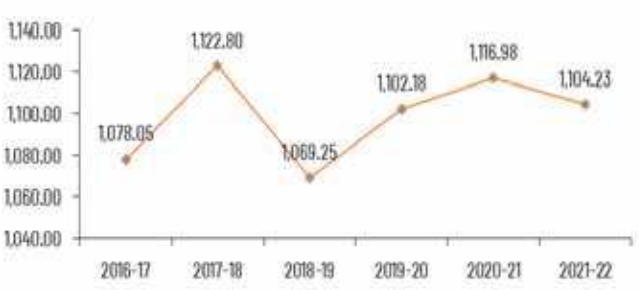
PUBLIC SAFETY

Promoting protective factors against violence; advocating for the use of safety equipment and safe routes to school; assuring timely and appropriate pre-hospital transportation; and responding to disasters.

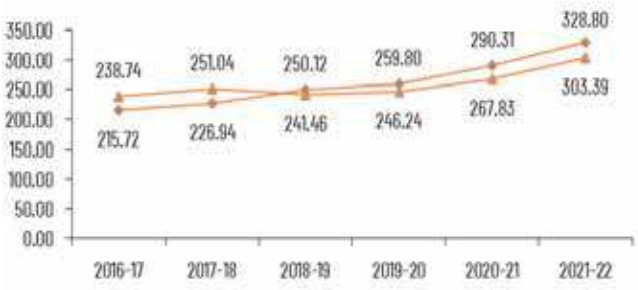
Operating Budget: $328,797,078
Positions (FTEs): 1,104.23



Staffing Trends



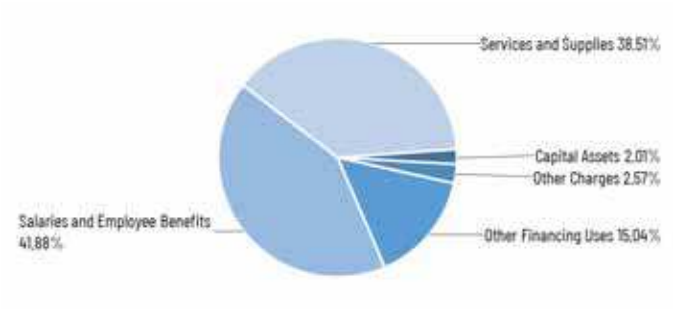
Expenditure/Revenue History (in millions)



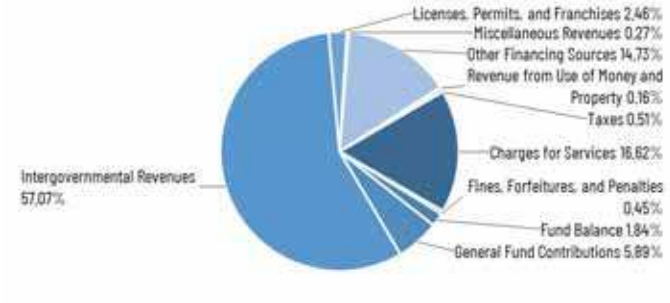
The Health Department protects the health of our entire community by offering primary, specialty, and mental health care, health education, enforcing laws and regulations to protect health and our environment, and by collaborating with partners to improve health equity.

Key Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Mid-Year
Inspections of high risk food facilities. Target > 108	87	93	29
Decreased re-hospitalization of behavioral health clients within 30 days of discharge. Target > 17%	12%	11%	14%
Youth ages 3-17 with clinic-measured body mass calculations in the prior 6 months. Target > 90%	75%	60%	56%
Children ages 2-5 enrolled in WIC who are at-risk for overweight. Target < 18%	21%	22%	0%
WIC-enrolled mothers providing any breastfeeding at 6 months. Target > 43%	43%	44%	49%
Public Guardian onsite visits with clients at least once per quarter. Target = 100%	75%	100%	98%

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$112,666,577	$135,400,659	$121,532,998	$137,938,813	$137,686,613	$2,285,954
Services and Supplies	$97,708,967	$107,818,889	$114,794,596	$126,619,632	$126,610,551	$18,791,662
Other Charges	$7,392,959	$10,023,002	$7,390,322	$8,449,322	$8,449,322	$(1,573,680)
Capital Assets	$1,349,761	$6,252,000	$3,826,527	$6,600,000	$6,600,000	$348,000
Other Financing Uses	$40,689,884	$52,495,056	$42,763,762	$49,450,592	$49,450,592	$(3,044,464)
Subtotal	$259,808,147	$311,989,606	$290,308,205	$329,058,359	$328,797,078	$16,807,472

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Taxes	$1,689,503	$1,680,000	$1,690,000	$1,690,000	$1,690,000	$10,000
Licenses, Permits, and Franchises	$7,691,128	$8,528,447	$7,845,373	$8,072,725	$8,072,725	$(455,722)
Fines, Forfeitures, and Penalties	$1,965,243	$1,764,556	$440,212	$1,487,122	$1,487,122	$(277,434)
Revenue from Use of Money & Property	$809,746	$632,046	$494,884	$513,882	$513,882	$(118,164)
Intergovernmental Revenues	$148,823,017	$170,326,780	$169,305,576	$187,646,839	$187,646,839	$17,320,059
Charges for Services	$44,500,757	$49,636,828	$46,660,753	$54,678,926	$54,651,926	$5,015,098
Miscellaneous Revenues	$740,676	$689,063	$711,844	$898,359	$898,359	$209,296
Other Financing Sources	$39,305,351	$51,289,046	$40,680,919	$48,432,682	$48,432,682	$(2,856,364)
Subtotal	$245,525,422	$284,546,766	$267,829,561	$303,420,535	$303,393,535	$18,846,769
Fund Balance	$2,993,956	$7,321,576	$(5,680,817)	$6,043,965	$6,043,965	$(1,277,611)
General Fund Contributions	$11,288,769	$20,121,264	$28,159,461	$19,593,859	$19,359,578	$(761,686)
Total Source of Funds	$259,808,147	$311,989,606	$290,308,205	$329,058,359	$328,797,078	$16,807,472

Summary of Recommendation

The Recommended Budget for the Health Department includes appropriations of $328,797,078, financed by revenues of $303,393,535, departmental fund balance of $6,043,965 and General Fund Contribution (GFC) of $19,359,578 which includes departmental restricted fund use of $3,456,089 ($3,025,060 Clinic Services and $431,029 Environmental Health). Appropriation and revenue levels are respectively $16,807,472 and $18,846,769 higher than the Fiscal Year (FY) 2020-21 Adopted Budget. Increases in appropriations are primarily due to increases in the cost of health insurance ($1.4 million), new Behavioral Health clinic ($6.6 million), and program growth ($15.4 million) attributed mainly to Covid-19 response with corresponding increases in program revenues.

The Recommended Budget includes seven (7) augmentations adding new positions as follows: one (1) new position in the Administration Bureau (Supervising Public Health Epidemiologist); five (5) new positions in the Clinic Services Bureau (Management Analyst I, Management Analyst II, Accountant II, and two (2) Patient Services Representative II); and one (1) new position in the Public Health Bureau (Community Service Aide II), all funded with Department

revenues; and one (1) new position in the Public Health Bureau (Chronic Disease Prevention Coordinator) funded with Cannabis revenue. The Recommended Budget also includes augmentations for cannabis compliance efforts ($142,838), Face Covering Ordinance enforcement ($220,000), School Readiness Assessment ($130,000), Recovery & Response Coordination for children and families ($200,000), Mobile Spay/Neuter Clinics ($99,000), and COVID-19 Self-Isolation Stipends for County residents ($350,000).

Budget Impacts

The Recommended Budget does not include augmentations for: two (2) new positions in the Public Guardian Bureau (0.5 Deputy Public Guardian and one (1) Accounting Technician totaling $131,853); and one (1) new position in the Environmental Health Bureau (Accounting Technician totaling $102,428).

Prior Year Accomplishments

Completed 57% of employee annual performance appraisals on or before anniversary dates.

Exceeded goal of conducting 14 Plan, Do, Study, Act (PDSA) exercises for programs serving vulnerable populations by conducting a total of 18 exercises.

Exceeded the goal of assuring that 65% of Behavioral Health clients seeking services are seen by a clinician within 10 days by achieving an overall rate of 87%.

Met goal of having less than 17% of mental health clients re-hospitalized within 30 days by achieving a rate of 13%

. Despite significant restrictions imposed by the response to the COVID-19 pandemic, mostly sustained equitable access to behavioral health services for new and existing Medi-Cal beneficiaries in all regions. The goals were Coast 14%, North 11%, Valley 50%, South 20%, and Other 5%, and actuals were 17%, 10%, 46%, 23%, and 5%, respectively.

The goal to improve service penetration to the Latino Community by 2% was not met; however, it was maintained at 55% as in prior years.

Due to restrictions imposed by response efforts to the COVID-19 pandemic and the need to pivot to telehealth service delivery mode and support contracted service providers to do the same, Behavioral Health was challenged to launch efforts to develop and execute workforce strategies to reduce Behavioral Health's vacancy rate to below 15% and sustain Master-level personnel. Behavioral Health will resume efforts to develop and implement this initiative in the upcoming Budget Year.

Met goal to aid more than 70% of Primary Care Services diabetic patients to achieve Hemoglobin A1c levels of less than 9.

Helped 70% 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. The result is 5% short from the goal of 75%, and is attributable to restrictions resulting from the COVID-19 response efforts, which forced clinics to switch visits to telehealth and patients lacked blood pressure monitoring devices at home to track and report their results.

Did not meet goal to process 95% of Emergency Medical Technician/ EMT-Paramedics' applications within seven business days of receipt. The contributing factors to not meeting the goal were staffing challenges, the restrictions imposed by the response efforts to the COVID-19 pandemic, and the agency's involvement in the response to the 2020 fire emergency.

The goal to refer 95% of trauma complaints to the appropriate provider within three days of receipt was not met, and it was mainly due to staffing challenges and the restrictions imposed by response efforts to the COVID-19 pandemic.

Conducted annual inspection of 93% of current permitted high-risk food facilities, which is below the 100% goal. The restrictions imposed by response efforts to the COVID-19 pandemic were a contributing factor to not reaching the established goal.

Collected 28,700 pounds of recyclables/solid waste from beaches, agricultural lands, and open spaces. This was 10,700 pounds over the original goal of 18,000 pounds.

Mostly met goal to ensure that 100% of urgent Public Guardian client's safety needs are addressed within five days of court appointment by delivering results of 99%.

Met goal of having more than 37% of Women, Infant and Children (WIC) infant beneficiaries receive breastfeeding at 12 months by achieving an overall result of 38%.

Continued to work with WIC beneficiaries ages 2 to 5 years to strive for less than 20% to be considered overweight or at risk of overweight. The overall rate achieved was 21%.

Met goal of demonstrating proficiency in lab testing 90% of the time.

Exceeded goal to aid at least 90% of teen girls enrolled in the postpone peer education training program to complete course by achieving an overall result of 104%. Exceeded the goal to respond to infectious disease reports within the Centers for Disease Control and Prevention and the California Department of Public Health recommended timeframes more than 80% of the time by achieving an overall rate of 100%.

The goal to facilitate provision of HIV tests to more than 75% of individuals with new syphilis infections within 30 days of their diagnosis was not met. The actual result achieved was 64%. Staffing challenges in the Communicable Disease Unit was the primary contributing factor to not meeting the goal; however, the Unit continues to prioritize the most critical investigations and interventions.

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.

Aim to submit five or more federal or State grant proposals valued 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 Behavioral Health 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.

Conduct annual inspection of 100% of current permitted high-risk food facilities.

Collect 18,000 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 80% of the time.

Facilitate provision of HIV tests to more than 75% of individuals with new syphilis infections within 30 days of their diagnosis.

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 subsequent FYs. 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.

The Department of Health Care Services (DHCS) submitted State Plan Amendment 18-003 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 Realignment and Mental Health Services Act (MHSA) revenue will decrease. The Department will monitor all funding streams and will adjust as needs are identified. 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 Whole Person Care (WPC), which aims to expand care coordination, improve data collection and sharing, and expand housing supportive services. A five-year program, WPC was scheduled to sunset in December of 2020, but was extended through December of 2021, and its service components will be included in the CalAIM initiative. 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 $43.2 million of revenues over five (5) 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 2021-22. 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 continue to 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 which were fully funded and will increase bed availability by 70 for residents with behavioral health services needs who are experiencing homelessness.

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. During FY 2020, due to the onset of the COVID-19 pandemic and the downward fiscal outlook, the State paused recoupments. Although at this time there is no official confirmation from the State, it is anticipated recoupments will restart in FY 2022.

Due to the implementation of AB85, in future years approximately $6 million in local health revenues will be redirected to the State each year. In FY 2018-19 the Board approved a three-year plan using realignment fund balance to minimize the impact to services. Through prudent decision-making and management, the three-year plan has outperformed initial estimates and consequently, realignment fund balance continues to be used strategically to minimize impacts to services. If AB85 redirection continues, the Department may face budgetary challenges in the future. AB85 developments continue to be monitored.

In FY 2020-21, a second Request for Proposals was released for a new ambulance contract but unfortunately, no bids were received. The Emergency Medical Services Authority (EMSA) will explore options to ensure that its exclusive operating area is maintained, and that higher level of emergency medical services are delivered in a more equitable manner.

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 come from many sources including hospitals, courts, jails, adult protective services, etc. The challenge is the ability to keep up with the increased demands while trying to effectively provide quality service to Monterey County's most vulnerable adult population.

The effects of the COVID-19 pandemic will continue to be felt for years to come. The trauma experienced by the community at large is expected to increase the demand for behavioral health and substance use disorder services significantly. Already challenged to meet current demands due to shortages of qualified clinicians and staff turnover, Behavioral Health might lack the resources to meet any increased demand.

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.

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.

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.

The COVID-19 health emergency exposed inadequate local systems and resources brought about by years of underinvestment in core Public Health functions including communicable disease prevention and control, data surveillance, and the Public Health laboratory. As part of the response efforts, the Federal Government made funding available for Public Health, which has helped prop up temporary infrastructure. However, further ongoing investments will be required to maintain and enhance local public health capacity and infrastructure.

The prolonged self-isolation required as part of the pandemic response efforts led to greater feelings of loneliness. This exposed already vulnerable residents to predatory tactics and abuse. As more cases are identified, the Public Guardian will struggle to increase its case load with the current resources available.

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Clinic Services Administration (HEA007)	6,637,227	11,629,145	12,921,247	13,110,242	13,110,242	1,481,097	001	8096
Alisal Health Center (HEA007)	9,077,796	9,551,241	9,737,469	10,591,518	10,591,518	1,040,277	001	8097
Clinic Services NIDO clinic (HEA007)	493,776	1,642,175	756,800	919,260	919,260	(722,915)	001	8098
Laurel Family Practice (HEA007)	7,203,921	8,516,842	6,812,328	7,563,057	7,563,057	(953,785)	001	8099
Laurel Internal Medicine (HEA007)	4,054,065	4,570,808	5,039,683	6,378,204	6,378,204	1,807,396	001	8100
Laurel Pediatrics (HEA007)	6,164,481	7,382,122	6,368,465	7,724,476	7,724,476	342,354	001	8101

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Marina Health Center (HEA007)	1,642,499	2,434,510	2,084,229	2,125,266	2,125,266	(309,244)	001	8103
Public Health (HEA007)	8,250	0	0	0	0	0	001	8104
Seaside Family Health Center (HEA007)	9,904,799	10,946,488	10,100,058	11,130,890	11,130,890	184,402	001	8105
Ambulance Service (HEA010)	1,641,296	2,120,265	1,959,411	2,158,909	2,158,909	38,644	092	8108
EMS Operating (HEA006)	628,115	689,026	639,026	591,102	591,102	(97,924)	001	8109
Uncompensated Care (HEA009)	497,023	630,000	449,733	640,000	640,000	10,000	016	8111
Consumer Health Protection Services (HEA005)	3,250,577	4,054,610	3,467,015	4,332,317	4,332,317	277,707	001	8112
Recycling and Resource Recovery Services (HEA005)	867,749	1,216,921	1,046,633	1,118,306	1,118,306	(98,615)	001	8113
Solid Waste Management Services (HEA005)	195	0	0	0	0	0	001	8114
Environmental Health Review Services (HEA005)	928,766	1,095,678	973,471	1,157,918	1,157,918	62,240	001	8115
Hazardous Materials & Solid Waste Management (HEA005)	2,885,205	3,891,641	3,426,118	3,714,290	3,714,290	(177,351)	001	8116
Environmental Health Fiscal and Administration (HEA005)	141,270	22,217	153,927	422,263	319,835	297,618	001	8117
Public Guardian/ Administrator/ Conservator (HEA008)	1,740,714	2,439,495	2,230,851	2,687,429	2,528,576	89,081	001	8118
Children's Medical Services (HEA004)	4,671,837	4,952,938	4,349,536	4,895,040	4,895,040	(57,898)	001	8121
Community Health Regional Teams (HEA003)	1,049,558	1,886,924	1,430,378	2,364,642	2,364,642	477,718	001	8123
Public Health (HEA003)	16,105,318	19,316,990	23,807,527	29,000,918	29,000,918	9,683,928	001	8124
Drinking Water Protection (HEA005)	1,379,897	1,712,022	1,452,735	1,469,946	1,469,946	(242,076)	001	8272
Behavioral Health (HEA012)	126,457,386	141,566,718	136,554,451	146,573,860	146,573,860	5,007,142	023	8410
Behavioral Health (HEA015)	15,463,597	17,000,000	17,000,000	17,660,926	17,660,926	660,926	022	8410
Behavioral Health (HEA016)	10,300,000	10,630,949	10,630,949	10,301,172	10,301,172	(329,777)	025	8410
Health Realignment (HEA013)	12,907,800	10,130,502	11,848,820	12,285,783	12,285,783	2,155,281	025	8424
Health Dept.Administration (HEA014)	1,248,392	3,214,349	2,234,123	3,307,734	3,307,734	93,385	001	8438
Animal Services (HEA001)	2,502,371	3,242,831	3,018,017	3,648,455	3,648,455	405,624	001	8442

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Bienestar Salinas (HEA007)	193,452	140,425	125,207	94,997	94,997	(45,428)	001	8446
Marina Integrative Clinic (HEA007)	72,678	152,338	69,112	101,637	101,637	(50,701)	001	8447
Laurel Vista (HEA007)	1,129,802	2,005,037	1,356,494	1,761,749	1,761,749	(243,288)	001	8448
Clinic Services Quality Improvement (HEA007)	909,157	1,068,870	909,336	1,564,761	1,564,761	495,891	001	8449
Customer Service Center (HEA007)	1,094,114	1,341,359	1,159,897	1,516,412	1,516,412	175,053	001	8450
Whole Person Care (HEA017)	6,555,064	20,794,170	6,195,159	16,144,880	16,144,880	(4,649,290)	023	8473
Subtotal	259,808,147	311,989,606	290,308,205	329,058,359	328,797,078	16,807,472		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Clinic Services Administration	$6,637,227	$11,629,145	$12,921,247	$13,110,242	13,110,242	$1,481,097
Alisal Health Center	$9,077,796	$9,551,241	$9,737,469	$10,591,518	10,591,518	$1,040,277
Clinic Services NIDO clinic	$493,776	$1,642,175	$756,800	$919,260	919,260	$(722,915)
Laurel Family Practice	$7,203,921	$8,516,842	$6,812,328	$7,563,057	7,563,057	$(953,785)
Laurel Internal Medicine	$4,054,065	$4,570,808	$5,039,683	$6,378,204	6,378,204	$1,807,396
Laurel Pediatrics	$6,164,481	$7,382,122	$6,368,465	$7,724,476	7,724,476	$342,354
Marina Health Center	$1,642,499	$2,434,510	$2,084,229	$2,125,266	2,125,266	$(309,244)
Public Health	$8,250	—	—	—	—	—
Seaside Family Health Center	$9,904,799	$10,946,488	$10,100,058	$11,130,890	11,130,890	$184,402
Ambulance Service	$1,641,296	$2,120,265	$1,959,411	$2,158,909	2,158,909	$38,644
EMS Operating	$628,115	$689,026	$639,026	$591,102	591,102	$(97,924)
Uncompensated Care	$497,023	$630,000	$449,733	$640,000	640,000	$10,000
Consumer Health Protection Services	$3,250,577	$4,054,610	$3,467,015	$4,332,317	4,332,317	$277,707
Recycling and Resource Recovery Services	$867,749	$1,216,921	$1,046,633	$1,118,306	1,118,306	$(98,615)
Solid Waste Management Services	$195	—	—	—	—	—
Environmental Health Review Services	$928,766	$1,095,678	$973,471	$1,157,918	1,157,918	$62,240
Hazardous Materials & Solid Waste Management	$2,885,205	$3,891,641	$3,426,118	$3,714,290	3,714,290	$(177,351)
Environmental Health Fiscal and Administration	$141,270	$22,217	$153,927	$422,263	319,835	$297,618
Public Guardian/ Administrator/Conservator	$1,740,714	$2,439,495	$2,230,851	$2,687,429	2,528,576	$89,081
Public Guardian	—	—	—	—	—	—
Children's Medical Services	$4,671,837	$4,952,938	$4,349,536	$4,895,040	4,895,040	$(57,898)
Community Health Regional Teams	$1,049,558	$1,886,924	$1,430,378	$2,364,642	2,364,642	$477,718
Public Health	$16,105,318	$19,316,990	$23,807,527	$29,000,918	29,000,918	$9,683,928
Drinking Water Protection	$1,379,897	$1,712,022	$1,452,735	$1,469,946	1,469,946	$(242,076)
Behavioral Health	$152,220,983	$169,197,667	$164,185,400	$174,535,958	174,535,958	$5,338,291

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Health Realignment	$12,907,800	$10,130,502	$11,848,820	$12,285,783	12,285,783	$2,155,281
Health Dept.Administration	$1,248,392	$3,214,349	$2,234,123	$3,307,734	3,307,734	$93,385
Animal Services	$2,502,371	$3,242,831	$3,018,017	$3,648,455	3,648,455	$405,624
Bienestar Salinas	$193,452	$140,425	$125,207	$94,997	94,997	$(45,428)
Marina Integrative Clinic	$72,678	$152,338	$69,112	$101,637	101,637	$(50,701)
Laurel Vista	$1,129,802	$2,005,037	$1,356,494	$1,761,749	1,761,749	$(243,288)
Clinic Services Quality Improvement	$909,157	$1,068,870	$909,336	$1,564,761	1,564,761	$495,891
Customer Service Center	$1,094,114	$1,341,359	$1,159,897	$1,516,412	1,516,412	$175,053
Whole Person Care	$6,555,064	$20,794,170	$6,195,159	$16,144,880	16,144,880	$(4,649,290)
Subtotal	$259,808,147	$311,989,606	$290,308,205	$329,058,359	328,797,078	$16,807,472

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
11A09	DIRECTOR HEALTH SERVICES	1.00	1.00	1.00	0.00
12C05	ASSISTANT DIRECTOR OF HEALTH SERVICES	0.00	0.00	1.00	1.00
12E04	BUREAU CHIEF	6.00	6.00	5.00	(1.00)
14A10	PROJECT MANAGER I	0.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	4.00	4.00	4.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	2.00	2.00	0.00
14B66	DEPARTMENTAL HR MANAGER	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	12.50	13.50	14.50	1.00
14C31	MANAGEMENT ANALYST III	13.00	13.00	13.00	0.00
14C48	PUBLIC HEALTH PROGRAM MANAGER II	3.00	3.00	2.00	(1.00)
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14C80	PUBLIC HEALTH PROGRAM MANAGER I	2.00	2.00	3.00	1.00
14G02	MANAGEMENT ANALYST I	5.00	5.00	5.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	4.00	5.00	5.00	0.00
14H24	EDUCATOR AND VOLUNTEER COORDINATOR	1.00	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	1.00	1.00	0.00
14K41	BEHAVIORAL HEALTH SERVICES MANAGER II	14.00	15.00	15.00	0.00
14K44	ASSISTANT BUREAU CHIEF	3.00	3.00	3.00	0.00
14K61	ENVIRONMENTAL HEALTH PROGRAM MANAGER	1.00	1.00	1.00	0.00
14N06	OPERATIONS MANAGER	2.00	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	1.00	1.00	1.00	0.00
16C88	BUSINESS TECHNOLOGY ANLYST III	2.00	2.00	2.00	0.00
16C93	BUSINESS TECHNOLOGY ANLYST IV	2.00	2.00	2.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	3.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	7.00	7.00	8.00	1.00
20B12	ACCOUNTANT III	4.00	6.00	6.00	0.00
20B93	FINANCE MANAGER II	2.00	3.00	3.00	0.00
20B94	FINANCE MANAGER III	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	3.00	3.00	3.00	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
25G21	CA CHILDRENS SERVICES CASE WORKER II	3.00	3.00	3.00	0.00
30J01	ENVIRONMENTAL HEALTH TECHNICIAN	1.00	1.00	0.00	(1.00)
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	24.00	24.00	25.00	1.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	16.00	16.00	17.00	1.00
30J81	RECYCLING/RESOURCE RECOVERY SPECIALIST	2.00	2.00	2.00	0.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	9.00	9.00	8.00	(1.00)
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	2.00	2.00	2.00	0.00
34H24	DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/ CONSERVATOR I	2.00	2.00	2.00	0.00
34H34	DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/ CONSERVATOR II	4.00	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	3.00	3.00	0.00
50C23	SENIOR PUBLIC HEALTH MICROBIOLOGIST	1.00	1.00	1.00	0.00
50C70	ASSISTANT DIRECTOR - PUBLIC HEALTH LABORATORY	1.00	1.00	1.00	0.00
50C80	DIRECTOR PUBLIC HEALTH LABORATORY	1.00	1.00	1.00	0.00
50C81	PUBLIC HEALTH CHEMIST	1.00	1.00	1.00	0.00
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	3.40	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	0.80	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	24.00	24.00	24.00	0.00
50J11	CHRONIC DISEASE PREVENTION SPECIALIST II	10.00	10.00	9.00	(1.00)
50J21	CHRONIC DISEASE PREVENTION COORDINATOR	9.00	10.00	12.00	2.00
50K18	HEALTH PROGRAM COORDINATOR	6.00	6.00	6.00	0.00
50K19	HEALTH EDUCATION ASSISTANT	5.00	7.00	7.00	0.00
50K22	HEALTH EDUCATOR	1.00	1.00	1.00	0.00
50K23	SENIOR HEALTH EDUCATOR	2.00	2.00	2.00	0.00
50L22	PUBLIC HEALTH NUTRITIONIST II	3.00	3.00	3.00	0.00
50L80	SUPERVISING PUBLIC HEALTH NUTRITIONIST	3.00	3.00	3.00	0.00
50M21	REGISTERED VETERINARY TECHNICIAN	1.00	1.00	1.00	0.00
50M80	VETERINARIAN	1.00	1.00	1.00	0.00
50N11	PUBLIC HEALTH EPIDEMIOLOGIST II	4.00	5.00	5.00	0.00
50N22	SUPERVISING PUBLIC HEALTH EPIDEMIOLOGIST	0.00	0.00	1.00	1.00
50T01	MEDICAL RECORD TECHNICIAN I	1.00	1.00	1.00	0.00
50U16	BEHAVIORAL HEALTH AIDE	21.03	20.03	20.03	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
50U42	MEDICAL ASSISTANT	167.00	165.00	157.00	(8.00)
52A21	CLINIC NURSE	1.00	1.00	1.00	0.00
52A22	SENIOR CLINIC NURSE	13.00	9.00	9.00	0.00
52A94	PSYCHIATRIC NURSE PRACTITIONER	0.00	3.00	3.00	0.00
52A97	CLINIC NURSE PRACTIONER	11.00	9.00	9.00	0.00
52A98	HOSPITAL NURSE PRACTIONER	4.00	0.00	0.00	0.00
52E01	PUBLIC HEALTH LICENSED VOCATIONAL NURSE	7.00	10.00	8.00	(2.00)
52E20	DIRECTOR OF PUBLIC HEALTH NURSING	1.00	1.00	1.00	0.00
52E22	PUBLIC HEALTH NURSE II	21.75	22.75	23.00	0.25
52E23	PUBLIC HEALTH NURSE III	3.00	3.00	3.00	0.00
52E80	SUPERVISING PUBLIC HEALTH NURSE	5.75	6.75	6.75	0.00
54B04	GENERAL INTERNIST	2.00	2.00	2.00	0.00
54B12	CONTRACT PHYSICIAN	47.80	44.60	44.60	0.00
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
54C03	CLINIC PHYSICIAN ASSISTANT	11.00	9.00	9.00	0.00
54C05	PSYCHIATRIC PHYSICIAN ASSISTANT	0.00	2.00	2.00	0.00
60A21	CLINICAL PSYCHOLOGIST	14.50	14.50	14.50	0.00
60B21	PSYCHIATRIC SOCIAL WORKER II	213.00	213.00	201.00	(12.00)
60B23	BEHAVIORAL HEALTH UNIT SUPERVISOR	31.00	31.00	30.00	(1.00)
60B25	SENIOR PSYCHIATRIC SOCIAL WORKER	22.00	22.00	23.00	1.00
60C22	SOCIAL WORKER III	41.00	41.00	39.00	(2.00)
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	4.00	2.00	3.00	1.00
60P22	COMMUNITY SERVICE AIDE III	5.00	5.00	5.00	0.00
60P23	COMMUNITY SERVICE AIDE IV	2.00	3.00	3.00	0.00
60V11	BEHAVIORAL HEALTH GROUP COUNSELOR II	2.00	2.00	2.00	0.00
70B01	ANIMAL CARE TECHNICIAN I	0.50	0.00	0.00	0.00
70B03	ANIMAL CARE TECHNICIAN II	4.50	6.00	6.00	0.00
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	1.00	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	7.00	9.00	9.00	0.00
80E22	OFFICE ASSISTANT III	18.00	19.00	19.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	5.00	4.00	4.00	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
80E93	SUPERVISING VITAL RECORDS SPECIALIST	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	6.00	6.00	6.00	0.00
80J30	ACCOUNTING TECHNICIAN	6.00	6.00	6.00	0.00
80K20	CLINIC OFFICE SUPERVISOR	2.00	2.00	2.00	0.00
80K25	CLINIC OPERATIONS SUPERVISOR	7.00	7.00	7.00	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	59.00	69.00	75.00	6.00
80L03	SENIOR PATIENT SERVICES REPRESENTATIVE	1.00	1.00	1.00	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	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	1,102.18	1,116.98	1,104.23	(12.75)

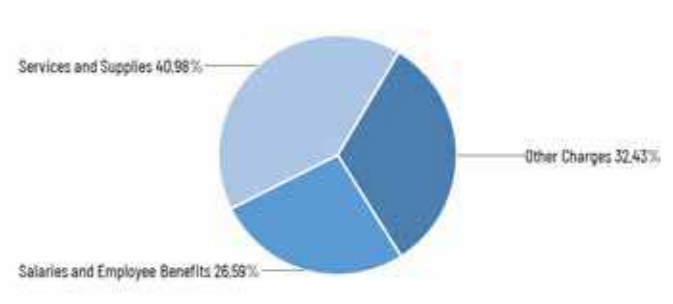
Augmentation Request

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
4000	4000-8096-001-AUG1	CS Admin MA	Request New Position	-	1.00	-	1.00
4000	4000-8096-001-AUG2	FINANCE ACCOUNTANT II	Request New Position	-	1.00	-	1.00
4000	4000-8116-001-AUG1	Cannabis Program	New Program/Service	142,838	-	142,838	-
4000	4000-8117-001-AUG1	Accounting Technician	Request New Position	102,428	1.00	-	-
4000	4000-8117-001-AUG2	FACE MASK ORDINANCE	New Program/Service	220,000	-	220,000	-
4000	4000-8118-001-AUG1	Accounting Tech	Request New Position	95,250	1.00	-	-
4000	4000-8118-001-AUG2	DEPUTY PG I	Request New Position	36,603	0.50	-	-
4000	4000-8124-001-AUG1	New Community Service Aide II (MCAH)	Request New Position	-	1.00	-	1.00
4000	4000-8124-001-AUG2	New Chronic Disease Prevention Coordinator (Cannabis)	Request New Position	129,371	1.00	129,371	1.00
4000	4000-8124-001-AUG3	New Bright Beginings School Readiness Assessment	New Program/Service	130,000	-	130,000	-
4000	4000-8124-001-AUG7	New Bright Beginings COVID Response & Recovery	New Program/Service	200,000	-	200,000	-
4000	4000-8124-001-AUG8	COVID19 -stipends for residents	New Program/Service	-	-	-	-
4000	4000-8438-001-AUG4	New Supervising Public Health Epidemiologist	Request New Position	-	1.00	-	1.00
4000	4000-8442-001-AUG1	Mobile Clinics	New Program/Service	99,000	-	99,000	-
4000	4000-8449-001-AUG1	CS QI Analyst	Request New Position	-	1.00	-	1.00
4000	4000-8450-001-AUG1	CS CCS PSRII	Request New Position	-	2.00	-	2.00
4000	4000-8424-025-AUG1	Funding for New Superivising Public Helth Epidemiologist	New Non-General Fund - Fund Balance	152,238	-	152,238	-
4000	4000-8424-025-AUG2	Funding for New Community Service Aide II (MCAH)	New Non-General Fund - Fund Balance	74,278	-	74,278	-
			Grand Total:	1,382,006	10.50	1,147,725	8.00

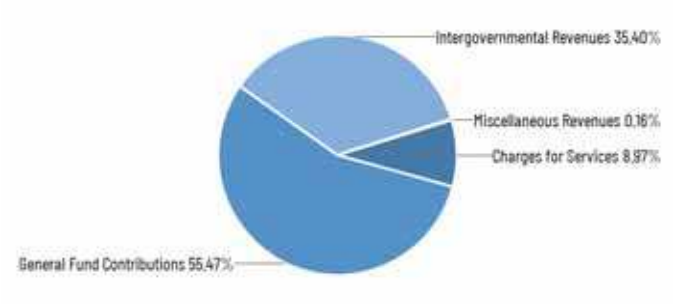
Clinic Services Administration

(Budget Unit 8096—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$2,274,375	$3,193,258	$2,725,406	$3,486,073	$3,486,073	$292,815
Services and Supplies	$2,482,480	$3,563,764	$5,302,597	$5,372,712	$5,372,712	$1,808,948
Other Charges	$1,880,372	$4,872,123	$4,893,244	$4,251,457	$4,251,457	$(620,666)
Subtotal	$6,637,227	$11,629,145	$12,921,247	$13,110,242	$13,110,242	$1,481,097

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$2,586,007	$3,484,291	$4,764,748	$4,640,380	$4,640,380	$1,156,089
Charges for Services	$1,272,065	$1,176,000	$1,891,436	$1,176,000	$1,176,000	—
Miscellaneous Revenues	$20,500	$21,000	$52,500	$21,000	$21,000	—
Other Financing Sources	$384,100	—	—	—	—	—
Subtotal	$4,262,672	$4,681,291	$6,708,684	$5,837,380	$5,837,380	$1,156,089
General Fund Contributions	$2,374,555	$6,947,854	$6,212,563	$7,272,862	$7,272,862	$325,008
Total Source of Funds	$6,637,227	$11,629,145	$12,921,247	$13,110,242	$13,110,242	$1,481,097

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 2021-22 Positions

Classification Code	Classification Label	FTE
12E04	BUREAU CHIEF	1.00
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	2.00
14G02	MANAGEMENT ANALYST I	1.00
14H66	OUTPATIENT SERVICES DIRECTOR	1.00
20B11	ACCOUNTANT II	2.00
20B12	ACCOUNTANT III	1.00
20B93	FINANCE MANAGER II	1.00
80A32	SENIOR SECRETARY	1.00
80E22	OFFICE ASSISTANT III	2.00

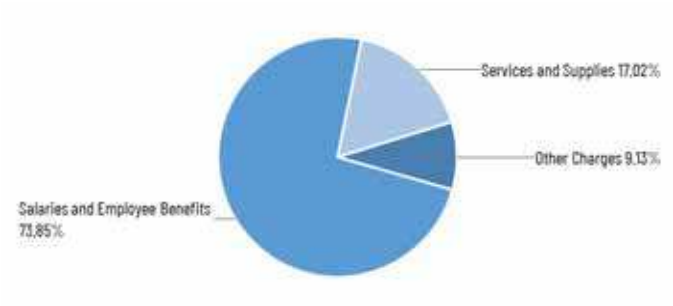
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
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	29.00

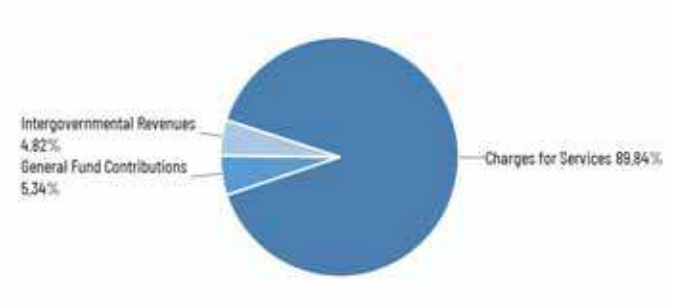
Alisal Health Center

(Budget Unit 8097—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$6,245,241	$6,860,778	$6,563,865	$7,822,209	$7,822,209	$961,431
Services and Supplies	$1,399,583	$1,444,699	$1,860,375	$1,802,614	$1,802,614	$357,915
Other Charges	$1,432,972	$1,245,764	$1,301,229	$966,695	$966,695	$(279,069)
Capital Assets	—	—	$12,000	—	—	—
Subtotal	$9,077,796	$9,551,241	$9,737,469	$10,591,518	$10,591,518	$1,040,277

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$506,508	$492,650	$448,600	$510,269	$510,269	$17,619
Charges for Services	$7,936,831	$8,950,013	$8,464,688	$9,515,538	$9,515,538	$565,525
Other Financing Sources	$50,335	—	—	—	—	—
Subtotal	$8,493,674	$9,442,663	$8,913,288	$10,025,807	$10,025,807	$583,144
General Fund Contributions	$584,122	$108,578	$824,181	$565,711	$565,711	$457,133
Total Source of Funds	$9,077,796	$9,551,241	$9,737,469	$10,591,518	$10,591,518	$1,040,277

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 2021-22 Positions

Classification Code	Classification Label	FTE
14N10	OUTPATIENT SERVICES MANAGER I	1.00
14N11	OUTPATIENT SERVICES MANAGER II	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	1.00
50K19	HEALTH EDUCATION ASSISTANT	1.00
50U42	MEDICAL ASSISTANT	27.00
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

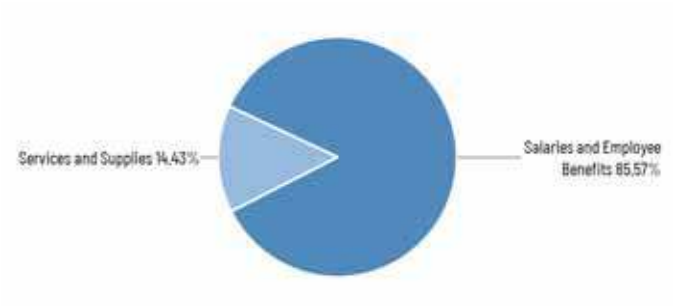
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
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	54.00

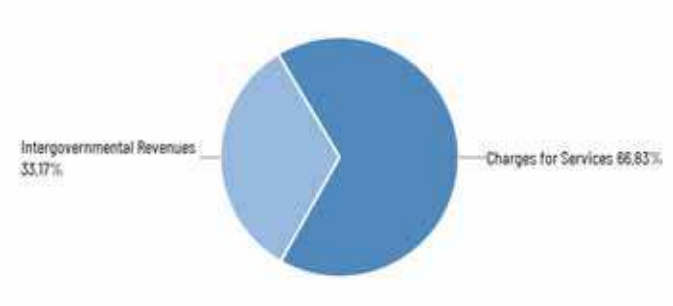
Clinic Services NIDO clinic

(Budget Unit 8098—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$334,988	$1,108,338	$794,739	$1,162,991	$1,162,991	$54,653
Services and Supplies	$158,788	$533,837	$177,449	$196,054	$196,054	$(337,783)
Other Charges	—	—	$(215,388)	$(439,785)	$(439,785)	$(439,785)
Subtotal	$493,776	$1,642,175	$756,800	$919,260	$919,260	$(722,915)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$113,196	$331,609	$567,176	$404,388	$404,388	$72,779
Charges for Services	$(16,327)	$393,121	$312,160	$814,659	$814,659	$421,538
Subtotal	$96,868	$724,730	$879,336	$1,219,047	$1,219,047	$494,317
General Fund Contributions	$396,908	$917,445	$(122,536)	$(299,787)	$(299,787)	$(1,217,232)
Total Source of Funds	$493,776	$1,642,175	$756,800	$919,260	$919,260	$(722,915)

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.

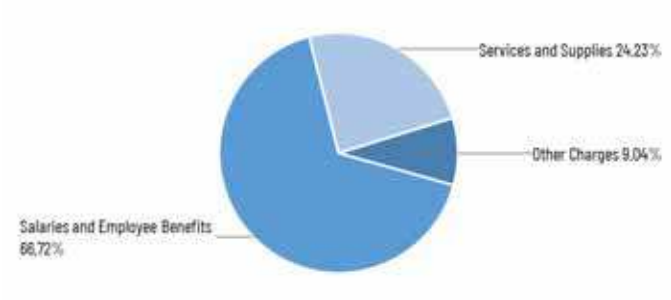
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
50K19	HEALTH EDUCATION ASSISTANT	2.00
50U42	MEDICAL ASSISTANT	2.00
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	10.00

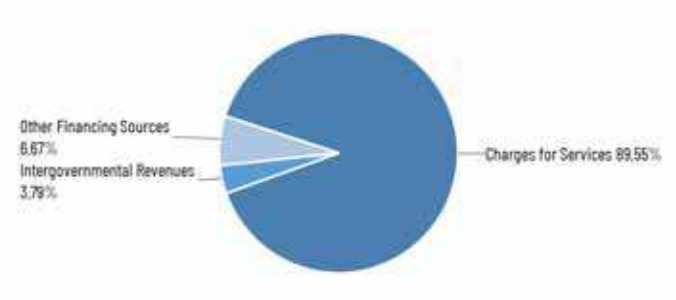
Laurel Family Practice

(Budget Unit 8099—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$4,201,737	$5,164,933	$3,847,256	$5,046,325	$5,046,325	$(118,608)
Services and Supplies	$2,174,069	$2,466,427	$2,044,578	$1,832,889	$1,832,889	$(633,538)
Other Charges	$828,115	$885,482	$920,494	$683,843	$683,843	$(201,639)
Subtotal	$7,203,921	$8,516,842	$6,812,328	$7,563,057	$7,563,057	$(953,785)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$349,429	$394,585	$616,900	$369,085	$369,085	$(25,500)
Charges for Services	$7,425,451	$7,815,991	$5,134,247	$8,731,702	$8,731,702	$915,711
Other Financing Sources	$563,971	$1,367,500	$500,000	$650,000	$650,000	$(717,500)
Subtotal	$8,338,851	$9,578,076	$6,251,147	$9,750,787	$9,750,787	$172,711
General Fund Contributions	$(1,134,929)	$(1,061,234)	$561,181	$(2,187,730)	$(2,187,730)	$(1,126,496)
Total Source of Funds	$7,203,921	$8,516,842	$6,812,328	$7,563,057	$7,563,057	$(953,785)

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 2021-22 Positions

Classification Code	Classification Label	FTE
14N11	OUTPATIENT SERVICES MANAGER II	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	1.00
50U42	MEDICAL ASSISTANT	27.00
52A22	SENIOR CLINIC NURSE	1.00
54B12	CONTRACT PHYSICIAN	1.00

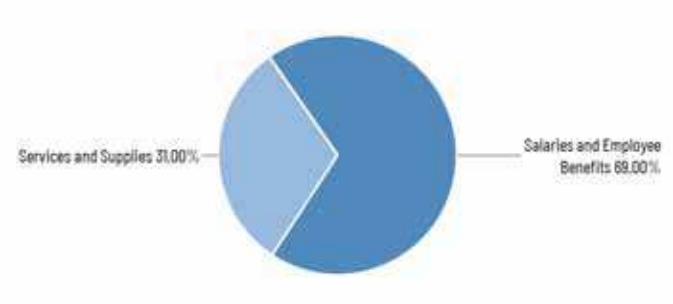
Recommended FY 2021-22 Positions

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	11.00
	Total	48.00

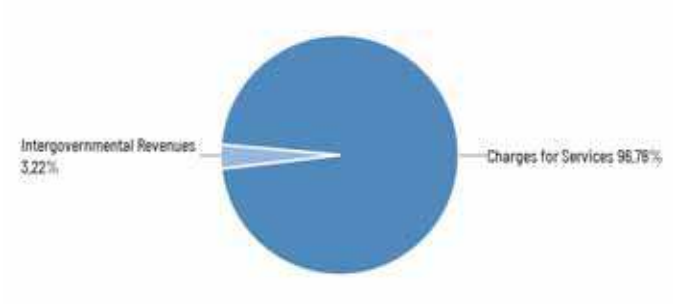
Laurel Internal Medicine

(Budget Unit 8100—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$2,761,997	$3,716,612	$2,873,830	$4,400,818	$4,400,818	$684,206
Services and Supplies	$1,291,872	$854,196	$2,165,853	$1,977,386	$1,977,386	$1,123,190
Other Charges	$196	—	—	—	—	—
Subtotal	$4,054,065	$4,570,808	$5,039,683	$6,378,204	$6,378,204	$1,807,396

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$122,410	$105,694	$253,500	$262,238	$262,238	$156,544
Charges for Services	$4,801,152	$5,768,357	$6,866,714	$7,876,457	$7,876,457	$2,108,100
Miscellaneous Revenues	$6	—	—	—	—	—
Other Financing Sources	$28,999	—	—	—	—	—
Subtotal	$4,952,567	$5,874,051	$7,120,214	$8,138,695	$8,138,695	$2,264,644
General Fund Contributions	$(898,501)	$(1,303,243)	$(2,080,531)	$(1,760,491)	$(1,760,491)	$(457,248)
Total Source of Funds	$4,054,065	$4,570,808	$5,039,683	$6,378,204	$6,378,204	$1,807,396

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 2021-22 Positions

Classification Code	Classification Label	FTE
14N10	OUTPATIENT SERVICES MANAGER I	1.00
50K19	HEALTH EDUCATION ASSISTANT	1.00
50U42	MEDICAL ASSISTANT	17.00
52A22	SENIOR CLINIC NURSE	1.00
52A97	CLINIC NURSE PRACTITIONER	2.00

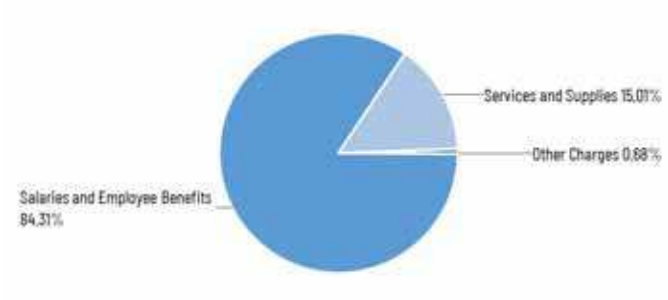
Recommended FY 2021-22 Positions

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	6.00
	Total	33.00

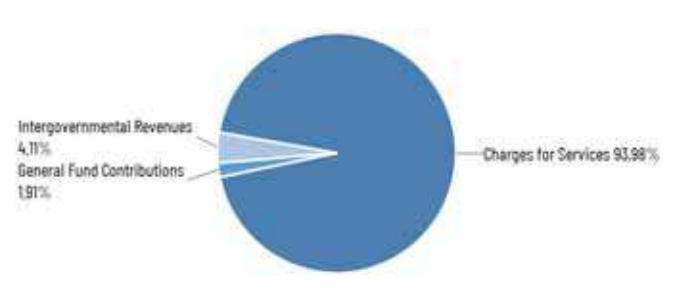
Laurel Pediatrics

(Budget Unit 8101—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$4,712,904	$6,108,783	$5,024,848	$6,512,440	$6,512,440	$403,657
Services and Supplies	$1,080,261	$1,205,912	$1,261,273	$1,159,777	$1,159,777	$(46,135)
Other Charges	$371,316	$67,427	$70,344	$52,259	$52,259	$(15,168)
Capital Assets	—	—	$12,000	—	—	—
Subtotal	$6,164,481	$7,382,122	$6,368,465	$7,724,476	$7,724,476	$342,354

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$329,123	$316,915	$338,000	$317,224	$317,224	$309
Charges for Services	$6,129,451	$7,702,635	$6,121,911	$7,259,619	$7,259,619	$(443,016)
Other Financing Sources	$28,999	—	—	—	—	—
Subtotal	$6,487,573	$8,019,550	$6,459,911	$7,576,843	$7,576,843	$(442,707)
General Fund Contributions	$(323,092)	$(637,428)	$(91,446)	$147,633	$147,633	$785,061
Total Source of Funds	$6,164,481	$7,382,122	$6,368,465	$7,724,476	$7,724,476	$342,354

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 2021-22 Positions

Classification Code	Classification Label	FTE
14N11	OUTPATIENT SERVICES MANAGER II	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	1.00
50U42	MEDICAL ASSISTANT	23.00
52A22	SENIOR CLINIC NURSE	1.00
52A97	CLINIC NURSE PRACTITIONER	2.00

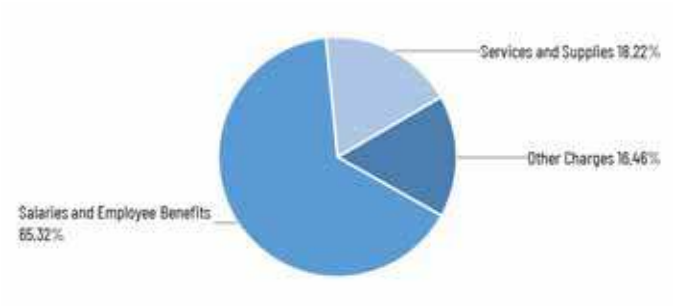
Recommended FY 2021-22 Positions

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

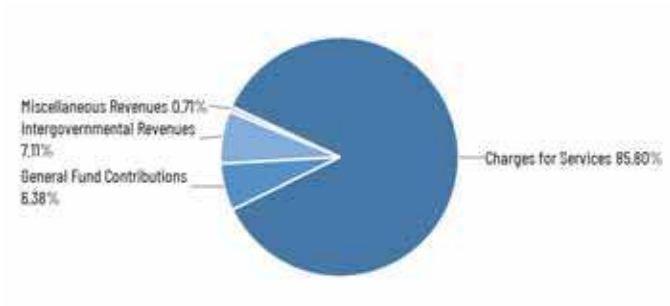
Marina Health Center

(Budget Unit 8103—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$1,176,005	$1,579,655	$1,255,109	$1,388,266	$1,388,266	$(191,389)
Services and Supplies	$324,874	$415,087	$358,186	$387,139	$387,139	$(27,948)
Other Charges	$141,620	$439,768	$470,934	$349,861	$349,861	$(89,907)
Subtotal	$1,642,499	$2,434,510	$2,084,229	$2,125,266	$2,125,266	$(309,244)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$100,327	$159,696	$169,000	$151,196	$151,196	$(8,500)
Charges for Services	$1,666,179	$1,575,339	$1,683,320	$1,823,464	$1,823,464	$248,125
Miscellaneous Revenues	$15,000	$15,000	$15,000	$15,000	$15,000	—
Subtotal	$1,781,506	$1,750,035	$1,867,320	$1,989,660	$1,989,660	$239,625
General Fund Contributions	$(139,007)	$684,475	$216,909	$135,606	$135,606	$(548,869)
Total Source of Funds	$1,642,499	$2,434,510	$2,084,229	$2,125,266	$2,125,266	$(309,244)

Unit Description

The Marina Health Center is small clinic offering primary care and preventive services in the Marina area.

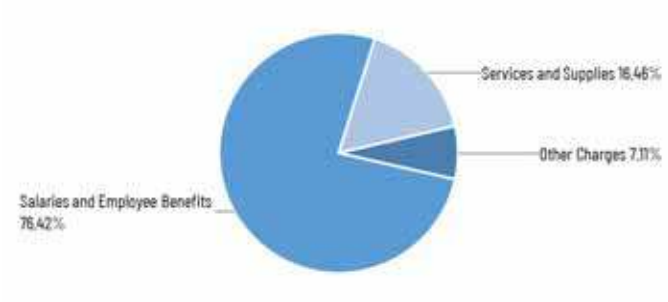
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
50U42	MEDICAL ASSISTANT	7.00
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

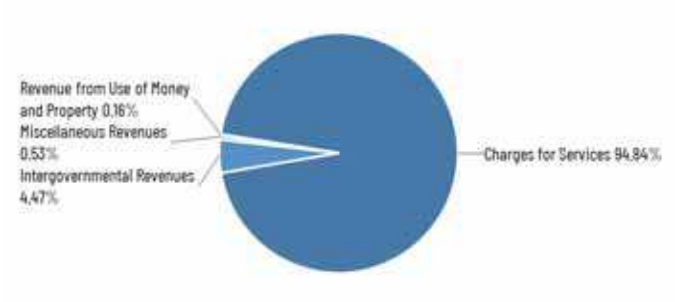
Seaside Family Health Center

(Budget Unit 8105—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$7,010,456	$8,226,857	$7,108,302	$8,506,486	$8,506,486	$279,629
Services and Supplies	$1,807,683	$1,694,752	$1,914,016	$1,832,657	$1,832,657	$137,905
Other Charges	$1,086,659	$1,024,879	$1,065,740	$791,747	$791,747	$(233,132)
Capital Assets	—	—	$12,000	—	—	—
Subtotal	$9,904,799	$10,946,488	$10,100,058	$11,130,890	$11,130,890	$184,402

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$15,036	$18,648	$13,783	$18,648	$18,648	—
Intergovernmental Revenues	$474,832	$488,356	$380,300	$505,975	$505,975	$17,619
Charges for Services	$9,525,322	$10,373,839	$10,111,271	$10,735,490	$10,735,490	$361,651
Miscellaneous Revenues	$60,000	$60,000	$60,000	$60,000	$60,000	—
Subtotal	$10,075,189	$10,940,843	$10,565,354	$11,320,113	$11,320,113	$379,270
General Fund Contributions	$(170,390)	$5,645	$(465,296)	$(189,223)	$(189,223)	$(194,868)
Total Source of Funds	$9,904,799	$10,946,488	$10,100,058	$11,130,890	$11,130,890	$184,402

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 2021-22 Positions

Classification Code	Classification Label	FTE
14N10	OUTPATIENT SERVICES MANAGER I	1.00
14N11	OUTPATIENT SERVICES MANAGER II	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	1.00
50K19	HEALTH EDUCATION ASSISTANT	1.00
50U42	MEDICAL ASSISTANT	33.00
52A22	SENIOR CLINIC NURSE	2.00
52A97	CLINIC NURSE PRACTITIONER	3.00
54B04	GENERAL INTERNIST	1.00
54B12	CONTRACT PHYSICIAN	7.00

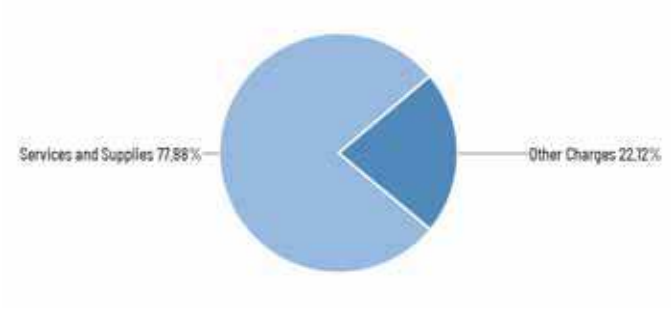
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
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

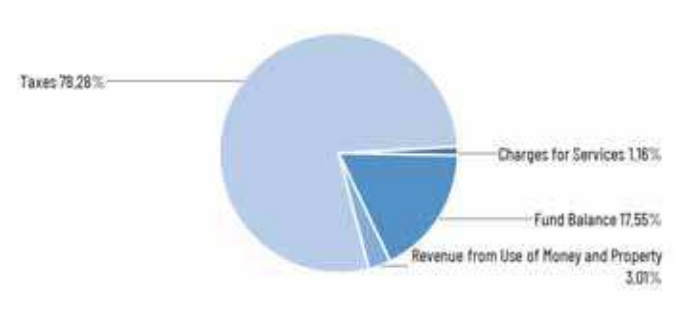
Ambulance Service

(Budget Unit 8108—Fund 092—Appropriation Unit HEA010)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$1,169,361	$1,645,265	$1,484,590	$1,681,409	$1,681,409	$36,144
Other Charges	$471,934	$475,000	$474,821	$477,500	$477,500	$2,500
Subtotal	$1,641,296	$2,120,265	$1,959,411	$2,158,909	$2,158,909	$38,644

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Taxes	$1,689,503	$1,680,000	$1,690,000	$1,690,000	$1,690,000	$10,000
Revenue from Use of Money & Property	$80,179	$65,000	$80,000	$65,000	$65,000	—
Charges for Services	$20,947	$25,000	$20,000	$25,000	$25,000	—
Subtotal	$1,790,630	$1,770,000	$1,790,000	$1,780,000	$1,780,000	$10,000
Fund Balance	$(149,334)	$350,265	$169,411	$378,909	$378,909	$28,644
General Fund Contributions	$(0)	—	—	—	—	—
Total Source of Funds	$1,641,296	$2,120,265	$1,959,411	$2,158,909	$2,158,909	$38,644

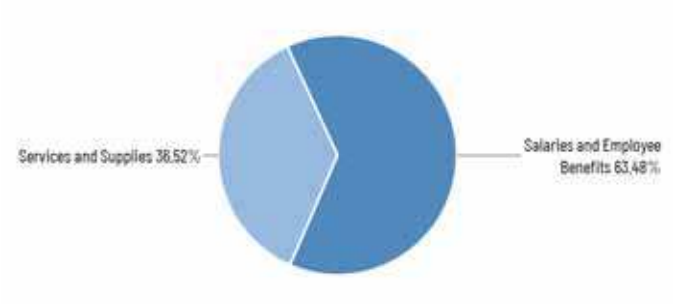
Unit Description

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.

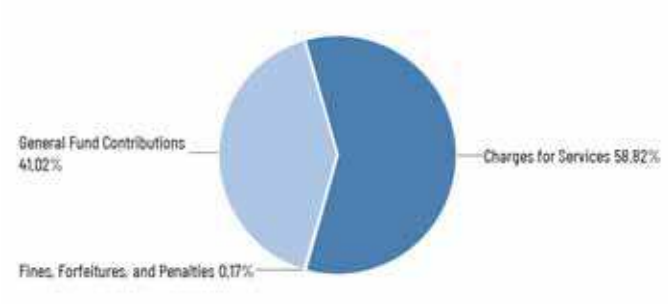
EMS Operating

(Budget Unit 8109—Fund 001—Appropriation Unit HEA006)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$901,361	$1,215,265	$1,031,514	$1,391,238	$1,391,238	$175,973
Services and Supplies	$758,107	$816,546	$640,353	$800,367	$800,367	$(16,179)
Other Charges	$(1,031,352)	$(1,342,785)	$(1,032,841)	$(1,600,503)	$(1,600,503)	$(257,718)
Subtotal	$628,115	$689,026	$639,026	$591,102	$591,102	$(97,924)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	$34,950	$50,000	—	$1,000	$1,000	$(49,000)
Charges for Services	$172,658	$172,658	$172,658	$347,658	$347,658	$175,000
Subtotal	$207,608	$222,658	$172,658	$348,658	$348,658	$126,000
General Fund Contributions	$420,507	$466,368	$466,368	$242,444	$242,444	$(223,924)
Total Source of Funds	$628,115	$689,026	$639,026	$591,102	$591,102	$(97,924)

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).

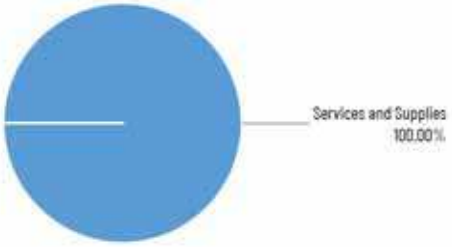
Recommended FY 2021-22 Positions

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

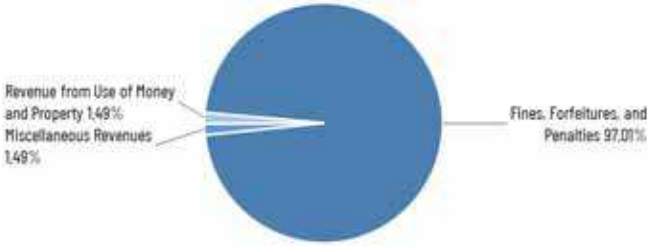
Uncompensated Care

(Budget Unit 8111—Fund 016—Appropriation Unit HEA009)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$497,023	$630,000	$449,733	$640,000	$640,000	$10,000
Subtotal	$497,023	$630,000	$449,733	$640,000	$640,000	$10,000

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	$636,506	$745,000	$184,714	$650,000	$650,000	$(95,000)
Revenue from Use of Money & Property	$41,173	$10,000	$10,000	$10,000	$10,000	—
Miscellaneous Revenues	$22,309	$10,000	$10,000	$10,000	$10,000	—
Subtotal	$699,988	$765,000	$204,714	$670,000	$670,000	$(95,000)
Fund Balance	$(202,965)	$(135,000)	$245,019	$(30,000)	$(30,000)	$105,000
General Fund Contributions	$0	—	—	—	—	—
Total Source of Funds	$497,023	$630,000	$449,733	$640,000	$640,000	$10,000

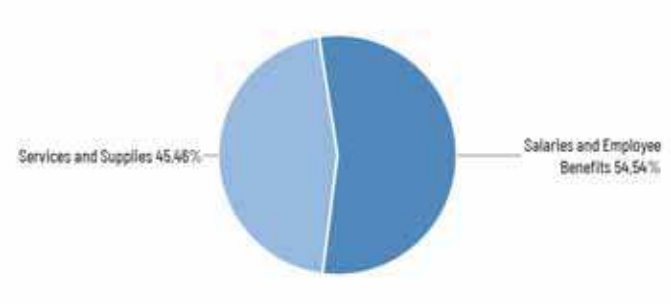
Unit Description

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.

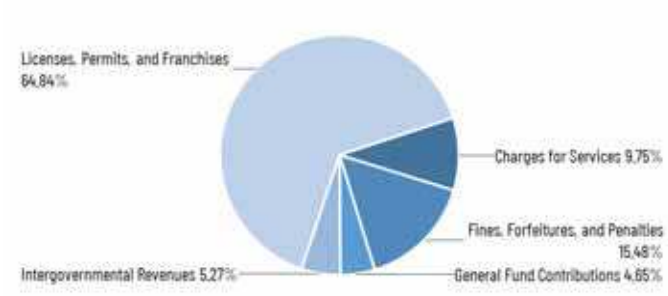
Consumer Health Protection Services

(Budget Unit 8112—Fund 001—Appropriation Unit HEA005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$2,240,533	$2,245,015	$2,148,797	$2,362,709	$2,362,709	$117,694
Services and Supplies	$1,094,703	$1,809,595	$1,318,218	$1,969,608	$1,969,608	$160,013
Other Charges	$(147,719)	—	—	—	—	—
Capital Assets	$63,059	—	—	—	—	—
Subtotal	$3,250,577	$4,054,610	$3,467,015	$4,332,317	$4,332,317	$277,707

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Licenses, Permits, and Franchises	$2,657,994	$2,809,232	$2,700,000	$2,809,232	$2,809,232	—
Fines, Forfeitures, and Penalties	$1,055,027	$800,000	$75,000	$670,671	$670,671	$(129,329)
Intergovernmental Revenues	$20,739	$240,917	$178,425	$228,497	$228,497	$(12,420)
Charges for Services	$435,024	$266,337	$348,719	$422,433	$422,433	$156,096
Subtotal	$4,168,782	$4,116,486	$3,302,144	$4,130,833	$4,130,833	$14,347
General Fund Contributions	$(918,206)	$(61,876)	$164,871	$201,484	$201,484	$263,360
Total Source of Funds	$3,250,577	$4,054,610	$3,467,015	$4,332,317	$4,332,317	$277,707

Unit Description

Consumer Health Protection Services (CHPS) is responsible for the regulatory oversight of retail food activities in the County including but not limited to restaurants, markets, delis, cottage food operations, mobile food trucks, temporary food booths, special events, and institutional operations such as cafeterias in schools and medical facilities. CHPS is responsible for the permitting and inspection of employee housing, recreational and beach water quality monitoring, public swimming pools and spas, vector control, agricultural field toilets, tobacco retail licensing, and detention facilities. In addition, CHPS is responsible for other health protection activities such as the Childhood Lead Poisoning Prevention Program, complaint response involving vectors, substandard housing, mold and sanitation, and the Summer Lunch inspection program.

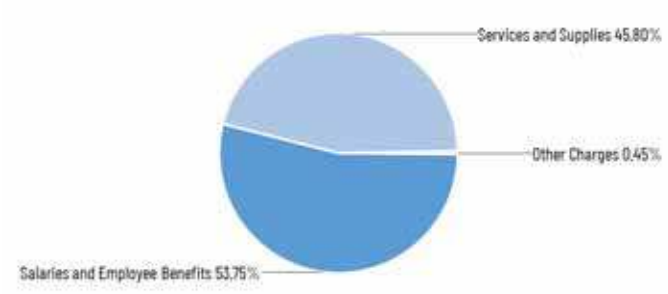
Recommended FY 2021-22 Positions

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

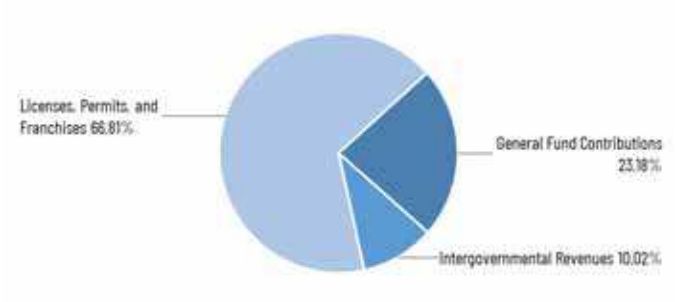
Recycling and Resource Recovery Services

(Budget Unit 8113—Fund 001—Appropriation Unit HEA005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$451,891	$657,554	$534,757	$601,093	$601,093	$(56,461)
Services and Supplies	$410,858	$554,367	$506,876	$512,213	$512,213	$(42,154)
Other Charges	$5,000	$5,000	$5,000	$5,000	$5,000	—
Subtotal	$867,749	$1,216,921	$1,046,633	$1,118,306	$1,118,306	$(98,615)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Licenses, Permits, and Franchises	$746,792	$747,079	$817,138	$747,079	$747,079	—
Intergovernmental Revenues	$146,651	$164,000	$164,000	$112,000	$112,000	$(52,000)
Charges for Services	—	$3	$3	$3	$3	—
Miscellaneous Revenues	—	$5	$5	$5	$5	—
Subtotal	$893,444	$911,087	$981,146	$859,087	$859,087	$(52,000)
General Fund Contributions	$(25,695)	$305,834	$65,487	$259,219	$259,219	$(46,615)
Total Source of Funds	$867,749	$1,216,921	$1,046,633	$1,118,306	$1,118,306	$(98,615)

Unit Description

Recycling and Resource Recovery Services (RRRS) is responsible for oversight of the residential, business, multi-family, and special events Waste Diversion programs; 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 to combat illegal dumping. RRRS 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.

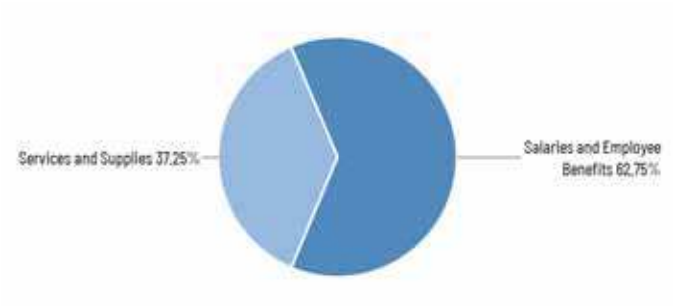
Recommended FY 2021-22 Positions

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

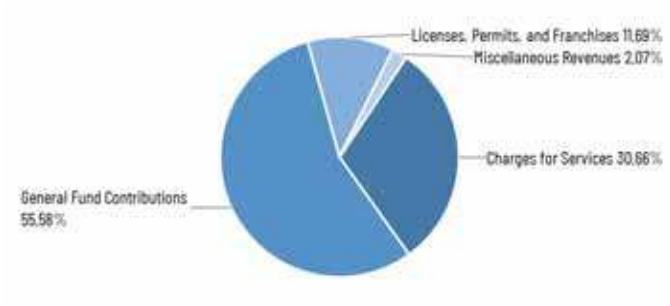
Environmental Health Review Services

(Budget Unit 8115—Fund 001—Appropriation Unit HEA005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$622,518	$696,728	$611,911	$726,620	$726,620	$29,892
Services and Supplies	$306,249	$398,950	$361,560	$431,298	$431,298	$32,348
Subtotal	$928,766	$1,095,678	$973,471	$1,157,918	$1,157,918	$62,240

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Licenses, Permits, and Franchises	$170,661	$116,505	$116,000	$135,395	$135,395	$18,890
Intergovernmental Revenues	—	$1	$1	$1	$1	—
Charges for Services	$348,903	$355,002	$312,002	$355,002	$355,002	—
Miscellaneous Revenues	$785	$24,001	$15,001	$24,001	$24,001	—
Other Financing Sources	—	$1	$1	$1	$1	—
Subtotal	$520,349	$495,510	$443,005	$514,400	$514,400	$18,890
General Fund Contributions	$408,418	$600,168	$530,466	$643,518	$643,518	$43,350
Total Source of Funds	$928,766	$1,095,678	$973,471	$1,157,918	$1,157,918	$62,240

Unit Description

Environmental Health Review Services (EHRS) serves as the liaison between the Environmental Health Bureau (EHB) and Housing and Community Development (HCD) and is responsible for review of land use projects, including lot line adjustments, creation of housing subdivisions, establishment of cannabis business operations, and issuing building permits to ensure conformance with regulations where EHB is the regulatory agency. Additionally, this program reviews, inspects, and approves Onsite Wastewater Treatment System (OWTS) and monitors water quality of discharges from sewage treatment and wastewater reclamation facilities.

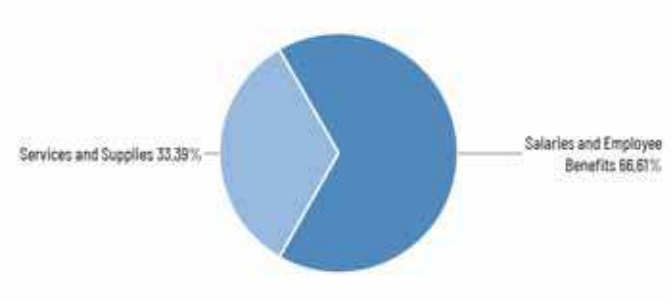
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	3.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	3.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	1.00
	Total	7.00

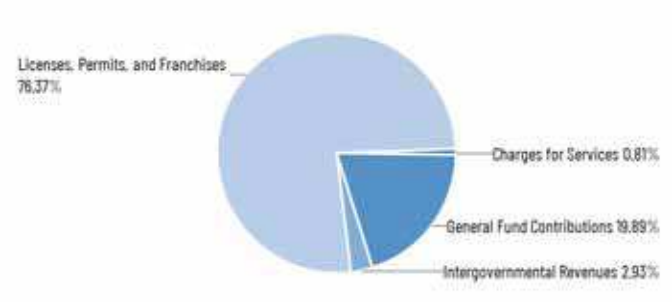
Hazardous Materials & Solid Waste Management

(Budget Unit 8116—Fund 001—Appropriation Unit HEA005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$1,825,603	$2,410,945	$2,148,556	$2,474,242	$2,474,242	$63,297
Services and Supplies	$1,086,146	$1,480,696	$1,277,562	$1,240,048	$1,240,048	$(240,648)
Other Charges	$(56,500)	—	—	—	—	—
Capital Assets	$29,956	—	—	—	—	—
Subtotal	$2,885,205	$3,891,641	$3,426,118	$3,714,290	$3,714,290	$(177,351)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Licenses, Permits, and Franchises	$2,589,445	$3,368,206	$2,716,242	$2,836,567	$2,836,567	$(531,639)
Fines, Forfeitures, and Penalties	$17,144	—	—	—	—	—
Intergovernmental Revenues	$31,746	$109,000	$109,000	$109,000	$109,000	—
Charges for Services	$9,013	$127,977	$20,001	$30,002	$30,002	$(97,975)
Miscellaneous Revenues	$1,618	$2	—	$2	$2	—
Subtotal	$2,648,966	$3,605,185	$2,845,243	$2,975,571	$2,975,571	$(629,614)
General Fund Contributions	$236,239	$286,456	$580,875	$738,719	$738,719	$452,263
Total Source of Funds	$2,885,205	$3,891,641	$3,426,118	$3,714,290	$3,714,290	$(177,351)

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.

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 responsible for permitting and inspecting cannabis businesses including grow operations, manufacturers, retail distribution and laboratory testing facilities. CMS inspections include hazard materials, water quality, food ingredient handling and storage, waste management. CMS is also involved in responding to issues related to illegal cannabis activities such as illegal grow sites and cannabis products from unapproved sources. CMS operates throughout all the County and is part of Cannabis Program and takes part in the Cannabis Ad Hoc Committee which seeks to promote health messaging specifically the negative health effects caused by the abuse of cannabis by youth, adults and expectant mothers.

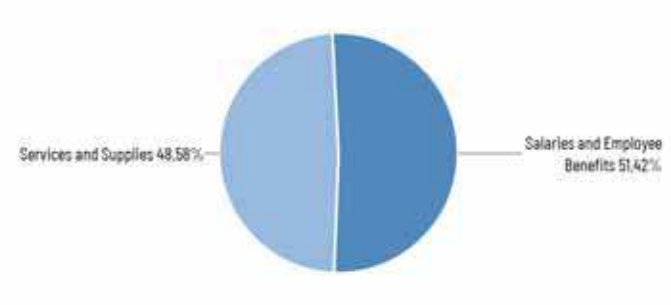
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	7.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	7.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	3.00
80E22	OFFICE ASSISTANT III	3.00
	Total	20.00

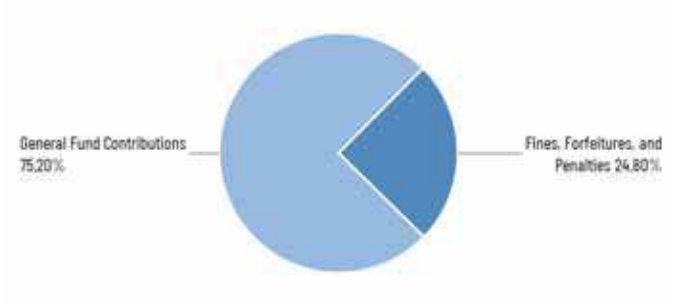
Environmental Health Fiscal and Administration

(Budget Unit 8117—Fund 001—Appropriation Unit HEA005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$995,992	$1,359,460	$1,300,260	$1,293,750	$1,193,809	$(165,651)
Services and Supplies	$810,410	$1,129,108	$915,573	$1,130,314	$1,127,827	$(1,281)
Other Charges	$(1,665,132)	$(2,466,351)	$(2,061,906)	$(2,001,801)	$(2,001,801)	$464,550
Subtotal	$141,270	$22,217	$153,927	$422,263	$319,835	$297,618

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	$126,466	$57,796	$93,000	$79,331	$79,331	$21,535
Charges for Services	$7,913	—	$14,336	—	—	—
Miscellaneous Revenues	$6,241	—	$3,100	—	—	—
Subtotal	$140,620	$57,796	$110,436	$79,331	$79,331	$21,535
General Fund Contributions	$650	$(35,579)	$43,491	$342,932	$240,504	$276,083
Total Source of Funds	$141,270	$22,217	$153,927	$422,263	$319,835	$297,618

Unit Description

Environmental Health Fiscal and Administration provides financial and administrative oversight for the Environmental Health Bureau's (EHB) major regulatory oversight programs: Consumer Health Protection Services, Recycling and Resource Recovery Services, Environmental Health Review Services, Hazardous Materials Management Services, Solid Waste Management Services, Cannabis Management Services and Drinking Water Protection Services. Fiscal and administrative services include strategic planning, budget preparation and oversight, billing and collection, procurement and accounts payable management, contract and grant management, information management systems support, preparation of department reports, legislative review, departmental human resources, fleet vehicle management, office logistics and supplies, Workers' Comp coordination, bureau-wide monitoring and tracking of training activities, and implementation of workplace safety standards.

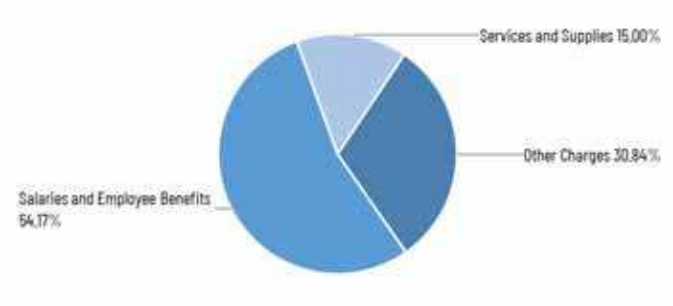
Recommended FY 2021-22 Positions

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

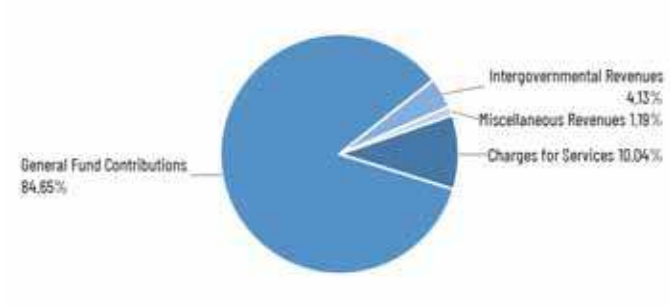
Public Guardian/Administrator/Conservator

(Budget Unit 8118—Fund 001—Appropriation Unit HEA008)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$897,263	$1,346,087	$1,139,535	$1,521,936	$1,369,677	$23,590
Services and Supplies	$368,154	$437,804	$405,159	$385,781	$379,187	$(58,617)
Other Charges	$447,656	$655,604	$686,157	$779,712	$779,712	$124,108
Capital Assets	$27,642	—	—	—	—	—
Subtotal	$1,740,714	$2,439,495	$2,230,851	$2,687,429	$2,528,576	$89,081

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$56,276	$60,000	$80,000	$104,400	$104,400	$44,400
Charges for Services	$269,962	$286,975	$247,967	$280,796	$253,796	$(33,179)
Miscellaneous Revenues	$30,491	$25,200	$21,600	$30,000	$30,000	$4,800
Subtotal	$356,729	$372,175	$349,567	$415,196	$388,196	$16,021
General Fund Contributions	$1,383,986	$2,067,320	$1,881,284	$2,272,233	$2,140,380	$73,060
Total Source of Funds	$1,740,714	$2,439,495	$2,230,851	$2,687,429	$2,528,576	$89,081

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.

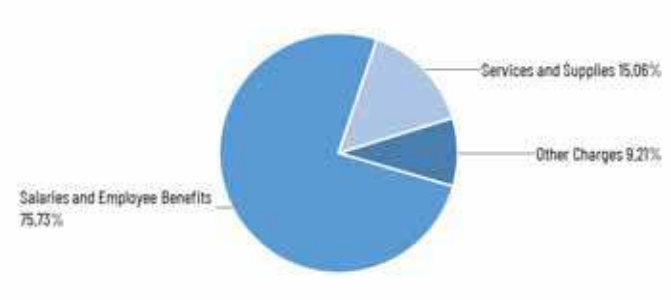
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
14N06	OPERATIONS MANAGER	1.00
20B12	ACCOUNTANT III	1.00
34H24	DEPUTY PUBLIC ADMINISTRATOR/ GUARDIAN/ CONSERVATOR I	2.00
34H34	DEPUTY PUBLIC ADMINISTRATOR/ GUARDIAN/ CONSERVATOR II	4.00
80E21	OFFICE ASSISTANT II	1.00
80E22	OFFICE ASSISTANT III	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
	Total	12.00

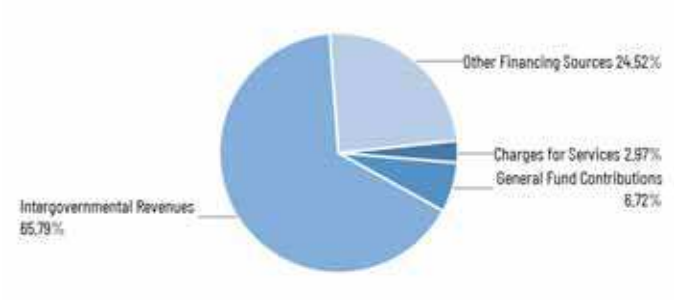
Children's Medical Services

(Budget Unit 8121—Fund 001—Appropriation Unit HEA004)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$3,336,851	$3,551,579	$3,101,531	$3,706,842	$3,706,842	$155,263
Services and Supplies	$719,170	$723,636	$575,931	$737,160	$737,160	$13,524
Other Charges	$615,816	$677,723	$672,074	$451,038	$451,038	$(226,685)
Subtotal	$4,671,837	$4,952,938	$4,349,536	$4,895,040	$4,895,040	$(57,898)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$3,360,371	$3,268,349	$2,352,889	$3,220,583	$3,220,583	$(47,766)
Charges for Services	$223,999	$24,357	$31,556	$145,337	$145,337	$120,980
Other Financing Sources	$1,218,318	$1,104,608	$946,365	$1,200,413	$1,200,413	$95,805
Subtotal	$4,802,689	$4,397,314	$3,330,810	$4,566,333	$4,566,333	$169,019
General Fund Contributions	$(130,852)	$555,624	$1,018,726	$328,707	$328,707	$(226,917)
Total Source of Funds	$4,671,837	$4,952,938	$4,349,536	$4,895,040	$4,895,040	$(57,898)

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. The 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 percent 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 2021-22 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

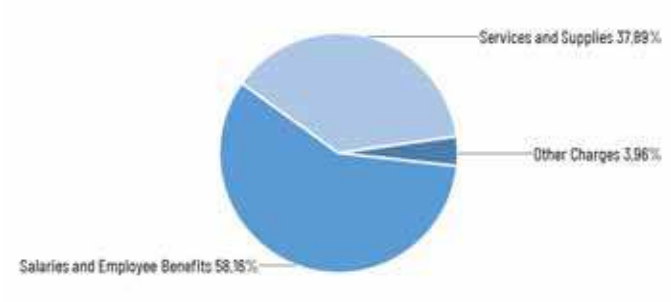
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
50J11	CHRONIC DISEASE PREVENTION SPECIALIST II	1.00
50K19	HEALTH EDUCATION ASSISTANT	1.00
52E22	PUBLIC HEALTH NURSE II	6.00
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	28.05

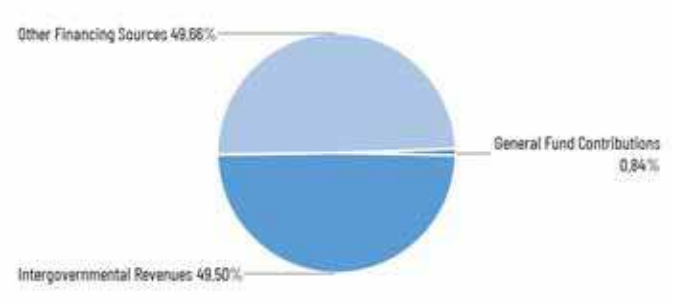
Community Health Regional Teams

(Budget Unit 8123—Fund 001—Appropriation Unit HEA003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$718,791	$1,548,759	$990,527	$1,375,220	$1,375,220	$(173,539)
Services and Supplies	$279,598	$261,065	$362,751	$895,874	$895,874	$634,809
Other Charges	$51,169	$77,100	$77,100	$93,548	$93,548	$16,448
Subtotal	$1,049,558	$1,886,924	$1,430,378	$2,364,642	$2,364,642	$477,718

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$107,085	$970,387	$319,784	$1,170,551	$1,170,551	$200,164
Other Financing Sources	$220,442	$912,588	$925,668	$1,174,207	$1,174,207	$261,619
Subtotal	$327,527	$1,882,975	$1,245,452	$2,344,758	$2,344,758	$461,783
General Fund Contributions	$722,031	$3,949	$184,926	$19,884	$19,884	$15,935
Total Source of Funds	$1,049,558	$1,886,924	$1,430,378	$2,364,642	$2,364,642	$477,718

Unit Description

The Community Health Regional Teams includes Public Health Nurses, Public Health Nutritionists and support staff which are a part of the Nurse-Family Partnership, a nationally recognized program, provide 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.

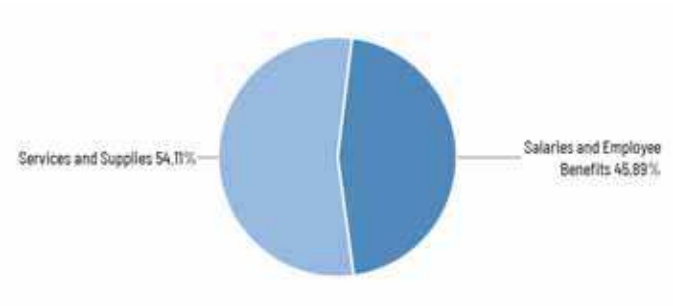
Recommended FY 2021-22 Positions

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

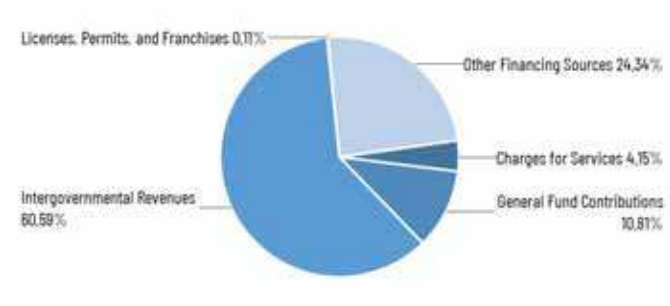
Public Health

(Budget Unit 8124—Fund 001—Appropriation Unit HEA003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$11,274,683	$12,711,546	$13,554,711	$13,668,502	$13,668,502	$956,956
Services and Supplies	$5,726,681	$7,255,103	$10,208,063	$16,116,742	$16,116,742	$8,861,639
Other Charges	$(1,149,488)	$(1,354,306)	$(775,247)	$(784,326)	$(784,326)	$569,980
Capital Assets	$253,441	—	$820,000	—	—	—
Other Financing Uses	—	$704,647	—	—	—	$(704,647)
Subtotal	$16,105,318	$19,316,990	$23,807,527	$29,000,918	$29,000,918	$9,683,928

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Licenses, Permits, and Franchises	$29,448	$29,977	$31,479	$32,393	$32,393	$2,416
Fines, Forfeitures, and Penalties	$8,453	$11,760	$9,408	$8,030	$8,030	$(3,730)
Intergovernmental Revenues	$8,602,157	$8,703,181	$7,471,504	$17,565,430	$17,565,430	$8,862,249
Charges for Services	$797,058	$786,462	$1,943,212	$1,203,355	$1,203,355	$416,893
Miscellaneous Revenues	$302	—	—	—	—	—
Other Financing Sources	$2,427,658	$6,537,925	$2,232,485	$7,057,975	$7,057,975	$520,050
Subtotal	$11,865,076	$16,069,305	$11,688,088	$25,867,183	$25,867,183	$9,797,878
General Fund Contributions	$4,240,242	$3,247,685	$12,119,439	$3,133,735	$3,133,735	$(113,950)
Total Source of Funds	$16,105,318	$19,316,990	$23,807,527	$29,000,918	$29,000,918	$9,683,928

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. 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 worker's compensation claims and can reduce health insurance and disability premium rates.

Recommended FY 2021-22 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

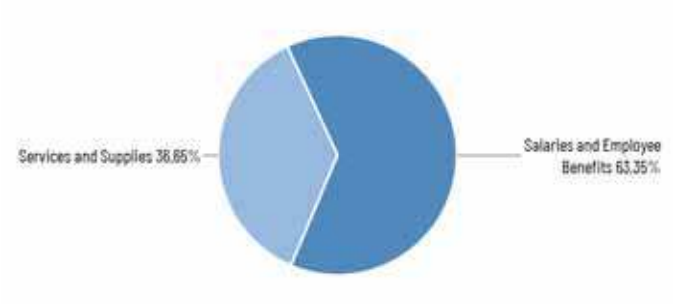
Recommended FY 2021-22 Positions

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	8.00
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	3.00
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	116.15

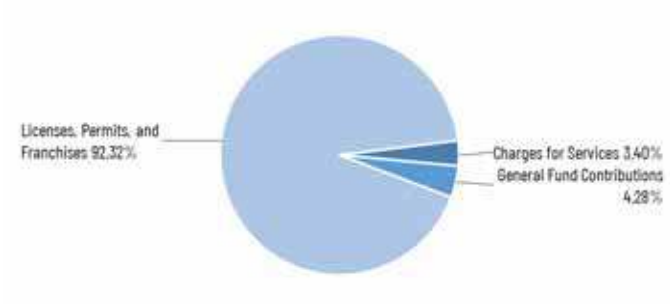
Drinking Water Protection

(Budget Unit 8272—Fund 001—Appropriation Unit HEA005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$870,167	$994,443	$899,994	$931,160	$931,160	$(63,283)
Services and Supplies	$462,500	$717,579	$552,741	$538,786	$538,786	$(178,793)
Other Charges	$(12,681)	—	—	—	—	—
Capital Assets	$59,912	—	—	—	—	—
Subtotal	$1,379,897	$1,712,022	$1,452,735	$1,469,946	$1,469,946	$(242,076)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Licenses, Permits, and Franchises	$1,382,534	$1,302,948	$1,325,614	$1,357,059	$1,357,059	$54,111
Intergovernmental Revenues	$879,000	$1	$1	$1	$1	—
Charges for Services	$26,861	$70,001	$85,000	$50,001	$50,001	$(20,000)
Miscellaneous Revenues	—	$2	$2	$2	$2	—
Other Financing Sources	$3,100	—	—	—	—	—
Subtotal	$2,291,495	$1,372,952	$1,410,617	$1,407,063	$1,407,063	$34,111
General Fund Contributions	$(911,598)	$339,070	$42,118	$62,883	$62,883	$(276,187)
Total Source of Funds	$1,379,897	$1,712,022	$1,452,735	$1,469,946	$1,469,946	$(242,076)

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.

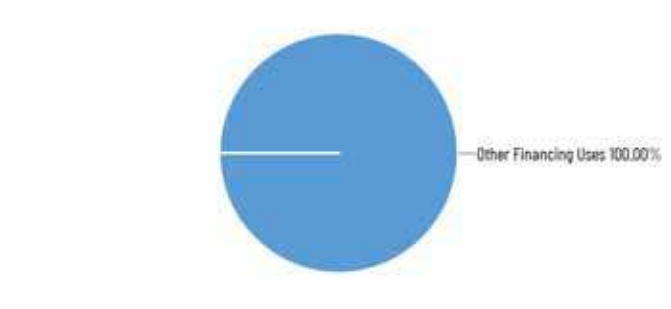
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	4.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	2.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	2.00
	Total	8.00

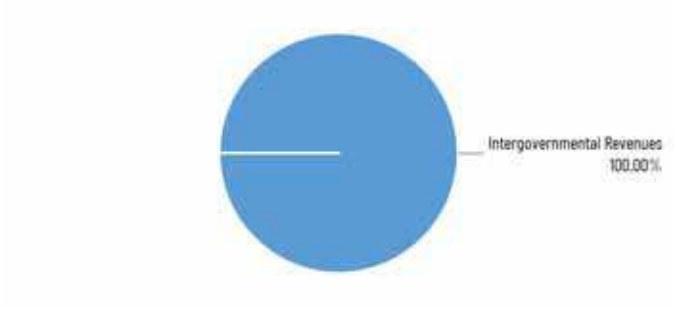
Behavioral Health

(Budget Unit 8410—Fund 022—Appropriation Unit HEA015)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Financing Uses	$15,463,597	$17,000,000	$17,000,000	$17,660,926	$17,660,926	$660,926
Subtotal	$15,463,597	$17,000,000	$17,000,000	$17,660,926	$17,660,926	$660,926

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$17,139,372	$17,000,000	$17,000,000	$17,660,926	$17,660,926	$660,926
Subtotal	$17,139,372	$17,000,000	$17,000,000	$17,660,926	$17,660,926	$660,926
Fund Balance	$(1,675,775)	—	—	—	—	—
General Fund Contributions	$(0)	—	—	—	—	—
Total Source of Funds	$15,463,597	$17,000,000	$17,000,000	$17,660,926	$17,660,926	$660,926

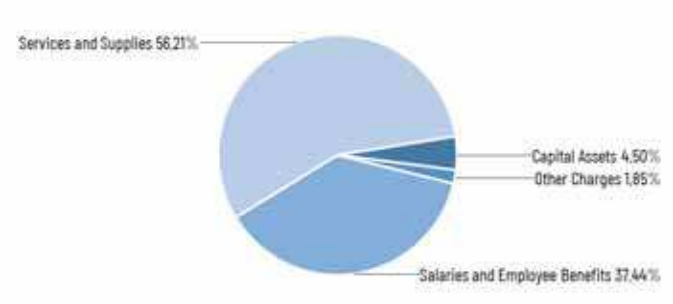
Unit Description

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 were transferred to Fund 022. The Recommended Budget of $17,660,926 represents the estimated revenue available to fund eligible expenditures during the budget year.

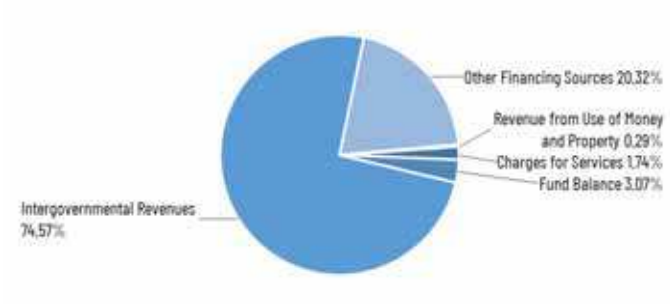
Behavioral Health

(Budget Unit 8410—Fund 023—Appropriation Unit HEA012)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$48,696,779	$57,168,416	$52,009,321	$54,878,174	$54,878,174	$(2,290,242)
Services and Supplies	$71,356,806	$74,480,425	$78,309,838	$82,388,245	$82,388,245	$7,907,820
Other Charges	$5,488,050	$3,665,877	$3,264,765	$2,707,441	$2,707,441	$(958,436)
Capital Assets	$915,752	$6,252,000	$2,970,527	$6,600,000	$6,600,000	$348,000
Subtotal	$126,457,386	$141,566,718	$136,554,451	$146,573,860	$146,573,860	$5,007,142

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	$86,697	$100,000	$78,090	$78,090	$78,090	$(21,910)
Revenue from Use of Money & Property	$673,358	$538,398	$391,101	$420,234	$420,234	$(118,164)
Intergovernmental Revenues	$88,777,430	$102,881,588	$103,966,839	$109,141,758	$109,141,758	$6,260,170
Charges for Services	$2,194,899	$2,250,000	$1,938,868	$2,547,802	$2,547,802	$297,802
Miscellaneous Revenues	$310,415	—	$145,636	$144,000	$144,000	$144,000
Other Financing Sources	$27,621,393	$29,183,399	$29,183,399	$29,742,818	$29,742,818	$559,419
Subtotal	$119,664,193	$134,953,385	$135,703,933	$142,074,702	$142,074,702	$7,121,317
Fund Balance	$6,088,546	$6,613,333	$850,518	$4,499,158	$4,499,158	$(2,114,175)
General Fund Contributions	$704,647	—	—	—	—	—
Total Source of Funds	$126,457,386	$141,566,718	$136,554,451	$146,573,860	$146,573,860	$5,007,142

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.

Recommended FY 2021-22 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	1.00
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
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 SPECIALIST	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

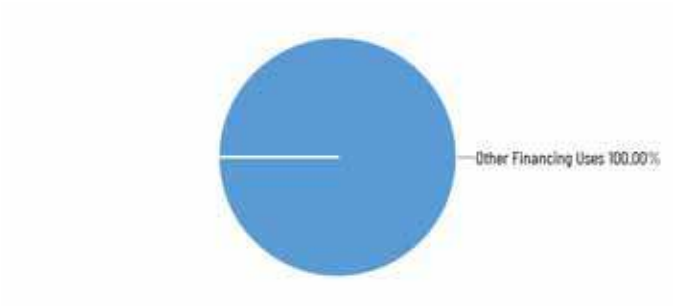
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
50U42	MEDICAL ASSISTANT	13.00
52A94	PSYCHIATRIC NURSE PRACTITIONER	3.00
52E01	PUBLIC HEALTH LICENSED VOCATIONAL NURSE	3.00
54B12	CONTRACT PHYSICIAN	18.00
54C05	PSYCHIATRIC PHYSICIAN ASSISTANT	1.00
60A21	CLINICAL PSYCHOLOGIST	14.50
60B21	PSYCHIATRIC SOCIAL WORKER II	197.00
60B23	BEHAVIORAL HEALTH UNIT SUPERVISOR	30.00
60B25	SENIOR PSYCHIATRIC SOCIAL WORKER	22.00
60C22	SOCIAL WORKER III	35.00
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	449.53

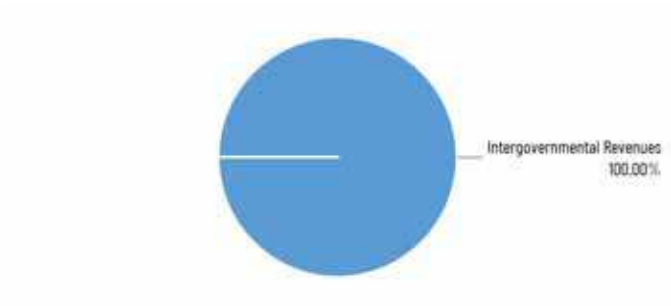
Behavioral Health

(Budget Unit 8410—Fund 025—Appropriation Unit HEA016)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Financing Uses	$10,300,000	$10,630,949	$10,630,949	$10,301,172	$10,301,172	$(329,777)
Subtotal	$10,300,000	$10,630,949	$10,630,949	$10,301,172	$10,301,172	$(329,777)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$10,300,721	$10,630,949	$10,630,949	$10,301,172	$10,301,172	$(329,777)
Subtotal	$10,300,721	$10,630,949	$10,630,949	$10,301,172	$10,301,172	$(329,777)
Fund Balance	$(721)	—	—	—	—	—
General Fund Contributions	$(0)	—	—	—	—	—
Total Source of Funds	$10,300,000	$10,630,949	$10,630,949	$10,301,172	$10,301,172	$(329,777)

Unit Description

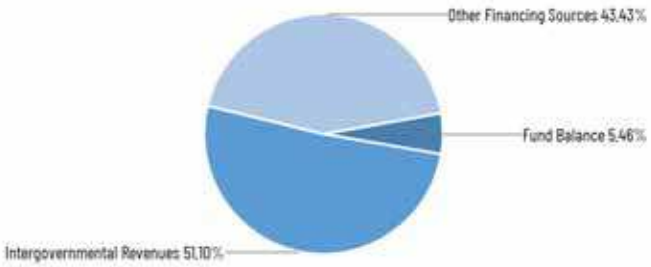
The Health & Welfare Realignment Fund, Fund 025, was established in FY 2012-13 to comply with new 1991 Realignment accounting and funding methodologies adopted by the State. Fund 025 serves as the repository and appropriation unit for all realignment funds. Effective March 2015, the recognition and tracking of 1991 realignment receipts for Mental Health was transferred to Fund 025. The Recommended Budget of $10,301,172 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 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Financing Uses	$12,907,800	$10,130,502	$11,848,820	$12,285,783	$12,285,783	$2,155,281
Subtotal	$12,907,800	$10,130,502	$11,848,820	$12,285,783	$12,285,783	$2,155,281

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$5,397,572	$6,019,554	$12,480,532	$6,278,597	$6,278,597	$259,043
Other Financing Sources	$5,239,014	$3,617,970	$5,336,288	$5,336,288	$5,336,288	$1,718,318
Subtotal	$10,636,586	$9,637,524	$17,816,820	$11,614,885	$11,614,885	$1,977,361
Fund Balance	$2,271,214	$492,978	$(5,968,000)	$670,898	$670,898	$177,920
General Fund Contributions	$0	—	—	—	—	—
Total Source of Funds	$12,907,800	$10,130,502	$11,848,820	$12,285,783	$12,285,783	$2,155,281

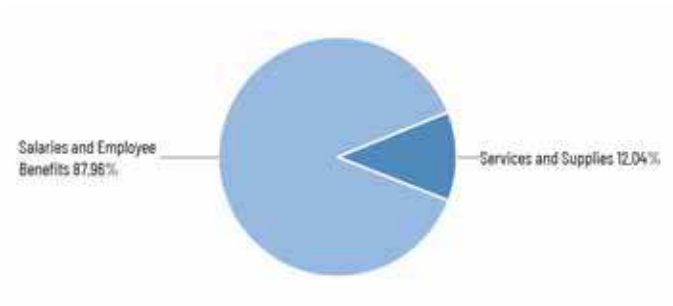
Unit Description

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 $12,285,783 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, $1,218,318 Children's Medical Services, and $6,813,411 for Public Health programs and services.

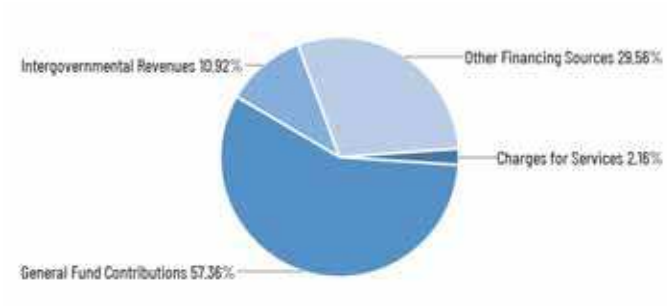
Health Dept.Administration

(Budget Unit 8438—Fund 001—Appropriation Unit HEA014)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$6,640,309	$7,642,441	$7,130,351	$8,118,785	$8,118,785	$476,344
Services and Supplies	$759,960	$1,859,781	$1,067,817	$1,111,167	$1,111,167	$(748,614)
Other Charges	$(6,268,878)	$(6,454,051)	$(5,964,045)	$(5,922,218)	$(5,922,218)	$531,833
Other Financing Uses	$117,000	$166,178	—	—	—	$(166,178)
Subtotal	$1,248,392	$3,214,349	$2,234,123	$3,307,734	$3,307,734	$93,385

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$87,521	$614,008	$264,174	$361,135	$361,135	$(252,873)
Charges for Services	$68,458	$91,606	$64,593	$71,392	$71,392	$(20,214)
Miscellaneous Revenues	$1,000	—	—	—	—	—
Other Financing Sources	$934,104	$1,075,967	$472,588	$977,740	$977,740	$(98,227)
Subtotal	$1,091,083	$1,781,581	$801,355	$1,410,267	$1,410,267	$(371,314)
General Fund Contributions	$157,308	$1,432,768	$1,432,768	$1,897,467	$1,897,467	$464,699
Total Source of Funds	$1,248,392	$3,214,349	$2,234,123	$3,307,734	$3,307,734	$93,385

Unit Description

Health Department Administration Bureau provides operating Bureaus/Divisions with infrastructure and support services. These services include; departmentwide administration, budget, and accounting oversight, human resources services, management information systems support, program evaluation and data analyses for health policy and program development and monitoring, management of public health accreditations processes, and facilities management.

Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
11A09	DIRECTOR HEALTH SERVICES	1.00
12C05	ASSISTANT DIRECTOR OF HEALTH SERVICES	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
14C48	PUBLIC HEALTH PROGRAM MANAGER II	1.00

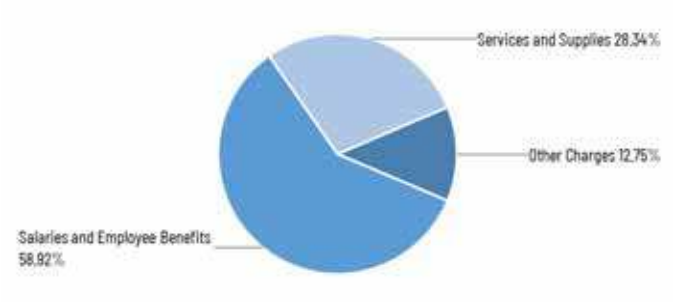
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
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	2.00
50J21	CHRONIC DISEASE PREVENTION COORDINATOR	3.00
50N11	PUBLIC HEALTH EPIDEMIOLOGIST II	1.00
50N22	SUPERVISING PUBLIC HEALTH EPIDEMIOLOGIST	1.00
52A97	CLINIC NURSE PRACTITIONER	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	54.50

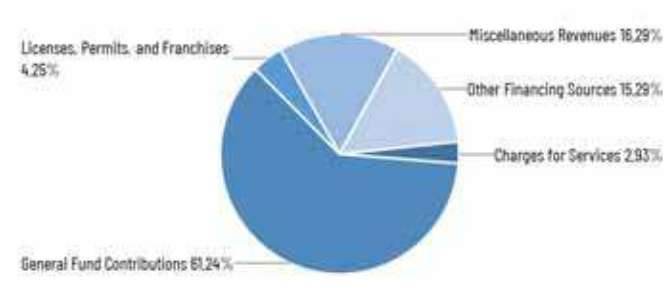
Animal Services

(Budget Unit 8442—Fund 001—Appropriation Unit HEA001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$1,532,822	$2,023,463	$1,786,286	$2,149,547	$2,149,547	$126,084
Services and Supplies	$721,126	$835,859	$848,222	$1,033,878	$1,033,878	$198,019
Other Charges	$248,422	$383,509	$383,509	$465,030	$465,030	$81,521
Subtotal	$2,502,371	$3,242,831	$3,018,017	$3,648,455	$3,648,455	$405,624

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Licenses, Permits, and Franchises	$114,254	$154,500	$138,900	$155,000	$155,000	$500
Charges for Services	$142,102	$117,000	$95,500	$107,000	$107,000	$(10,000)
Miscellaneous Revenues	$272,010	$533,853	$389,000	$594,349	$594,349	$60,496
Other Financing Sources	—	$557,698	$557,698	$557,698	$557,698	—
Subtotal	$528,365	$1,363,051	$1,181,098	$1,414,047	$1,414,047	$50,996
General Fund Contributions	$1,974,006	$1,879,780	$1,836,919	$2,234,408	$2,234,408	$354,628
Total Source of Funds	$2,502,371	$3,242,831	$3,018,017	$3,648,455	$3,648,455	$405,624

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.

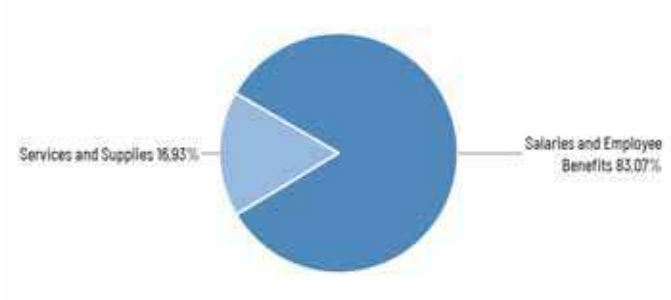
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
14H24	EDUCATOR 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 VETERINARY TECHNICIAN	1.00
50M80	VETERINARIAN	1.00
70B03	ANIMAL CARE TECHNICIAN II	6.00
70B04	SENIOR ANIMAL CARE TECHNICIAN	1.00
80E21	OFFICE ASSISTANT II	3.00
80E22	OFFICE ASSISTANT III	1.00
	Total	20.00

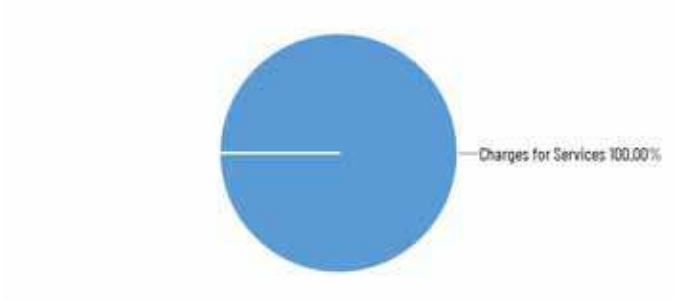
Bienestar Salinas

(Budget Unit 8446—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$180,051	$99,175	$112,753	$78,912	$78,912	$(20,263)
Services and Supplies	$13,402	$41,250	$12,454	$16,085	$16,085	$(25,165)
Subtotal	$193,452	$140,425	$125,207	$94,997	$94,997	$(45,428)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$8,500	—	—	—	—	—
Charges for Services	$43,503	$91,709	$12,132	$104,768	$104,768	$13,059
Subtotal	$52,003	$91,709	$12,132	$104,768	$104,768	$13,059
General Fund Contributions	$141,449	$48,716	$113,075	$(9,771)	$(9,771)	$(58,487)
Total Source of Funds	$193,452	$140,425	$125,207	$94,997	$94,997	$(45,428)

Unit Description

Bienestar Clinic offers primary care services in Salinas to serious mentally ill patients in partnership with the Behavioral Health Bureau.

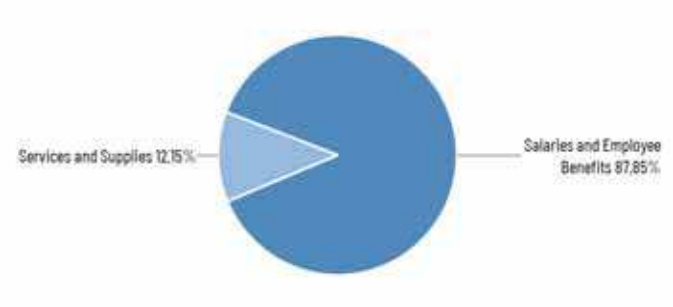
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
54C03	CLINIC PHYSICIAN ASSISTANT	1.00
	Total	1.00

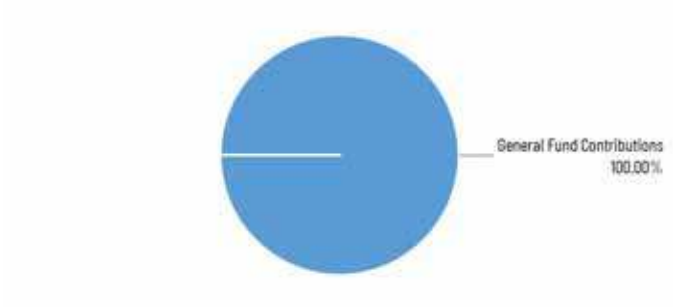
Marina Integrative Clinic

(Budget Unit 8447—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$52,926	$133,988	$54,909	$89,293	$89,293	$(44,695)
Services and Supplies	$19,752	$18,350	$14,203	$12,344	$12,344	$(6,006)
Subtotal	$72,678	$152,338	$69,112	$101,637	$101,637	$(50,701)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Charges for Services	$36,513	$90,370	$36,251	—	—	$(90,370)
Subtotal	$36,513	$90,370	$36,251	—	—	$(90,370)
General Fund Contributions	$36,165	$61,968	$32,861	$101,637	$101,637	$39,669
Total Source of Funds	$72,678	$152,338	$69,112	$101,637	$101,637	$(50,701)

Unit Description

Marina Integrated Care Clinic offers primary care services to serious mentally ill patients in partnership with the Behavioral Health Bureau.

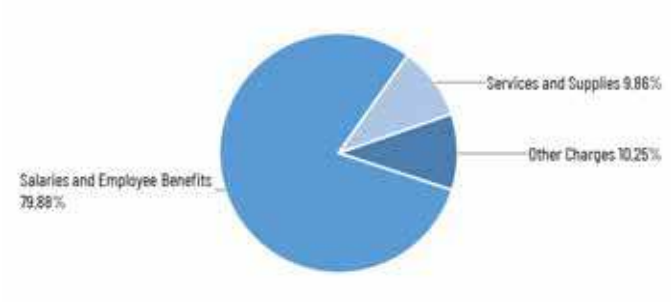
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
80L02	PATIENT SERVICES REPRESENTATIVE II	1.00
	Total	1.00

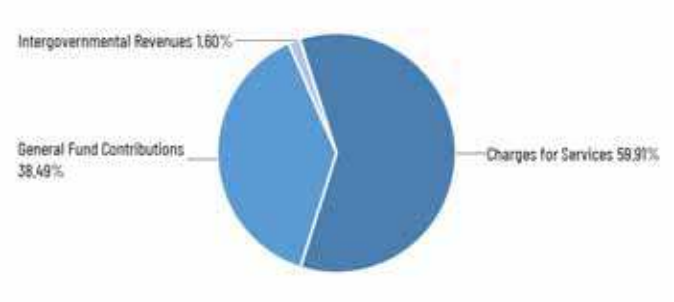
Laurel Vista

(Budget Unit 8448—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$906,720	$1,362,843	$922,182	$1,407,351	$1,407,351	$44,508
Services and Supplies	$221,247	$408,345	$191,140	$173,743	$173,743	$(234,602)
Other Charges	$1,835	$233,849	$243,172	$180,655	$180,655	$(53,194)
Subtotal	$1,129,802	$2,005,037	$1,356,494	$1,761,749	$1,761,749	$(243,288)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$18,887	$28,269	$24,501	$28,269	$28,269	—
Charges for Services	$962,822	$1,126,076	$732,208	$1,055,448	$1,055,448	$(70,628)
Subtotal	$981,710	$1,154,345	$756,709	$1,083,717	$1,083,717	$(70,628)
General Fund Contributions	$148,092	$850,692	$599,785	$678,032	$678,032	$(172,660)
Total Source of Funds	$1,129,802	$2,005,037	$1,356,494	$1,761,749	$1,761,749	$(243,288)

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.

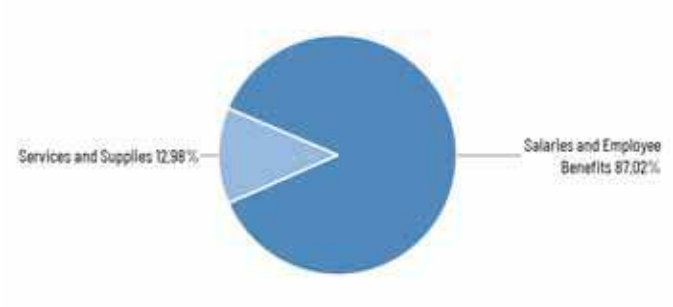
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
14N10	OUTPATIENT SERVICES MANAGER I	1.00
50U42	MEDICAL ASSISTANT	5.00
52A22	SENIOR CLINIC NURSE	1.00
54B12	CONTRACT PHYSICIAN	2.00
54C03	CLINIC PHYSICIAN ASSISTANT	1.00
	Total	10.00

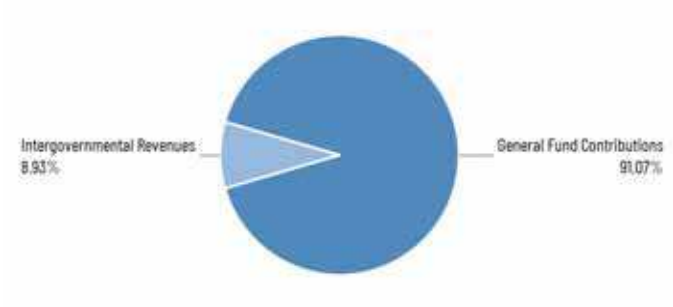
Clinic Services Quality Improvement

(Budget Unit 8449—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$727,541	$956,499	$733,250	$1,361,698	$1,361,698	$405,199
Services and Supplies	$181,616	$112,371	$176,086	$203,063	$203,063	$90,692
Subtotal	$909,157	$1,068,870	$909,336	$1,564,761	$1,564,761	$495,891

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	—	—	$78,256	$139,807	$139,807	$139,807
Subtotal	—	—	$78,256	$139,807	$139,807	$139,807
General Fund Contributions	$909,157	$1,068,870	$831,080	$1,424,954	$1,424,954	$356,084
Total Source of Funds	$909,157	$1,068,870	$909,336	$1,564,761	$1,564,761	$495,891

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.

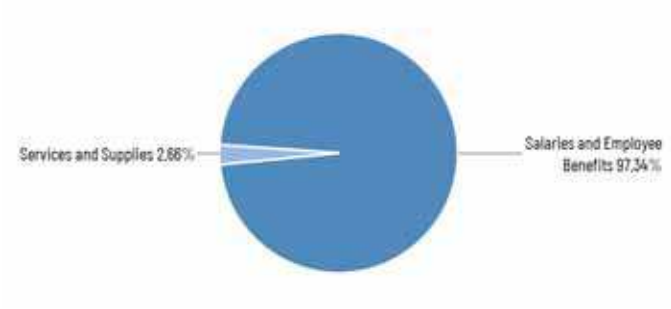
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
14C31	MANAGEMENT ANALYST III	1.00
14G02	MANAGEMENT ANALYST I	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	1.00
50U42	MEDICAL ASSISTANT	3.00
52A22	SENIOR CLINIC NURSE	1.00
54B13	CLINIC SERVICES MEDICAL DIRECTOR	1.00
	Total	8.00

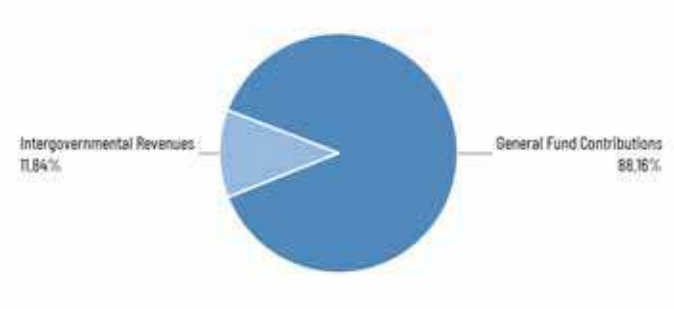
Customer Service Center

(Budget Unit 8450—Fund 001—Appropriation Unit HEA007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$1,067,627	$1,317,239	$1,128,498	$1,476,133	$1,476,133	$158,894
Services and Supplies	$26,487	$24,120	$31,399	$40,279	$40,279	$16,159
Subtotal	$1,094,114	$1,341,359	$1,159,897	$1,516,412	$1,516,412	$175,053

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	—	—	—	$179,619	$179,619	$179,619
Subtotal	—	—	—	$179,619	$179,619	$179,619
General Fund Contributions	$1,094,114	$1,341,359	$1,159,897	$1,336,793	$1,336,793	$(4,566)
Total Source of Funds	$1,094,114	$1,341,359	$1,159,897	$1,516,412	$1,516,412	$175,053

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.

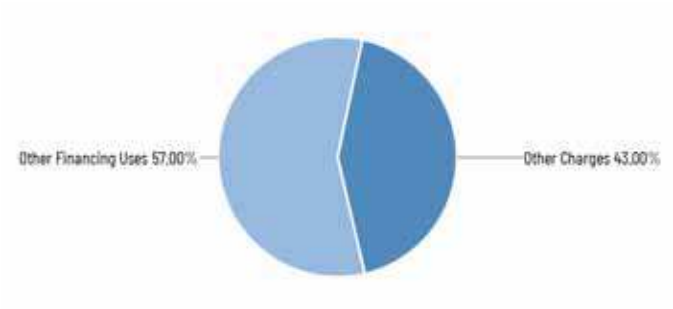
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
80K20	CLINIC OFFICE SUPERVISOR	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	15.00
	Total	16.00

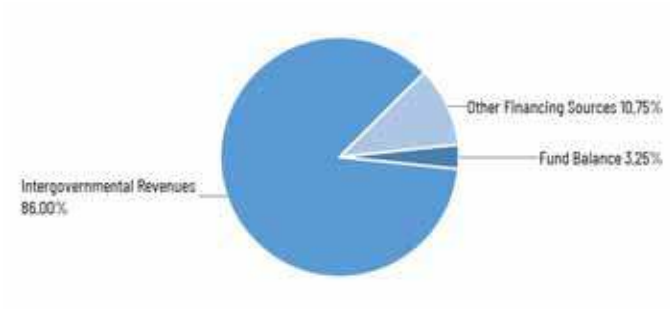
Whole Person Care

(Budget Unit 8473—Fund 023—Appropriation Unit HEA017)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Charges	$4,653,577	$6,931,390	$2,911,166	$6,942,169	$6,942,169	$10,779
Other Financing Uses	$1,901,487	$13,862,780	$3,283,993	$9,202,711	$9,202,711	$(4,660,069)
Subtotal	$6,555,064	$20,794,170	$6,195,159	$16,144,880	$16,144,880	$(4,649,290)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$9,307,154	$13,862,780	$6,646,497	$13,884,338	$13,884,338	$21,558
Other Financing Sources	$584,919	$6,931,390	$526,427	$1,735,542	$1,735,542	$(5,195,848)
Subtotal	$9,892,073	$20,794,170	$7,172,924	$15,619,880	$15,619,880	$(5,174,290)
Fund Balance	$(3,337,009)	—	$(977,765)	$525,000	$525,000	$525,000
General Fund Contributions	$(0)	—	—	—	—	—
Total Source of Funds	$6,555,064	$20,794,170	$6,195,159	$16,144,880	$16,144,880	$(4,649,290)

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.

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

HEALTH AND HUMAN SERVICES

Improve health and quality of life through promoting access to equitable opportunities for healthy choices and healthy environments in collaboration with communities through a strong network to support Medi-Cal, CalFresh and CalWORKs outreach, CalWORKs Employment, Child Welfare, Adult Protective Services, Behavioral Health, and Community organizations.

ECONOMIC DEVELOPMENT INITIATIVE

Strengthen economic development through the CalWORKs wage subsidy program that assists families in accessing long-term employment by underwriting wages while job skills are developed, delivering CalFresh nutrition assistance, allowing families to spend approximately $68 million in federal funds at local groceries stores and restaurants, and determining eligibility for Medi-Cal benefits which are critical for sustaining the County's health care delivery system.

MONTEREY COUNTY
MCDSS
DEPARTMENT OF SOCIAL SERVICES
WORKING TOGETHER FOR OUR COMMUNITY

FOOD ASSISTANCE

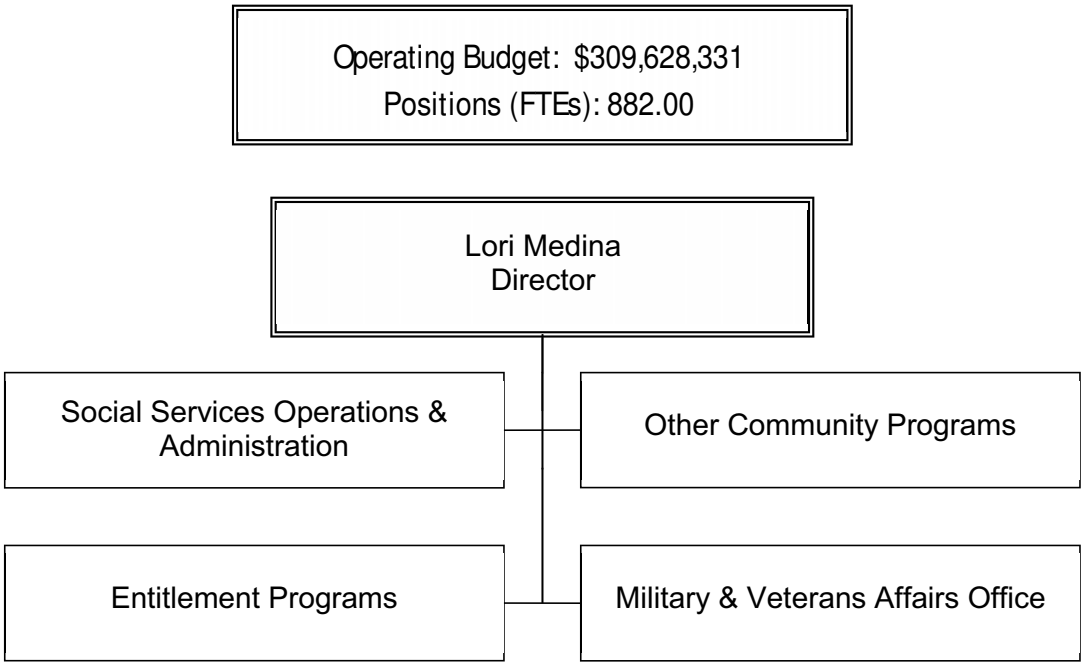
ELDER CARE

SAFETY NET SERVICES

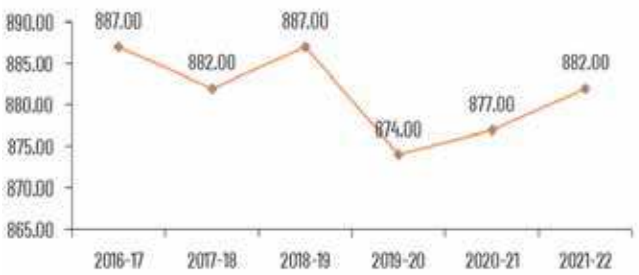
HEALTH INSURANCE

WELFARE TO WORK

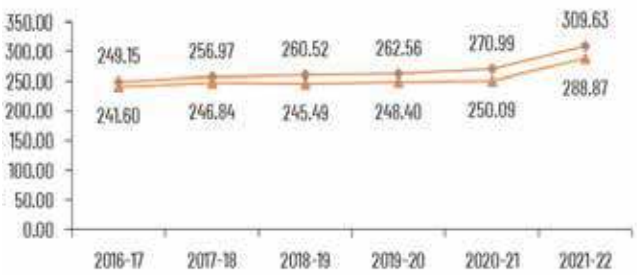
CHILD WELFARE



Staffing Trends



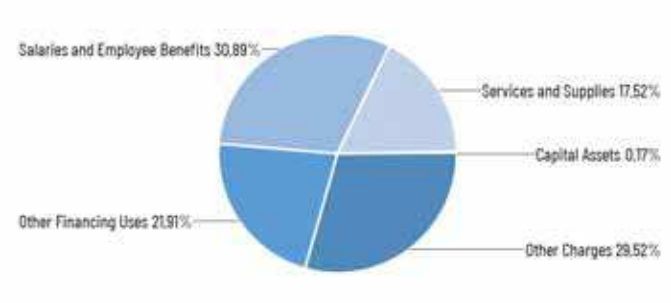
Expenditure/Revenue History (in millions)



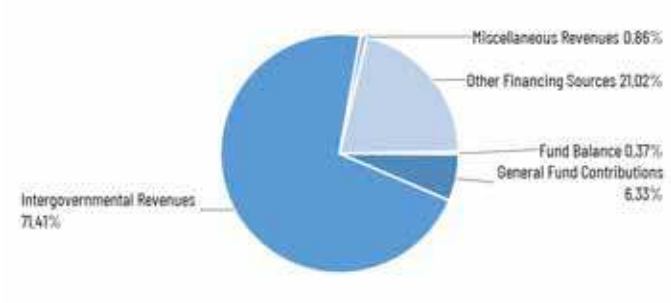
The following effectiveness measures demonstrate the Department's efforts and performance in improving the social and economic security of county residents and assisting veterans and their families.

Key Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Mid-Year
Total county residents aided.	237,061	234,476	231,188
Percent of Community Benefits applications processed timely. Target = 100%	95.5%	90.3%	88.2%
Rate of work participation for all CalWORKs (not including WINS). Target = 50%	61.3%	60.2%	61.5%
Average monthly number of IHSS recipients.	4,999	5,147	5,321
Number of adult protective services referrals	1,867	2,016	1,473
Number of child maltreatment allegations referred.	4,877	4,571	4,119
Children in care per 1,000 children in population.	2.7	2.6	N/A
Percent of children with no recurrence of maltreatment within 6 months. Target = 100%	91.4%	96.3%	N/A
Number of Veterans served in the office.	4,762	5,990	3,248

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$82,830,238	$93,371,864	$87,242,971	$95,630,796	$95,630,796	$2,258,932
Services and Supplies	$30,327,510	$33,271,733	$35,250,182	$54,243,386	$54,243,386	$20,971,653
Other Charges	$85,008,218	$86,444,758	$81,592,169	$91,387,314	$91,387,314	$4,942,556
Capital Assets	—	$665,000	$261,867	$525,000	$525,000	$(140,000)
Other Financing Uses	$64,395,655	$69,010,028	$66,643,580	$67,841,835	$67,841,835	$(1,168,193)
Subtotal	$262,561,621	$282,763,383	$270,990,769	$309,628,331	$309,628,331	$26,864,948

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$(2,101)	$250	$1,809	$500	$500	$250
Intergovernmental Revenues	$179,247,503	$196,749,199	$184,956,828	$221,011,988	$221,011,988	$24,262,789
Charges for Services	$187,545	$196,050	$195,240	$130,000	$130,000	$(66,050)
Miscellaneous Revenues	$1,365,973	$3,032,737	$1,886,268	$2,655,191	$2,655,191	$(377,546)
Other Financing Sources	$67,598,284	$66,042,572	$63,049,611	$65,070,581	$65,070,581	$(971,991)
Subtotal	$248,397,204	$266,020,808	$250,089,756	$288,868,260	$288,868,260	$22,847,452
Fund Balance	$(1,062,951)	$1,510	$(597,691)	$1,156,392	$1,156,392	$1,154,882
General Fund Contributions	$15,227,367	$16,741,065	$21,498,704	$19,603,679	$19,603,679	$2,862,614
Total Source of Funds	$262,561,621	$282,763,383	$270,990,769	$309,628,331	$309,628,331	$26,864,948

Summary of Recommendation

Recommended Budget for the Department of Social Services (DSS) totals $309.6 million in appropriations, financed by $288.9 million in program revenues, $1.2 million of fund balance from prior years and $19.0 million in General Fund Contributions (GFC) and $583,208 in general fund assignment use ($538,645 for Military & Veterans Services and $44,563 for Community Programs). This represents increased appropriations of $26.9 million, increased estimated revenues of $22.8 million, and an increase of General Fund Contributions of $2.9 million from the FY 2020-21 Adopted Budget. Significant increased costs include a $18.8 million for Rental Assistance and Rapid Rehousing, $1.7 million in CalWORKs aid payments, $7.0 million in the County Wide Cost Allocation Plan (COWCAP) costs, $1.7 million employee health insurance and CalPERS, and $0.9 million in non-recoverable General Liability. These increases are partially offset by decreased obligations in Out of Home Care and realignment for foster care aid payments. The Recommended Budget adds five new positions: three social workers for Aging & Adult Services and two positions (Finance Manager III and a Management Analyst II) for Administrative Finance and eliminates two unfilled Employment Training Workers. The Recommended Budget includes 882 full-time positions.

Budget Impacts

The Department has no pending augmentation requests and is able to fund the baseline needs.

Prior Year Accomplishments

The Area Agency on Aging partnered with Central Coast Center for Independent Living on the Aging and Disability Resource Connection (ADRC) program to provide services to older adults and individuals with disabilities.

The Area Agency on Aging partnered with Alliance on Aging to develop and implement a Dignity at Home Fall Prevention Program built on three components, Fall Prevention classes, Home Inspections and Home Modification, however, due to the Covid-19 restrictions, this program was not implemented.

In-home Supportive Services (IHSS) achieved a 98% Electronic Time Sheet enrollment/participation rate with IHSS providers, and a 96% with IHSS recipients.

The CalFresh Employment and Training (CFET) program will continue to expand services for employment testing, education, tutoring services, outreach through collaboration with local Community Colleges and training facilities. During the Pandemic, the Department increased the use of technology and platforms like Zoom to reach and stay connected to customers.

The Home Visiting Program continues to expand the number of CalWORKs customers in the program that helps parents learn how to identify and help their young children achieve critical developmental milestones using the Parents as Teachers model.

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 94%.

Community Benefits continues to adjust staffing and monitor call volume to provide a reasonable call answer timeframe based on overall staffing and workload.

Family & Children Services implemented improvements to the Child and Family Teams (CFT) process so that 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.

A robust recruitment and retention campaign was developed and are in the beginning stages of implementation. This plan incorporates using geographic information for recruitment/retention of resource families whose skill set matches the needs of the child and youth.

With the foresight of this goal and support from the Monterey County Board of Supervisors, Military & Veterans Affairs was well prepared for the shift in operations to virtual with new mobile computer equipment to respond in response to the COVID-19 pandemic by providing top-notch virtual experiences to veterans and their families. Additionally, the website was upgraded to provide a virtual resource to veterans and their families.

Letters of support from been received from the Monterey County Board of Supervisors regarding the support and future development to establish a Military and Veterans “Center of Excellence“ currently be pursued by the Veterans Transition Center. The Center of Excellence would house multiple government and non-profit veteran serving organization for the wellbeing of all Monterey County veterans and their families.

The new County permanent regional emergency homeless shelter has been a successful joint project with Social Services, Public Works, Facilities and Parks, Housing and Community Development, and the City of Salinas. Construction of the permanent regional emergency homeless shelter was completed in March 2021 and final furnishings installed in April 2021. A community engagement process was conducted to name the shelter, now known as the Salinas Housing Advancement, Resource, and Education (SHARE) Center. Through an RFP process led by the City of Salinas and jointly endorsed by both the City of Salinas and County of Monterey Board of Supervisors, Bay Area Community Services was selected as the operator. The SHARE Center is scheduled to become operational in May 2021.

The Department of Social Services has been an active partner with the Leadership Council and the Coalition of Homeless Services Providers (CHSP) in developing strategies to address homelessness. Efforts have included, continuing to work with CHSP to assure appropriate funding for organizational operations, management of the Homeless Management Information and Coordinated Entry Systems, partnering to support the development of a new 10-Year Plan to Address Homelessness, supporting the expansion of homeless youth housing vouchers, and partnering with CHSP to pursue a Youth Homeless Demonstration Project in Monterey and San Benito counties. It is expected that the Federal grant competition will be released in the Spring or Summer of 2021.

Due to the risk of COVID-19 exposure during a peak rate period of the COVID-19 pandemic, the Leadership Council delayed the Homeless Point-in Time Census until FY 21-22.

Budget Year Goals

The Area Aging on Aging and Central Coast Center for Independent Living will continue to 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.

Create a seamless and welcoming service delivery model to meet the needs of CalWORKs (CWES) families with children, elders, and individuals with disabilities that maximizes CWES and Aging & Adult Services resources.

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 in the Community Benefits Branch through the delivery of timely and accurate benefits in all programs. Community Benefits will continue to expand efforts in Outreach which will expand customer knowledge on different pathways to access benefits, including pathways to communicate with staff remotely.

Community Benefits will continue its commitment to minimize customer wait times for enhanced customer service at the Call Center by adjusting staffing as needed to answer all calls within 7 minutes. Community Benefits will continue to expand new technology including Webchat features so customers have quick and responsive access.

Fully implement a second shift in Intake for Family & Children Services (FCS) to respond to our community needs from 3pm to midnight. To continually prevent an emergency response back log and develop consistent standards of practice using the core practice model foundational behaviors.

Identify FCS short/long term goals and objectives through strategic planning sessions.

Develop unit program directives and procedures so standards of practice are clear, concise, and understood by all FCS staff.

Increase the number of veterans utilizing VA benefits in the county.

Establish a fully functional pharmacy at the Major General William H. Gourley VA-DoD Outpatient Clinic.

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 will be entering labor negotiations for a successor MOU for the provision of IHSS services. Any increase in provider wages and/or benefits will add to the County's Maintenance of Effort Requirements in IHSS, with the County bearing approximately 50% of increased cost.

Policy Considerations

The Department is working with partners to estimate the need, financial impact not to exceed one million and potential funding sources to expand the reach of the Rental Assistance Program to currently ineligible populations such as renters without US residency status and renters without formal rental agreements. To address the safety of people experiencing homelessness through the COVID-19 Pandemic, Project Roomkey and expanded homeless outreach programs were set up. The Department anticipates that the emergency declaration will phase out in July 2021 and ongoing funding for Project Roomkey is not included in the FY 2021-22 Recommended Budget. Currently, eligible costs are covered 100% by the Federal Emergency Management Agency. The Department will work with the Housing and Community Development Department, the Leadership Council, the Coalition of Homeless Services Providers, the City of Salinas and other partners to explore the possibility of continuing these non-congregate shelter resources and to estimate financial impacts and funding potential. The Department will return to the Board for an increase in appropriations, if necessary.

Additionally, the Department sponsors and manages the Alternative Housing Sites to allow COVID-19 positive individuals residing in congregate living situations to safely shelter in place. The Department also anticipates that this program will be phasing out in FY 2021-22. Currently, eligible costs are covered 100% by the Federal Emergency Management Agency. The Department will work with the Emergency Operations Center and the Health Department to assess ongoing need and return for an increase in appropriations for staffing costs, if necessary.

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
CalWORKS/TANF (SOC001)	29,201,147	27,994,052	27,236,554	29,717,355	29,717,355	1,723,303	001	8252
General Assistance (SOC002)	1,195,033	1,219,757	1,260,349	1,170,703	1,170,703	(49,054)	001	8253
IHSS Wages/ Benefits (SOC001)	18,446,485	19,534,855	18,889,043	19,722,319	19,722,319	187,464	001	8254
Out of Home Care (SOC001)	29,980,757	31,715,591	28,862,799	28,143,963	28,143,963	(3,571,628)	001	8255
Community Action Partnership (SOC007)	526,502	590,760	978,933	984,480	984,480	393,720	008	8257
Community Programs (SOC004)	3,179,519	2,697,019	2,697,019	21,522,265	21,522,265	18,825,246	001	8258
IHSS Public Authority (SOC008)	752,203	956,836	951,477	969,740	969,740	12,904	005	8259
Military & Veterans Services (SOC003)	1,673,798	2,112,705	1,852,990	2,183,687	2,183,687	70,982	001	8260
Social Services (SOC005)	111,008,759	124,439,562	118,028,905	134,590,977	134,590,977	10,151,415	001	8262

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Area Agency on Aging (SOC010)	2,623,013	3,079,501	4,177,506	2,862,588	2,862,588	(216,913)	001	8268
Social Services Realignment (SOC012)	45,467,054	47,295,980	46,174,280	46,150,715	46,150,715	(1,145,265)	025	8425
Protective Services (SOC011)	18,271,235	21,077,860	19,832,009	21,609,539	21,609,539	531,679	022	8464
Office for Employment Training (SOC013)	236,116	48,905	48,905	0	0	(48,905)	001	8498
Subtotal	262,561,621	282,763,383	270,990,769	309,628,331	309,628,331	26,864,948		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
CalWORKS/TANF	$29,201,147	$27,994,052	$27,236,554	$29,717,355	29,717,355	$1,723,303
General Assistance	$1,195,033	$1,219,757	$1,260,349	$1,170,703	1,170,703	$(49,054)
IHSS Wages/Benefits	$18,446,485	$19,534,855	$18,889,043	$19,722,319	19,722,319	$187,464
Out of Home Care	$29,980,757	$31,715,591	$28,862,799	$28,143,963	28,143,963	$(3,571,628)
Community Action Partnership	$526,502	$590,760	$978,933	$984,480	984,480	$393,720
Community Programs	$3,179,519	$2,697,019	$2,697,019	$21,522,265	21,522,265	$18,825,246
IHSS Public Authority	$752,203	$956,836	$951,477	$969,740	969,740	$12,904
Military & Veterans Services	$1,673,798	$2,112,705	$1,852,990	$2,183,687	2,183,687	$70,982
Social Services	$111,008,759	$124,439,562	$118,028,905	$134,590,977	134,590,977	$10,151,415
Area Agency on Aging	$2,623,013	$3,079,501	$4,177,506	$2,862,588	2,862,588	$(216,913)
Social Services Realignment	$45,467,054	$47,295,980	$46,174,280	$46,150,715	46,150,715	$(1,145,265)
Protective Services	$18,271,235	$21,077,860	$19,832,009	$21,609,539	21,609,539	$531,679
Office for Employment Training	$236,116	$48,905	$48,905	—	—	$(48,905)
Subtotal	$262,561,621	$282,763,383	$270,990,769	$309,628,331	309,628,331	$26,864,948

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
11A12	DIRECTOR OF SOCIAL SERVICES	1.00	1.00	1.00	0.00
12C13	ASSISTANT DIRECTOR SOCIAL SERVICES	0.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	3.00	3.00	4.00	1.00
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	18.00	17.00	18.00	1.00
14C31	MANAGEMENT ANALYST III	14.00	15.00	15.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	8.00	8.00	8.00	0.00
14C72	ADMINISTRATIVE SERVICES MANAGER	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	0.00	0.00	1.00	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	3.00	3.00	4.00	1.00
14H70	STAFF TRAINER II	12.00	12.00	12.00	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
14N05	ADMINISTRATIVE OPERATIONS MANAGER	1.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	3.00	5.00	5.00	0.00
16C88	BUSINESS TECHNOLOGY ANLYST III	1.00	1.00	1.00	0.00
16C93	BUSINESS TECHNOLOGY ANLYST 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
20B94	FINANCE MANAGER III	0.00	0.00	1.00	1.00
25E21	ELIGIBILITY SPECIALIST II	164.00	164.00	168.00	4.00
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	3.00	3.00	3.00	0.00
60C22	SOCIAL WORKER III	31.00	32.00	40.00	8.00
60C24	SOCIAL WORKER V	86.00	86.00	81.00	(5.00)
60C80	SOCIAL WORK SUPERVISOR I	8.00	8.00	8.00	0.00
60C81	SOCIAL WORK SUPERVISOR II	17.00	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	66.00	66.00	0.00
60H11	EMPLOYMENT & TRAINING WORKER II	2.00	2.00	2.00	0.00
60H21	EMPLOYMENT & TRAINING WORKER III	35.00	35.00	33.00	(2.00)
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	4.00	4.00	0.00
60I02	PROGRAM MANAGER II	13.00	13.00	14.00	1.00
60U11	MILITARY & VETERANS REPRESENTATIVE II	2.00	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	12.00	13.00	13.00	0.00
80A32	SENIOR SECRETARY	6.00	6.00	6.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	86.00	86.00	82.00	(4.00)
80E22	OFFICE ASSISTANT III	36.00	36.00	36.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	16.00	14.00	13.00	(1.00)
80E81	SUPERVISING OFFICE ASSISTANT I	17.00	17.00	17.00	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
80E82	SUPERVISING OFFICE ASSISTANT II	1.00	1.00	2.00	1.00
80E98	PRINCIPAL CLERK-CONFIDENTIAL	3.00	3.00	2.00	(1.00)
80J20	ACCOUNTING CLERICAL SUPERVISOR	2.00	2.00	1.00	(1.00)
80J22	SENIOR ACCOUNT CLERK	2.00	2.00	2.00	0.00
80J30	ACCOUNTING TECHNICIAN	3.00	3.00	3.00	0.00
	Total	874.00	877.00	882.00	5.00

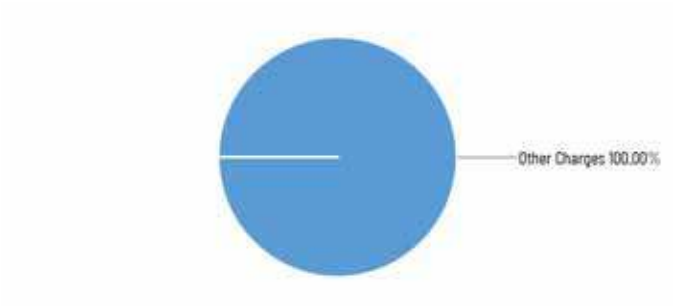
Augmentation Request

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
5010	5010-8258-001-AUG1	Whole Person Care Match	Status Quo Other	286,394	-	286,394	-
5010	5010-8258-001-AUG7	Seaside Homeless Shelter	Status Quo Other	100,000	-	100,000	-
5010	5010-8262-001-AUG2	IRA Social Worker V	Request New Position	-	1.00	-	1.00
5010	5010-8262-001-AUG3	Adult Protective Social Worker V	Request New Position	-	1.00	-	1.00
5010	5010-8262-001-AUG4	Finance Manager III	Request New Position	-	1.00	-	1.00
5010	5010-8262-001-AUG5	Management Analyst II	Request New Position	-	1.00	-	1.00
5010	5010-8262-001-AUG6	IHSS Social Worker III	Request New Position	-	1.00	-	1.00
5010	5010-8425-025-AUG10	5010-8262-001-AUG4/91 Realignment Offset	Non-General Fund - Fund Balance	-	-	-	-
5010	5010-8425-025-AUG11	5010-8262-001-AUG3/91 Realignment Offset	Non-General Fund - Fund Balance	-	-	-	-
5010	5010-8425-025-AUG12	5010-8262-001-AUG5/91 Realignment Offset	Non-General Fund - Fund Balance	-	-	-	-
5010	5010-8425-025-AUG13	5010-8262-001-AUG6/91 Realignment Offset	Non-General Fund - Fund Balance	-	-	-	-
5010	5010-8425-025-AUG9	5010-8262-001-AUG2/91 Realignment Offset	Non-General Fund - Fund Balance	-	-	-	-
			Grand Total:	386,394	5.00	386,394	5.00

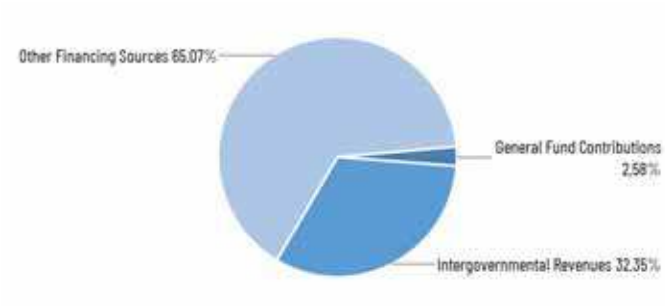
CalWORKS/TANF

(Budget Unit 8252—Fund 001—Appropriation Unit SOC001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Charges	$29,201,147	$27,994,052	$27,236,554	$29,717,355	$29,717,355	$1,723,303
Subtotal	$29,201,147	$27,994,052	$27,236,554	$29,717,355	$29,717,355	$1,723,303

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$11,863,052	$8,406,313	$7,826,992	$9,613,309	$9,613,309	$1,206,996
Other Financing Sources	$17,125,531	$19,338,305	$18,700,179	$19,338,305	$19,338,305	—
Subtotal	$28,988,584	$27,744,618	$26,527,171	$28,951,614	$28,951,614	$1,206,996
General Fund Contributions	$212,563	$249,434	$709,383	$765,741	$765,741	$516,307
Total Source of Funds	$29,201,147	$27,994,052	$27,236,554	$29,717,355	$29,717,355	$1,723,303

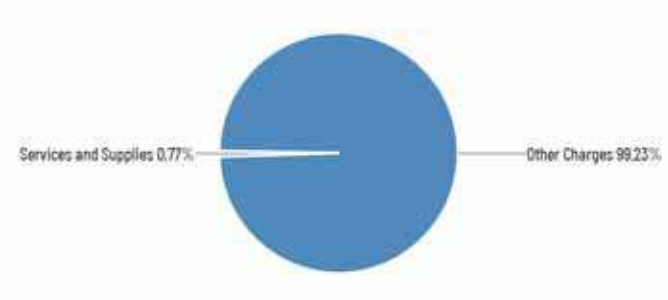
Unit Description

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.

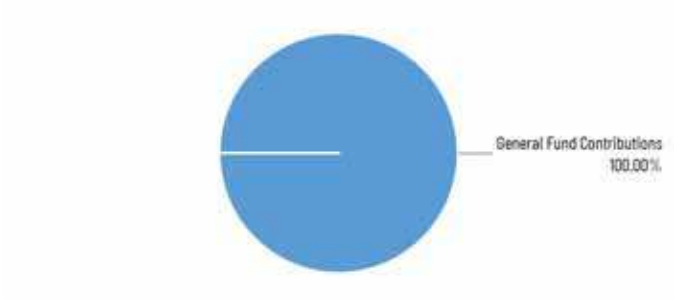
General Assistance

(Budget Unit 8253—Fund 001—Appropriation Unit SOC002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$5,855	$9,000	$9,000	$9,000	$9,000	—
Other Charges	$1,189,178	$1,210,757	$1,251,349	$1,161,703	$1,161,703	$(49,054)
Subtotal	$1,195,033	$1,219,757	$1,260,349	$1,170,703	$1,170,703	$(49,054)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
General Fund Contributions	$1,195,033	$1,219,757	$1,260,349	$1,170,703	$1,170,703	$(49,054)
Total Source of Funds	$1,195,033	$1,219,757	$1,260,349	$1,170,703	$1,170,703	$(49,054)

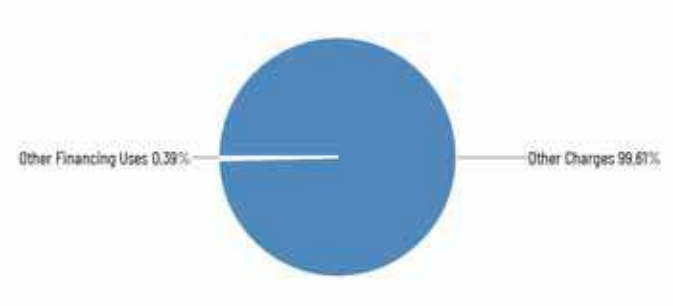
Unit Description

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.

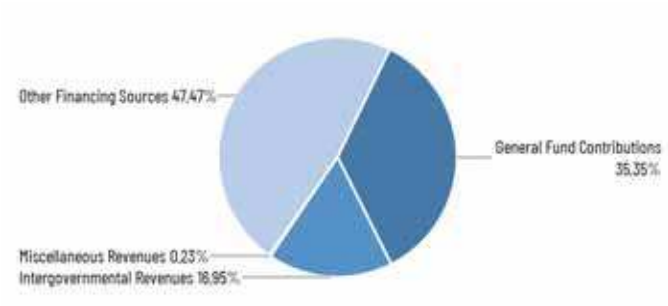
IHSS Wages/Benefits

(Budget Unit 8254—Fund 001—Appropriation Unit SOC001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Charges	$18,376,916	$19,350,663	$18,704,851	$19,645,092	$19,645,092	$294,429
Other Financing Uses	$69,569	$184,192	$184,192	$77,227	$77,227	$(106,965)
Subtotal	$18,446,485	$19,534,855	$18,889,043	$19,722,319	$19,722,319	$187,464

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$3,354,920	$2,976,916	$2,490,402	$3,343,218	$3,343,218	$366,302
Miscellaneous Revenues	—	$39,602	$39,602	$45,000	$45,000	$5,398
Other Financing Sources	$8,245,418	$9,367,408	$9,367,408	$9,362,875	$9,362,875	$(4,533)
Subtotal	$11,600,338	$12,383,926	$11,897,412	$12,751,093	$12,751,093	$367,167
General Fund Contributions	$6,846,147	$7,150,929	$6,991,631	$6,971,226	$6,971,226	$(179,703)
Total Source of Funds	$18,446,485	$19,534,855	$18,889,043	$19,722,319	$19,722,319	$187,464

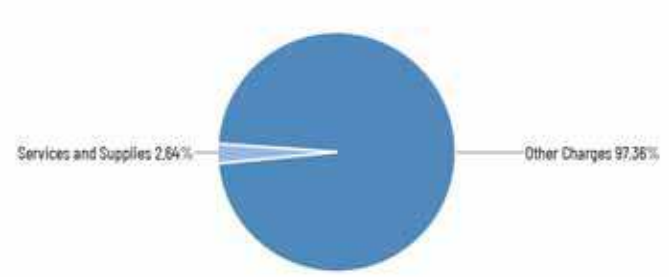
Unit Description

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.

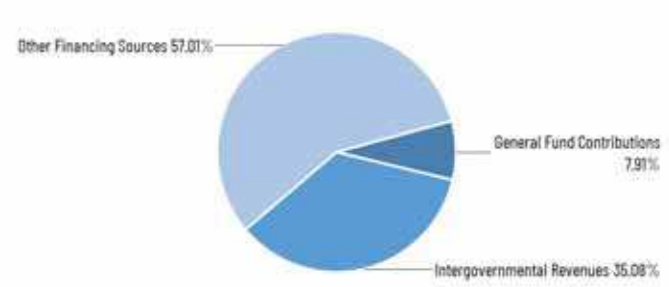
Out of Home Care

(Budget Unit 8255—Fund 001—Appropriation Unit SOC001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$369,647	$661,036	$761,345	$744,065	$744,065	$83,029
Other Charges	$29,611,110	$31,054,555	$28,101,454	$27,399,898	$27,399,898	$(3,654,657)
Subtotal	$29,980,757	$31,715,591	$28,862,799	$28,143,963	$28,143,963	$(3,571,628)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$10,147,739	$11,648,434	$10,341,876	$9,871,691	$9,871,691	$(1,776,743)
Miscellaneous Revenues	—	$580,000	$300,000	—	—	$(580,000)
Other Financing Sources	$17,534,135	$16,685,614	$15,720,032	$16,045,305	$16,045,305	$(640,309)
Subtotal	$27,681,874	$28,914,048	$26,361,908	$25,916,996	$25,916,996	$(2,997,052)
General Fund Contributions	$2,298,883	$2,801,543	$2,500,891	$2,226,967	$2,226,967	$(574,576)
Total Source of Funds	$29,980,757	$31,715,591	$28,862,799	$28,143,963	$28,143,963	$(3,571,628)

Unit Description

Appropriations in the Out of Home Care budget provide for living expenses of children who are placed out of home as a result of parental unwillingness or inability to provide care. This support includes payments for emergency placements, foster care, wraparound, assistance to adoptive families, and assistance for emancipated youth transitioning to independence and adulthood. These programs receive a statutory cost of living adjustment on July 1st of each year based on the California Necessities Index (CNI). Out of Home Care programs include:

1) Aid to Families with Dependent Children Foster Care (AFDC-FC) provides the cost of foster care for children under the jurisdiction of the juvenile court. Foster care aid payments are made on behalf of children placed in resource homes (formerly referred to as foster homes, relative or non-related extended family homes) or institutions by social workers as well as by probation officers.

2) The Adoption Assistance Program (AAP) supports the cost of care for families adopting children with special needs.

3) County Court Dependent Children provides the cost of foster care for children placed by court order that are not eligible under the AFDC-FC program.

4) Emergency Placements provide for the cost of care for children placed in emergency short-term foster homes while court jurisdiction is established.

5) The Wraparound Program funds comprehensive supportive social services to assist foster children with serious emotional challenges to live safely with families within the community in lieu of high cost residential treatment.

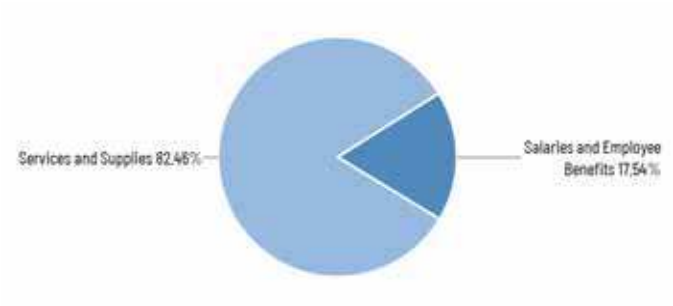
6) The Transitional Housing Placement Program (THPP) helps participants ages 16 through 20 to transition to adulthood successfully by providing a safe environment for youth to thrive and reach their potential. Within THPP, participating youth practice the skills learned in the Independent Living Program (ILP). Participants may live alone, with departmental approval, or with roommates in apartments and single-family dwellings with regular support and supervision provided by THPP agency staff, ILP Coordinators, and County Social Workers/Probation Officers

7) THP-Plus is a transitional housing placement opportunity for former foster youth, aged 18-24, who exited the foster care child welfare system after age eighteen with the goal to achieve self-sufficiency.

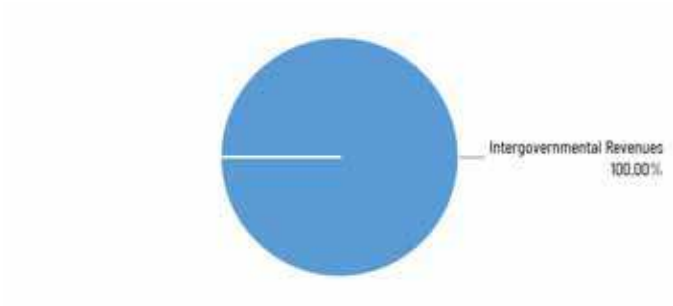
Community Action Partnership

(Budget Unit 8257—Fund 008—Appropriation Unit SOC007)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$148,224	$175,751	$177,342	$177,225	$177,225	$1,474
Services and Supplies	$422,423	$433,988	$820,128	$832,999	$832,999	$399,011
Other Charges	$(44,145)	$(18,979)	$(18,537)	$(25,744)	$(25,744)	$(6,765)
Subtotal	$526,502	$590,760	$978,933	$984,480	$984,480	$393,720

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$546	$250	$500	$500	$500	$250
Intergovernmental Revenues	$604,295	$588,500	$977,330	$983,026	$983,026	$394,526
Other Financing Sources	$733	$1,103	$1,103	$954	$954	$(149)
Subtotal	$605,574	$589,853	$978,933	$984,480	$984,480	$394,627
Fund Balance	$(79,072)	$907	—	—	—	$(907)
Total Source of Funds	$526,502	$590,760	$978,933	$984,480	$984,480	$393,720

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.

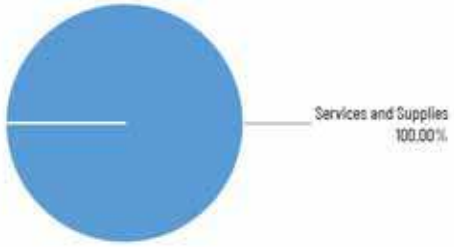
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
60X01	COMMUNITY AFFILIATION MANAGER	1.00
	Total	1.00

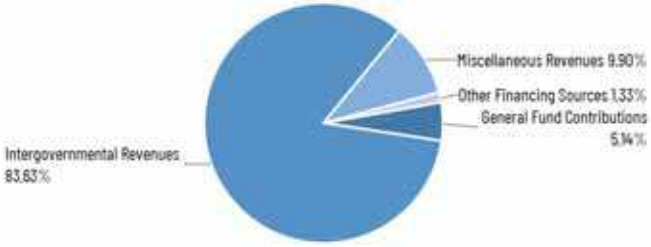
Community Programs

(Budget Unit 8258—Fund 001—Appropriation Unit SOC004)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Services and Supplies	$2,591,722	$2,245,023	$2,243,920	$21,517,911	$21,517,911	$19,272,888
Other Financing Uses	$587,797	$451,996	$453,099	$4,354	$4,354	$(447,642)
Subtotal	$3,179,519	$2,697,019	$2,697,019	$21,522,265	$21,522,265	$18,825,246

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$578,077	—	—	$18,000,000	$18,000,000	$18,000,000
Miscellaneous Revenues	$124,390	$800,180	$795,665	$2,129,634	$2,129,634	$1,329,454
Other Financing Sources	$595,726	$617,462	$621,977	$286,394	$286,394	$(331,068)
Subtotal	$1,298,192	$1,417,642	$1,417,642	$20,416,028	$20,416,028	$18,998,386
General Fund Contributions	$1,881,326	$1,279,377	$1,279,377	$1,106,237	$1,106,237	$(173,140)
Total Source of Funds	$3,179,519	$2,697,019	$2,697,019	$21,522,265	$21,522,265	$18,825,246

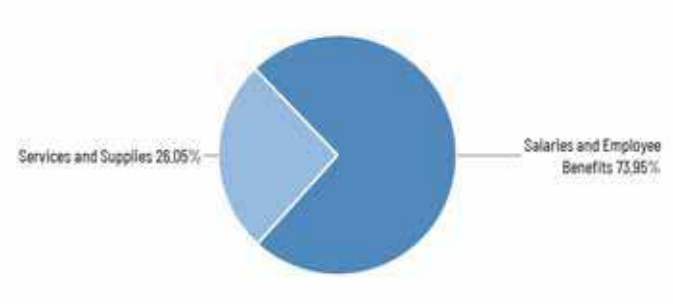
Unit Description

This unit primarily consists of facility costs for shelters and contracts with private non-profit community-based organizations for the provision of housing support, shelter, case management and counseling. The community served includes individuals and families experiencing housing instability and homelessness, as well as victims of domestic violence. Funded programs include Rental Assistance and Rapid Re-Housing, facility operation and program funds to support the Salinas Housing Advancement, Resource and Education (SHARE) Center (the County's permanent regional emergency homeless navigation center), operational support for the domestic violence Women's Shelter, the Seaside Homeless Shelter for women and families, and the Safe Parking Program. It also includes funding for Whole Person Care Services to individuals experiencing homelessness and for the Coalition of Homeless Services Providers to operate the local HUD Continuum of Care. This unit also funds an operating transfer from Community Action Partnership and IHSS Public Authority for the county share for General Liability-non recoverable. The expenditures provided in this budget are financed by Whole Person Care, funding from the State of California (California Department of Social Services and the California Homeless Coordinating and Financing Council), Domestic Violence revenues, and County General Fund Contributions.

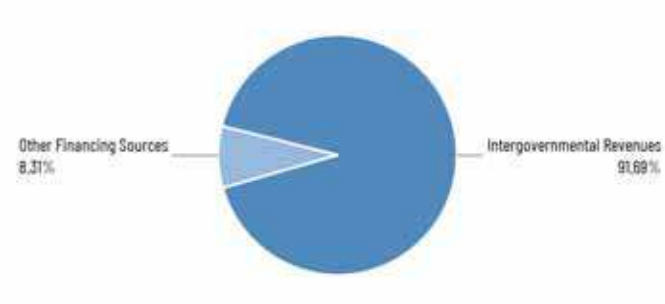
IHSS Public Authority

(Budget Unit 8259—Fund 005—Appropriation Unit SOC008)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$778,291	$830,012	$823,629	$850,742	$850,742	$20,730
Services and Supplies	$201,435	$297,294	$298,921	$299,730	$299,730	$2,436
Other Charges	$(227,523)	$(170,470)	$(171,073)	$(180,732)	$(180,732)	$(10,262)
Subtotal	$752,203	$956,836	$951,477	$969,740	$969,740	$12,904

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$(3,977)	—	$1,309	—	—	—
Intergovernmental Revenues	$930,690	$768,629	$759,152	$889,113	$889,113	$120,484
Other Financing Sources	$71,714	$187,604	$191,016	$80,627	$80,627	$(106,977)
Subtotal	$998,426	$956,233	$951,477	$969,740	$969,740	$13,507
Fund Balance	$(246,223)	$603	—	—	—	$(603)
Total Source of Funds	$752,203	$956,836	$951,477	$969,740	$969,740	$12,904

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.

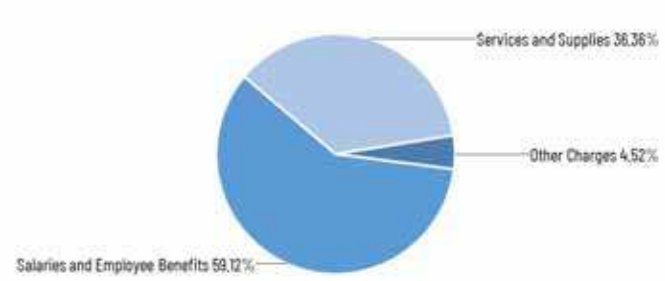
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
14C30	MANAGEMENT ANALYST II	1.00
60C22	SOCIAL WORKER III	2.00
60C80	SOCIAL WORK SUPERVISOR I	1.00
60D11	SOCIAL SERVICES AIDE II	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	2.00
	Total	7.00

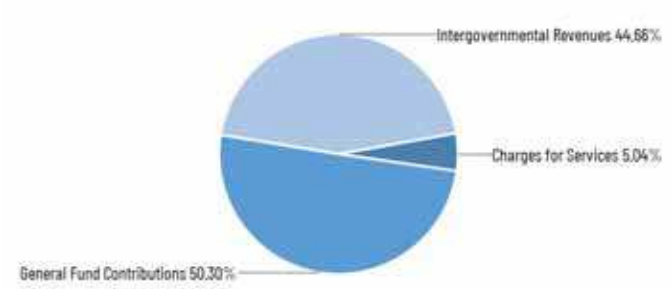
Military & Veterans Services

(Budget Unit 8260—Fund 001—Appropriation Unit SOC003)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$1,057,494	$1,140,337	$1,174,340	$1,290,966	$1,290,966	$150,629
Services and Supplies	$475,527	$975,988	$682,270	$793,933	$793,933	$(182,055)
Other Charges	$140,777	$(3,620)	$(3,620)	$98,788	$98,788	$102,408
Subtotal	$1,673,798	$2,112,705	$1,852,990	$2,183,687	$2,183,687	$70,982

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$893,635	$917,347	$1,022,325	$975,245	$975,245	$57,898
Charges for Services	$96,980	$125,000	$105,000	$110,000	$110,000	$(15,000)
Subtotal	$990,615	$1,042,347	$1,127,325	$1,085,245	$1,085,245	$42,898
General Fund Contributions	$683,183	$1,070,358	$725,665	$1,098,442	$1,098,442	$28,084
Total Source of Funds	$1,673,798	$2,112,705	$1,852,990	$2,183,687	$2,183,687	$70,982

Unit Description

The Military and Veterans' Affairs Office (MVAO) provides assistance and advocacy for veterans and their families including but not limited to: Support through the adjudication process with the Department of Veterans Affairs with regard to compensation, pension, education, burial, surviving spouse and dependent benefit allocations. 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. Collaboration with veterans housing support programs (Homeless Veterans Reintegration Program & Supportive Services Veterans Families), home loans, job counseling/placement services, substance abuse recovery programs, and VA Veterans Readiness and Employment. 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, EDD's Veterans Job Club, Monterey County Veterans Collaborative, and various additional veterans' groups and organizations. 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. MVAO is proud to serve Monterey County Veterans and their Families.

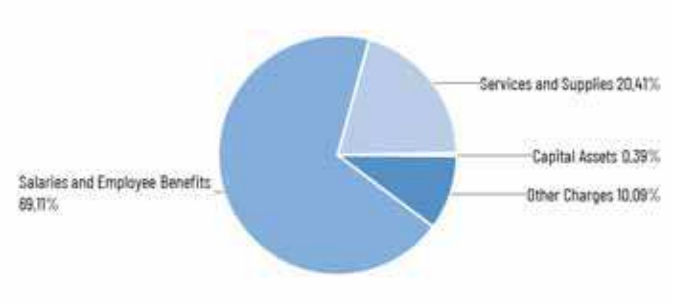
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
14C31	MANAGEMENT ANALYST III	1.00
14G02	MANAGEMENT ANALYST I	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	11.00

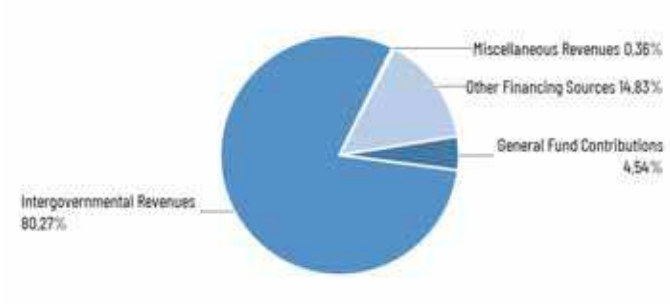
Social Services

(Budget Unit 8262—Fund 001—Appropriation Unit SOC005)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$80,418,163	$90,928,434	$84,769,332	$93,011,062	$93,011,062	$2,082,628
Services and Supplies	$23,877,739	$25,860,037	$26,565,373	$27,476,276	$27,476,276	$1,616,239
Other Charges	$6,712,856	$6,986,091	$6,432,333	$13,578,639	$13,578,639	$6,592,548
Capital Assets	—	$665,000	$261,867	$525,000	$525,000	$(140,000)
Subtotal	$111,008,759	$124,439,562	$118,028,905	$134,590,977	$134,590,977	$10,151,415

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$89,474,599	$100,166,064	$90,933,610	$108,025,662	$108,025,662	$7,859,598
Charges for Services	$90,565	$71,050	$90,240	$20,000	$20,000	$(51,050)
Miscellaneous Revenues	$1,241,584	$1,612,955	$751,001	$480,557	$480,557	$(1,132,398)
Other Financing Sources	$17,796,238	$19,845,076	$18,447,896	$19,956,121	$19,956,121	$111,045
Subtotal	$108,602,986	$121,695,145	$110,222,747	$128,482,340	$128,482,340	$6,787,195
General Fund Contributions	$2,405,773	$2,744,417	$7,806,158	$6,108,637	$6,108,637	$3,364,220
Total Source of Funds	$111,008,759	$124,439,562	$118,028,905	$134,590,977	$134,590,977	$10,151,415

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 2021-22 Positions

Classification Code	Classification Label	FTE
11A12	DIRECTOR OF SOCIAL SERVICES	1.00
12C13	ASSISTANT DIRECTOR SOCIAL SERVICES	1.00
14B21	ASSOCIATE PERSONNEL ANALYST	4.00
14B32	SENIOR PERSONNEL ANALYST	1.00
14B51	DEPARTMENTAL HR MANAGER-MERIT SYSTEMS	1.00
14C30	MANAGEMENT ANALYST II	17.00
14C31	MANAGEMENT ANALYST III	13.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	8.00
14C72	ADMINISTRATIVE SERVICES MANAGER	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	4.00
14H70	STAFF TRAINER II	12.00
14N05	ADMINISTRATIVE OPERATIONS MANAGER	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	5.00
16C88	BUSINESS TECHNOLOGY ANLYST III	1.00
16C93	BUSINESS TECHNOLOGY ANLYST IV	1.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00

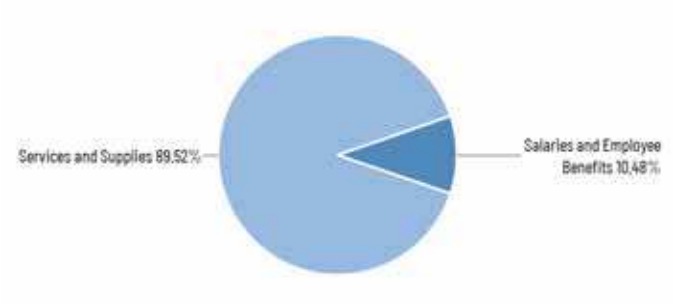
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
20B10	ACCOUNTANT I	2.00
20B11	ACCOUNTANT II	3.00
20B12	ACCOUNTANT III	1.00
20B93	FINANCE MANAGER II	2.00
20B94	FINANCE MANAGER III	1.00
25E21	ELIGIBILITY SPECIALIST II	168.00
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	38.00
60C24	SOCIAL WORKER V	81.00
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	33.00
60H31	EMPLOYMENT & TRAINING SUPERVISOR	7.00
60H32	SUPERVISING STAFF TRAINER	1.00
60I01	DEPUTY DIRECTOR SOCIAL SERVICES	4.00
60I02	PROGRAM MANAGER II	14.00
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	81.00
80E22	OFFICE ASSISTANT III	36.00
80E80	PRINCIPAL OFFICE ASSISTANT	10.00
80E81	SUPERVISING OFFICE ASSISTANT I	17.00
80E82	SUPERVISING OFFICE ASSISTANT II	2.00
80E98	PRINCIPAL CLERK-CONFIDENTIAL	2.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00
80J22	SENIOR ACCOUNT CLERK	2.00
80J30	ACCOUNTING TECHNICIAN	3.00
	Total	861.00

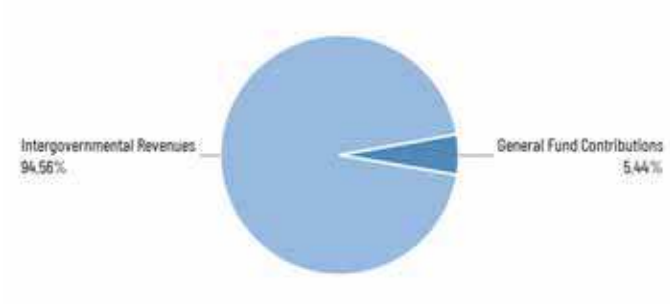
Area Agency on Aging

(Budget Unit 8268—Fund 001—Appropriation Unit SOC010)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$286,463	$297,330	$298,328	$300,801	$300,801	$3,471
Services and Supplies	$2,372,068	$2,789,367	$3,869,225	$2,569,472	$2,569,472	$(219,895)
Other Charges	$(35,517)	$(7,196)	$9,953	$(7,685)	$(7,685)	$(489)
Subtotal	$2,623,013	$3,079,501	$4,177,506	$2,862,588	$2,862,588	$(216,913)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$2,509,667	$2,903,156	$4,001,161	$2,706,862	$2,706,862	$(196,294)
Subtotal	$2,509,667	$2,903,156	$4,001,161	$2,706,862	$2,706,862	$(196,294)
General Fund Contributions	$113,346	$176,345	$176,345	$155,726	$155,726	$(20,619)
Total Source of Funds	$2,623,013	$3,079,501	$4,177,506	$2,862,588	$2,862,588	$(216,913)

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.

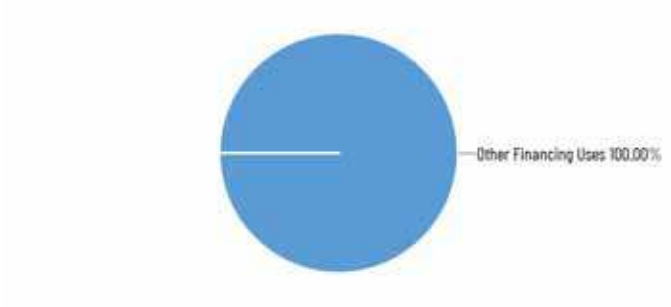
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
14C31	MANAGEMENT ANALYST III	1.00
20B11	ACCOUNTANT II	1.00
	Total	2.00

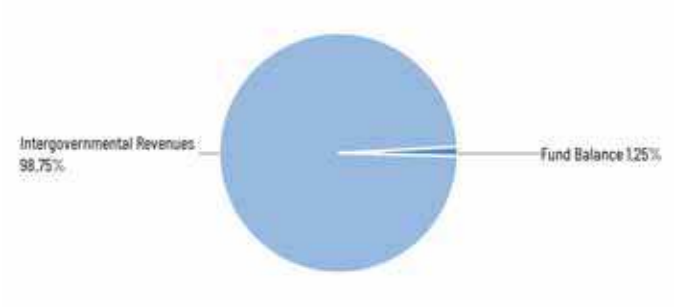
Social Services Realignment

(Budget Unit 8425—Fund 025—Appropriation Unit SOC012)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Financing Uses	$45,467,054	$47,295,980	$46,174,280	$46,150,715	$46,150,715	$(1,145,265)
Subtotal	$45,467,054	$47,295,980	$46,174,280	$46,150,715	$46,150,715	$(1,145,265)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$39,148,240	$47,295,980	$46,174,280	$45,572,519	$45,572,519	$(1,723,461)
Other Financing Sources	$5,905,990	—	—	—	—	—
Subtotal	$45,054,230	$47,295,980	$46,174,280	$45,572,519	$45,572,519	$(1,723,461)
Fund Balance	$412,824	—	—	$578,196	$578,196	$578,196
General Fund Contributions	$(0)	—	—	—	—	—
Total Source of Funds	$45,467,054	$47,295,980	$46,174,280	$46,150,715	$46,150,715	$(1,145,265)

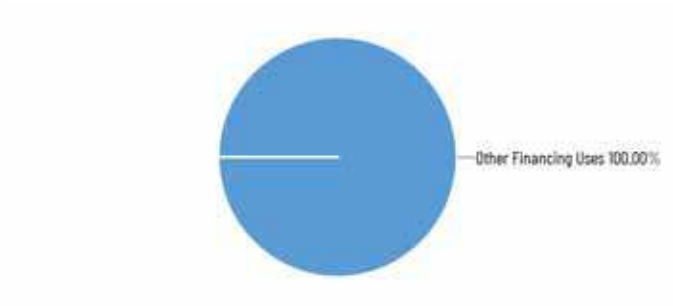
Unit Description

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.

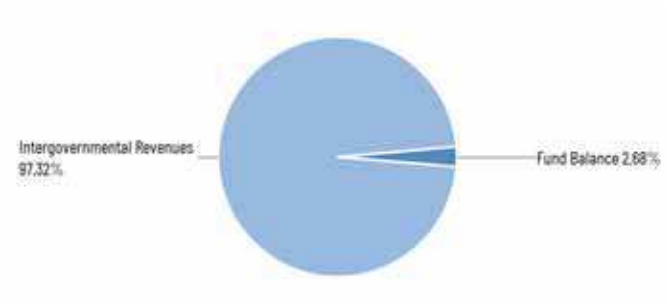
Protective Services

(Budget Unit 8464—Fund 022—Appropriation Unit SOC011)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Financing Uses	$18,271,235	$21,077,860	$19,832,009	$21,609,539	$21,609,539	$531,679
Subtotal	$18,271,235	$21,077,860	$19,832,009	$21,609,539	$21,609,539	$531,679

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$19,421,715	$21,077,860	$20,429,700	$21,031,343	$21,031,343	$(46,517)
Subtotal	$19,421,715	$21,077,860	$20,429,700	$21,031,343	$21,031,343	$(46,517)
Fund Balance	$(1,150,480)	—	$(597,691)	$578,196	$578,196	$578,196
General Fund Contributions	$0	—	—	—	—	—
Total Source of Funds	$18,271,235	$21,077,860	$19,832,009	$21,609,539	$21,609,539	$531,679

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

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Source of Funds

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Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$141,604	—	—	—	—	—
Services and Supplies	$11,094	—	—	—	—	—
Other Charges	$83,419	$48,905	$48,905	—	—	$(48,905)
Subtotal	$236,116	$48,905	$48,905	—	—	$(48,905)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Revenue from Use of Money & Property	$1,330	—	—	—	—	—
Intergovernmental Revenues	$320,874	—	—	—	—	—
Other Financing Sources	$322,798	—	—	—	—	—
Subtotal	$645,003	—	—	—	—	—
General Fund Contributions	$(408,887)	$48,905	$48,905	—	—	$(48,905)
Total Source of Funds	$236,116	$48,905	$48,905	—	—	$(48,905)

Unit Description

This budget unit was closed in FY 2019-20.

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 are 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 a variety of programs for all ages.

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 (STREAM).

Staff Assistance: Dedicated staff members are available to assist the public in English and Spanish to get a library card, check out library materials, held 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. Technology: All branches of Monterey County Free Libraries offer free access to computers, the internet, and Wifi. Wireless printing, copy machines, FAX services, and computer printing are offered along with in-person assistance and access to online assistance and classes.

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

HEALTH AND HUMAN SERVICES

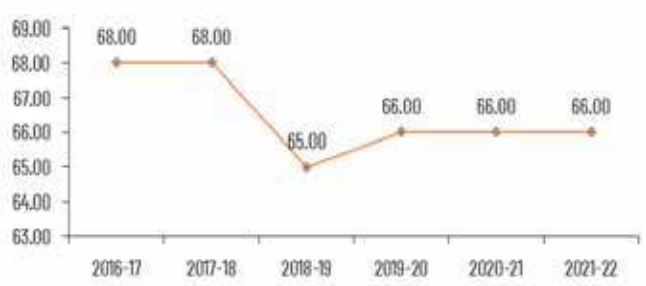
Improve health and quality of life through County supported policies, programs, and services, promoting access to equitable opportunities for healthy choices and healthy environments in collaboration with communities.

Operating Budget: $11,173,474
Positions (FTEs): 66.00

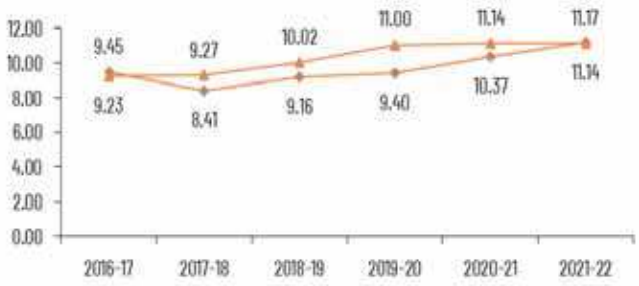
Hillary Theyer
County Librarian

Library

Staffing Trends



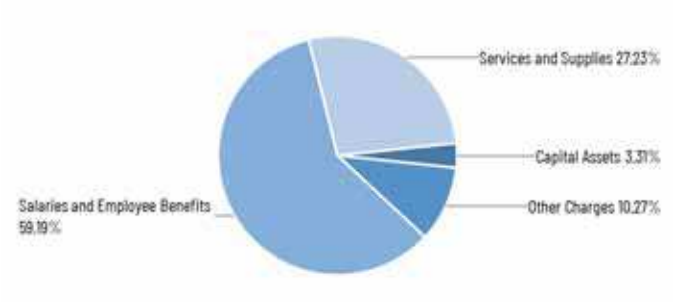
Expenditure/Revenue History (in millions)



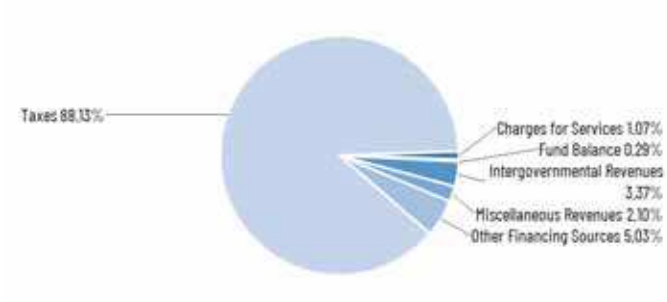
The Library envisions the County as a community where everyone has the opportunity to achieve their potential and pursue happiness. Our mission is to bring ideas, inspiration, information and enjoyment to our community through various delivery methods such as 17 branches, a website, 3 bookmobiles, and library-by-mail. On March 17, 2020, in person services has been suspended and MCFL offered services by library by mail, curbside pick up services, and online services and programming. MCFL continues to offer online and alternative services as of end of 2020.

Key Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Mid-Year
Number of visits. Target = 770,000	684,329	536,673	closed for in person
Number of Completed Technology Sessions. Target = 150,000	224,051	90,970	15,161
Number of Borrowed Items. Target = 500,000	496,215	430,549	248,107
Hours of Volunteer Service. Target = 4,000	3,640	4,250	200
Number of Children Served in the Homework Center. Target = 10,000	12,861	8,371	3,200 (online)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$5,616,678	$6,482,670	$6,365,639	$6,613,287	$6,613,287	$130,617
Services and Supplies	$2,877,253	$2,810,085	$3,032,097	$3,042,780	$3,042,780	$232,695
Other Charges	$870,323	$988,893	$843,778	$1,147,407	$1,147,407	$158,514
Capital Assets	$31,917	$125,000	$125,000	$370,000	$370,000	$245,000
Subtotal	$9,396,171	$10,406,648	$10,366,514	$11,173,474	$11,173,474	$766,826

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Taxes	$9,594,380	$9,431,787	$9,485,098	$9,840,787	$9,840,787	$409,000
Revenue from Use of Money & Property	$48,569	$7,524	$7,524	$7,561	$7,561	$37
Intergovernmental Revenues	$391,855	$125,974	$872,400	$376,151	$376,151	$250,177
Charges for Services	$77,729	$158,247	$106,000	$120,000	$120,000	$(38,247)
Miscellaneous Revenues	$361,216	$235,000	$455,000	$235,000	$235,000	—
Other Financing Sources	$528,357	$374,320	$212,195	$562,025	$562,025	$187,705
Subtotal	$11,002,106	$10,332,852	$11,138,217	$11,141,524	$11,141,524	$808,672
Fund Balance	$(1,605,936)	$73,796	$(771,703)	$31,950	$31,950	$(41,846)
Total Source of Funds	$9,396,171	$10,406,648	$10,366,514	$11,173,474	$11,173,474	$766,826

Summary of Recommendation

The Fiscal Year (FY) 2021-22 Recommended Budget includes $11,173,474 in expenditures financed by $11,141,572 in revenues, resulting in decreased fund balance of $31,950. Expenses increased by $766,826 due to increase in pension and health insurance cost, general liability insurance, cost plan charges, the planned purchase of a Library bookmobile and costs for the partial completion of the Bradley library. Revenue increases $808,672 from the current year adopted budget due to overall improvement in property taxes, as well as grant revenue to fund the bookmobile purchase, and transfers from CIP funding for the Bradley library.

Most of the Library's revenues are derived from property taxes which account for $9,840,787 of the estimated $11,141,524 in revenues. Revenues also include a mandated $262,025 in General Fund Contribution (GFC) for the County Librarian's salary; continuous contributions to programs funded by the Foundation for Monterey County Free Libraries (FMCFL), and State grants. One of the private philantrophy grants include a $75,000 to fund a landscaping grant.

Budget Impacts

The Recommended Budget includes salary and benefit savings for vacant positions, assuming branches are staffed at their current operating hours. New direction for reopening in-person services may mean the vacant positions will need to be filled next fiscal year. The Library will manage and prioritize filling critical vacancies within its budget.

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 Department received multiple grants to support essential programs, such as Lunch at the Library, California Library Literacy

Services, workforce development, technology to bridge the digital divide, and a variety of smaller grants that move projects forward.

MCFL received funding from the Foundation for Monterey County Free Libraries to support Homework Centers, Summer Reading Program, and Literacy.

MCFL leveraged federal E-rate funds to continue technological and connectivity 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.

MCFL reallocated two part time Library Assistant I position to one full time Library Assistant II position to better serve youth in our County by driving the bookmobile and conducting independent program planning.

A new Early Literacy Bookmobile was delivered in April 2021.

Budget Year Goals

Assess staffing at all locations and for all functions to develop more efficient processes and automation that will allow staff time to be fully utilized.

Examine all contracts for efficiency and effectiveness.

Work with the Foundation for Monterey County Free Libraries on stabilizing funding for the core services they support.

Enhance the engagement and involvement of all library staff in strategic planning and deepen the skills and talents within library staff by maximizing training and professional development.

For Facilities and capital projects:Place the North County Bookmobile in service; the project is funded 80% by a grant and 20% with County CIP funding. The vehicle replaces aging vehicles, increasing reliability and access to areas of the County without ready access to a branch library.

Continue to work on finding a suitable site for a library in Bradley with an engineering and planning assessment on a parcel the school district is willing to use for a branch library.

The Library is working toward an RFP for a new Integrated Library System (ILS). This is being combined with an ecommerce solution that combines paying fines, computer reservations, and print management into a single kiosk in each library, moving three separate contracts into one for efficiency and customer service. This can eventually also take payments for meeting room use, and other functions, a major project slated for completion in FY 2021-22.

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 while the issue of reliable Bookmobiles is progressing to a resolution, expanding staffing continues to be a major budgetary challenge.

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 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Library (LIB001)	9,396,171	10,406,648	10,366,514	11,173,474	11,173,474	766,826	003	8141
Subtotal	9,396,171	10,406,648	10,366,514	11,173,474	11,173,474	766,826		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Library	$9,396,171	$10,406,648	$10,366,514	$11,173,474	11,173,474	$766,826
Subtotal	$9,396,171	$10,406,648	$10,366,514	$11,173,474	11,173,474	$766,826

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	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	0.00	0.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.00	1.00	1.00	0.00
65A31	LIBRARIAN I	1.00	1.00	1.00	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
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	7.00	7.00	6.00	(1.00)
80C21	LIBRARY ASSISTANT II	24.00	24.00	25.00	1.00
80C22	LIBRARY ASSISTANT III	11.00	11.00	11.00	0.00
80J21	ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
	Total	66.00	66.00	66.00	0.00

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Cooperative Extension Service

Departmental Overview:

Cooperative Extension is one of the oldest departments in the County. The University of California (UC) and the County started the local Cooperative Extension office in 1918 for the betterment of the local economy and quality of life. Cooperative Extension is a national program under the United States Department of Agriculture (USDA) with 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.

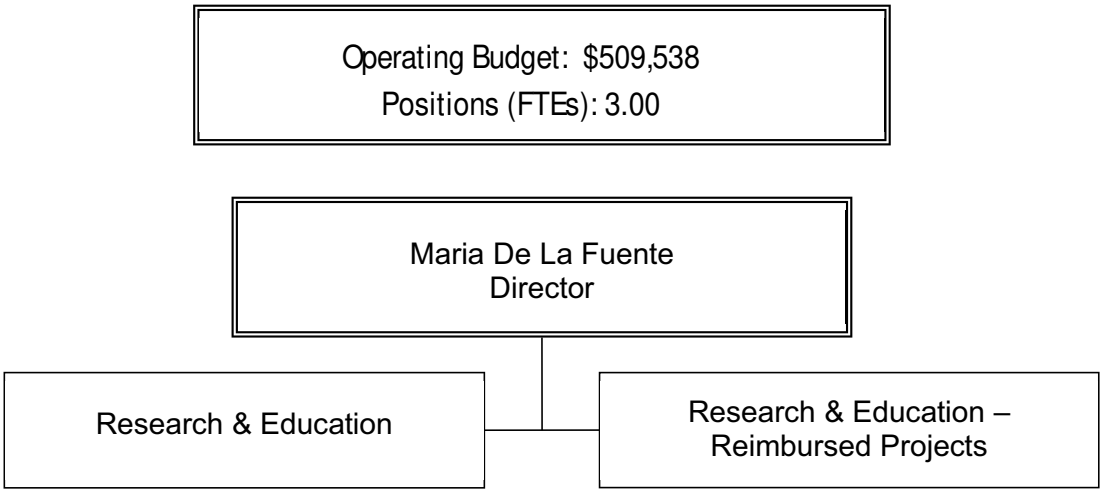
MASTER GARDENER PROGRAM: The mission of the Master Gardener program is to extend research based knowledge and information on home horticulture, pest management and sustainable practices to the residents. In Monterey County 175 volunteers donate over 4,000 hours per year assisting home gardeners, building 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:

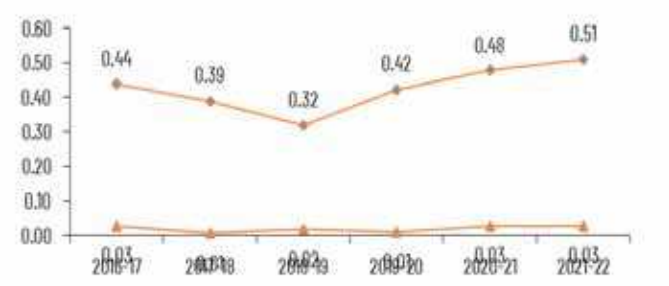
ECONOMIC DEVELOPMENT

Active engagement in appropriate economic development and promotion of economic viability of the agricultural industry.



Staffing Trends

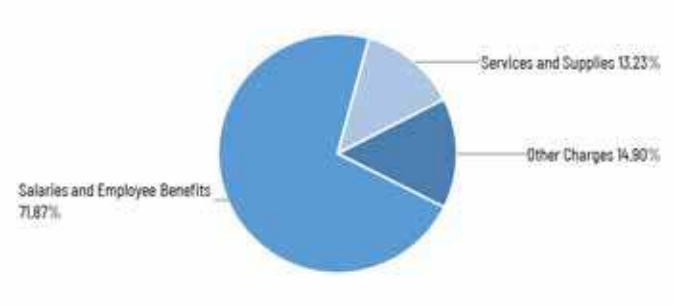
Expenditure/Revenue History (in millions)



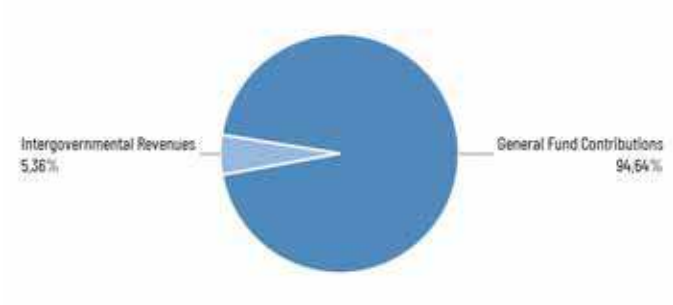
Cooperative Extension utilizes these measures to assist in developing budgets, quantify agricultural research education, and youth development outreach.

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 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$324,424	$362,745	$354,011	$366,198	$366,198	$3,453
Services and Supplies	$62,607	$74,744	$83,444	$67,412	$67,412	$(7,332)
Other Charges	$34,631	$39,372	$39,372	$75,928	$75,928	$36,556
Subtotal	$421,662	$476,861	$476,827	$509,538	$509,538	$32,677

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$8,440	$27,193	$27,301	$27,292	$27,292	$99
Miscellaneous Revenues	$638	—	—	—	—	—
Subtotal	$9,078	$27,193	$27,301	$27,292	$27,292	$99
General Fund Contributions	$412,584	$449,668	$449,526	$482,246	$482,246	$32,578
Total Source of Funds	$421,662	$476,861	$476,827	$509,538	$509,538	$32,677

Summary of Recommendation

The Recommended Budget for the UC Cooperative Extension is $509,538, financed by $27,292 in program revenue and $482,646 in general fund contributions (GFC). Recommended appropriations increase $32,677, primarily due to an increase in cost plan charges, followed by smaller increases in salaries and pension, and general liability insurance.

The Recommended Budget includes $12,600 in augmentation to partially restore funding in order to maintain a full time Secretary position.

Budget Impacts

There are no budget impacts.

Prior Year Accomplishments

GENERAL: The Department managed up to $4,358,742 in research funds and 40 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. The Farm Advisor for this program moved to a new program in Fiscal Year (FY) 2021-22. The Department continues to maintain the program through collaborative efforts of other Farm Advisors, grower organizations, and research partnerships. The Department will continue efforts to restore Farm Advisor position.

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 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. Due to COVID-19, many of these trainings were adapted to be delivered virtually.

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. Due to COVID-19, the program adapted to online versions of implementing programing and outreach to youth.

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 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Cooperative Extension (EXT001)	408,165	449,560	449,526	482,246	482,246	32,686	001	8021
Cooperative Ext - Reimbursed Projects (EXT001)	13,497	27,301	27,301	27,292	27,292	(9)	001	8022
Subtotal	421,662	476,861	476,827	509,538	509,538	32,677		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Cooperative Extension	$408,165	$449,560	$449,526	$482,246	482,246	$32,686
Cooperative Ext -Reimbursed Projects	$13,497	$27,301	$27,301	$27,292	27,292	$(9)
Subtotal	$421,662	$476,861	$476,827	$509,538	509,538	$32,677

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	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

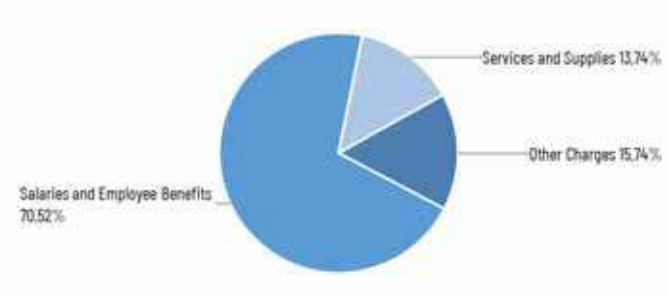
Augmentation Request

Dept	Request Code	Request Name	Ranking Type Name	Requested Amount	Requested FTE	Rec. Amount	Rec. FTE
6210	6210-8021-001-AUG1	Restore Filled Secretary to 1.0 FTE	Restore Filled Position	12,600	0.15	12,600	0.15
			Grand Total:	12,600	0.15	12,600.00	0.15

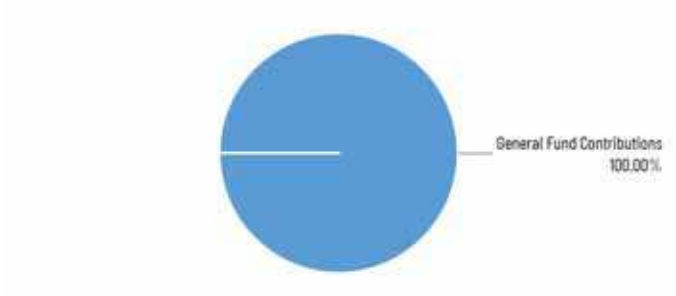
Cooperative Extension

(Budget Unit 8021—Fund 001—Appropriation Unit EXT001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$311,652	$336,396	$327,662	$340,072	$340,072	$3,676
Services and Supplies	$61,882	$73,792	$82,492	$66,246	$66,246	$(7,546)
Other Charges	$34,631	$39,372	$39,372	$75,928	$75,928	$36,556
Subtotal	$408,165	$449,560	$449,526	$482,246	$482,246	$32,686

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Miscellaneous Revenues	$638	—	—	—	—	—
Subtotal	$638	—	—	—	—	—
General Fund Contributions	$407,527	$449,560	$449,526	$482,246	$482,246	$32,686
Total Source of Funds	$408,165	$449,560	$449,526	$482,246	$482,246	$32,686

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.

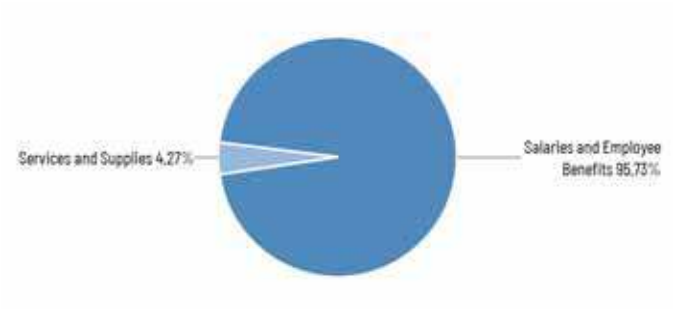
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
80A31	SECRETARY	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
	Total	3.00

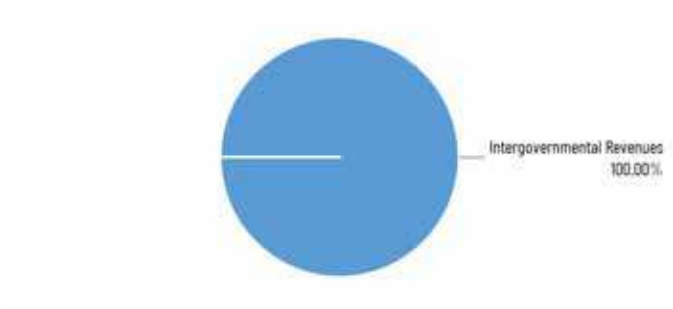
Cooperative Ext - Reimbursed Projects

(Budget Unit 8022—Fund 001—Appropriation Unit EXT001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$12,772	$26,349	$26,349	$26,126	$26,126	$(223)
Services and Supplies	$725	$952	$952	$1,166	$1,166	$214
Subtotal	$13,497	$27,301	$27,301	$27,292	$27,292	$(9)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Intergovernmental Revenues	$8,440	$27,193	$27,301	$27,292	$27,292	$99
Subtotal	$8,440	$27,193	$27,301	$27,292	$27,292	$99
General Fund Contributions	$5,057	$108	—	—	—	$(108)
Total Source of Funds	$13,497	$27,301	$27,301	$27,292	$27,292	$(9)

Unit Description

This Budget Unit supports the Agricultural Program described in the Department Description. All expenses of this Budget Unit are reimbursed by the University of California (UC). The UC grant funding supports research and education programs in vegetable diseases, plant nutrition, weed science, viticulture, insect control, waste management, irrigation, water quality and water policy.

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Natividad Medical Center

Departmental Overview:

Natividad Medical Center (NMC) is a 172-bed acute care hospital owned and operated by Monterey County. As a successful designated public safety-net hospital providing healthcare to the residents of Monterey County for over 135 years, NMC provides health care access to all patients regardless of their ability to pay. NMC is fully accredited by The Joint Commission, has an appointed Board of Trustees, and is under the governance of the Board of Supervisors.

Programs and Functions:

NMC offers inpatient, outpatient, emergency, diagnostic, and specialty medical care and annually provides more than 38,000 patient days and more than 50,000 Emergency Department visits. NMC is a Level II Trauma Center providing the immediate availability of specialized personnel, equipment, and services to treat the most severe and critical injuries. NMC also operates a large hospital-based specialty clinic, a primary care clinic, and is the location of outpatient primary care clinics operated by the Monterey County Health Department. NMC has a medical staff of over 350 physicians.

NMC is the only teaching hospital on the Central Coast, through its affiliation with the University of California, San Francisco (UCSF). Recognized nationally and internationally as a model program, NMC's Family Medicine Residency Program is postgraduate training for physicians specializing in family medicine. Approximately one-third (1/3) of graduates remain on the Central Coast to establish a practice.

NMC's mission is to continually monitor and improve the health of the people, including the vulnerable, through coordinated, affordable, and high-quality health care. The vision is to be a health care delivery system that collaborates with other providers to offer accessible, high-quality, and high-value healthcare services in a financially stable manner.

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

ADMINISTRATION

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

HEALTH AND HUMAN SERVICES

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

INFRASTRUCTURE

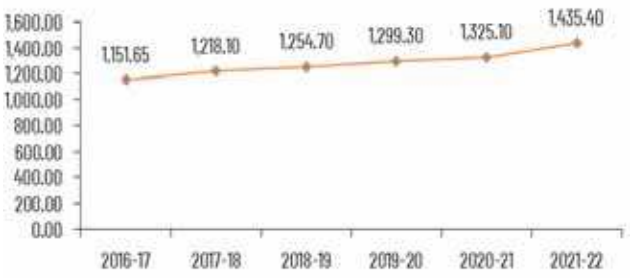
Plan and develop a sustainable, physical infrastructure that improves the quality of life for County residents and supports economic development.

Operating Budget: $369,889,694
Positions (FTEs): 1,435.40

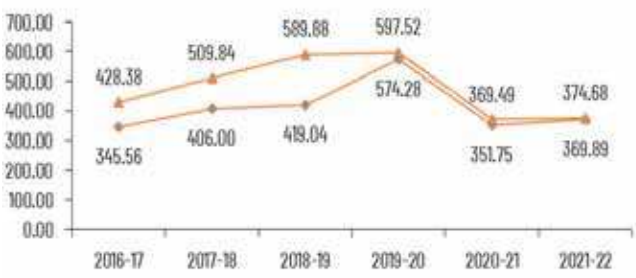
Gary Gray, M.D.
Chief Executive Officer

Natividad Medical Center

Staffing Trends



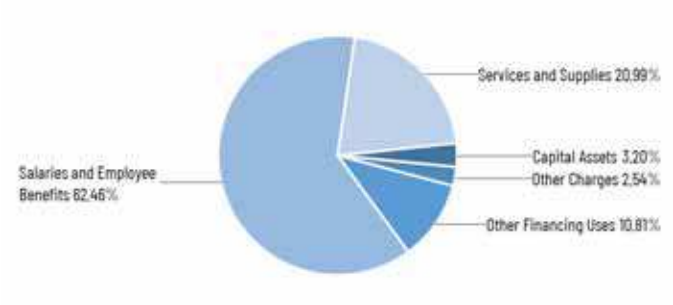
Expenditure/Revenue History (in millions)



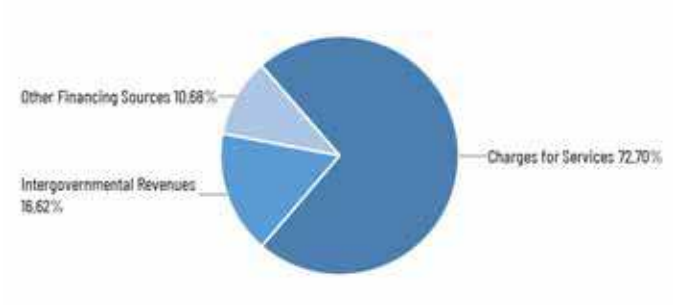
The monitoring of hospital key performance measures help drive performance improvement in the areas of growth of targeted patient service lines, patient experience, and financial performance.

Key Performance Measures	2018-19 Actual	2019-20 Actual	2020-21 Mid-Year
Operating Margin, Target = Budgeted Net Income (in millions of dollars).	$25.2M	$17.0M	$4.6M annualized
Average Daily Census. Target = Budgeted Average Daily Census.	112.3	114.0	128.0
CMS Hospital-acquired Conditions (HAC) reduction Program Total Score, Target = National Benchmark Score.	0.75	0.37	N/A
Rate of Hospital Patient Satisfaction - Nurse Communications. Target = CA Benchmark Score.	74%	81%	N/A
Rate of Hospital Patient Satisfaction - Doctor Communications. Target = CA Benchmark Score.	76%	86%	N/A
Overall staff turnover rate. Target = <10%.	8.5%	10.8%	12.0%

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$204,336,640	$204,993,234	$212,119,580	$231,017,649	$231,017,649	$26,024,415
Services and Supplies	$110,370,686	$95,102,883	$118,633,999	$77,635,099	$77,635,099	$(17,467,784)
Other Charges	$82,222,366	$13,399,678	$6,999,058	$9,408,971	$9,408,971	$(3,990,707)
Capital Assets	$14,524,985	$20,000,000	$7,000,000	$11,827,975	$11,827,975	$(8,172,025)
Other Financing Uses	$169,465,898	$38,000,000	$7,000,000	$40,000,000	$40,000,000	$2,000,000
Subtotal	$580,920,574	$371,495,795	$351,752,637	$369,889,694	$369,889,694	$(1,606,101)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	$167,238	—	—	—	—	—
Revenue from Use of Money & Property	$5,962,314	—	—	—	—	—
Intergovernmental Revenues	$176,401,089	$55,837,000	$65,447,151	$62,282,530	$62,282,530	$6,445,530
Charges for Services	$254,393,705	$274,818,299	$297,038,505	$272,394,723	$272,394,723	$(2,423,576)
Miscellaneous Revenues	$3,421,414	—	—	—	—	—
Other Financing Sources	$157,170,898	$38,000,000	$7,000,000	$40,000,000	$40,000,000	$2,000,000
Subtotal	$597,516,658	$368,655,299	$369,485,656	$374,677,253	$374,677,253	$6,021,954
Fund Balance	$(16;596;084)	$2,840,496	$(17,733,019)	$(4,787,559)	$(4,787,559)	$(7,628,055)
Total Source of Funds	$580,920,574	$371,495,795	$351,752,637	$369,889,694	$369,889,694	$(1,606,101)

Summary of Recommendation

The Recommended Budget for the Natividad Medical Center (NMC) totals $369,889,694 in expenditures, financed by $374,677,253 in revenue and a contribution to fund balance of $4,787,559 estimated.

Personnel costs and medical operating costs are the largest cost drivers in the budget. Personnel costs are budgeted at $231,017,649, an increase of $26,024,415 from the FY 2020-21 Adopted Budget. The increase includes an additional 110.3 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 $77,635,099, a decrease of $17,467,784 over the FY 2020-21 Adopted Budget. The decrease is largely made up of an anticipated decrease in temp help and professional services usage.

The $6,021,959 increase in revenue over the FY 2020-21 Adopted Budget is largely attributed to an increase in capital operating transfers and government funding. Revenues from patient and other services are budgeted at $272,394,723, an decrease of $2,423,576 from the FY 2020-21 Adopted Budget. The decrease in patient revenues are from a change in payor mix resulting in a less favorable collection rate.

Budget Impacts

The California 1115 Medical Waiver (Medi-Cal 2020) was approved by the Centers for Medicare and Medicaid Services and became effective January 1, 2016 through December 31, 2020.

Medi-Cal 2020 includes three main concepts (1) Public Hospital Redesign and Incentive (PRIME), which provides incentive payments to hospitals; (2) Public Safety-Net System Global Payment Program (GPP) funding source for the uninsured; and (3) federal/State shared

savings. PRIME incentives are earned based on the achievement of specific benchmarks across various metrics. PRIME also requires the achievement of set targets moving towards alternative payment methodologies for public hospitals over the course of the Medi-Cal 2020. Unlike the previous two waivers, federal payments are tied to core performance targets and has reduced overall funding which will affect future revenue for NMC.

The current waiver ending in December 31, 2020 has formally been extended to the end of CY2021. It includes a delay in DSH cuts.

Additionally, DHCS released a 5 year extension of the GPP program under a larger CalAIM 1115 waiver extended to the end of CY 2026.

The PRIME program will be included under the Quality Improvement Plan (QIP) to ensure the continuation of funding through focused targets.

The funding levels and regulations for Medicaid funding continues to be evaluated by the Centers for Medicaid and Medicare and Natividad will be monitoring the CalAIM initiative (California Advancing and Innovating Medi-Cal) that may impact utilization of inpatient/ outpatient hospital services and reimbursement. CalAIM may become the proposed model for a new 5 year Medicaid waiver through the federal Centers for Medicare and Medicaid Services (CMS) with different reporting requirements and new payment methodology.

A proposal to create the Office of Health Care Affordability is open. The plan includes the current Office of Statewide Health Planning and Development (OSHPD) and the proposed Office of Health Care Affordability to be under a new Department of Health Care Affordability and Infrastructure. It is expected increased reporting requirements and changes to Medi-Cal reimbursement.

Prior Year Accomplishments

COVID-19 RESPONSE

Developed separate treatment areas and safety protocols to keep staff and patients safe from COVID-19. Installed several large medical tents outside of the emergency department to ensure patients with suspected or confirmed COVID-19 were treated in an area separate from other patients. Created an isolation unit with negative air pressure to safely care for COVID-19 patients.

Purchased personal protective equipment (PPE and developed a database to track projected needs based on usage and other predictive indicators.

Provided free pop-up COVID-19 testing sites at locations throughout Monterey County.

Planned and launched COVID-19 vaccination clinics for staff and the public. Partnered with the Monterey Bay Aquarium to secure a loan of an ultra-cold freezer needed to store Pfizer-BioNTech vaccines.

Worked with Natividad Foundation's donors who helped fund medical equipment, programs and supplies to enhance and support the hospital's COVID-19 response.

Led community outreach efforts to help educate the community about COVID-19 and slow growth of the virus in vulnerable populations. Nurses and doctors provided in-field education to agricultural workers, a population at three times more risk of developing the disease. Several staff members, including in marketing and faculty, joined grassroots local COVID-19 organizations including the COVID-19 Collaborative and MC-COA to create relationships and respond to the pandemic.

Produced COVID-19 advertising and public service announcements. Marketing efforts and spending focused on educational messaging and information to increase awareness about the disease.

AWARDS & VERIFICATIONS

The California Association of Public Hospitals (CAPH) and the California Health Care Safety Net Institute (SNI) awarded Natividad the prestigious 2020 CAPH/SNI Quality Leaders Award (QLA). The hospital's entry, titled Natividad's Action Plan for Caring for Communities in Crises & Beyond: Meeting Underserved and Vulnerable Populations Where They Are During the COVID-19 Pandemic, won Special Recognition - COVID-19 Response category.

Natividad has far received "A" Hospital Safety Grade for Spring and Fall from The Leapfrog Group. The grade is a national recognition of how well the hospital protects patients from infections, accidents, errors and injuries.

National Ranking in the Top 10% of Inpatient Rehabilitation Facilities by Uniform Data System (UDS). The ranking certifies that Natividad provides care that is effective, efficient, timely and patient-centered. Natividad Ranked second in the nation out of approximately 900 rehab units for Overall Quality and Outcomes for Acute Rehabilitation Units by UDS.

Kindred Uniform Data System for Medical Rehabilitation Top-Performer Award, and ranked #1 for Quality and Outcomes for Acute Rehabilitation Units by Kindred out of 110 Kindred hospital-based acute rehab units in the United States.

BETA Healthcare Group Award of Excellence for High Quality Obstetrical Practices achieving 100% Compliance. The goal of the OB initiative is to promote best practice in care delivery to moms and babies in BETA's "Quest for Zero" preventable birth injuries.

Named one of Newsweek's Best Maternity Hospitals 2020. The distinction recognizes facilities that have excelled in providing care to mothers, newborns and their families, as verified by the 2019 Leapfrog Hospital Survey.

Smart Care California's C-section Honor Roll for Maternity Care. Efforts include improving C-section rates, applying critical safety measures, ensuring that mothers get timely and high-quality prenatal and postpartum care.

International recognition as a Baby-Friendly birth facility for offering breastfeeding mothers the information, confidence, and skills needed to successfully initiate and continue breastfeeding their babies.

Recognized by the American College of Surgeons (ACS) National Surgical Quality Improvement Program (NSQIP) for meritorious surgical care outcomes for 2019. Natividad is one of only 89 health care organizations nationally to receive this honor and the only one within Monterey County.

2021 Blue Distinction Center for Bariatric Surgery designation by Blue Cross Blue Shield. The Blue Distinction Specialty Care program recognizes nationally designated health care facilities that show expertise in delivering improved patient safety and better health outcomes.

Budget Year Goals

Continue with COVID-19 preparedness in the event of any future surges and providing vaccinations and testing to the community

Develop programs necessary to meet requirements for the State's CalAim initiative

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted	Fund Code	Budget Unit Code
Natividad Medical Center (NMC001)	571,675,623	351,495,795	344,752,637	339,889,694	339,889,694	(11,606,101)	451	8142
Natividad Medical Center (NMC002)	9,244,952	20,000,000	7,000,000	30,000,000	30,000,000	10,000,000	404	8142
Subtotal	580,920,574	371,495,795	351,752,637	369,889,694	369,889,694	(1,606,101)		

Budget Units

	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Natividad Medical Center	$580,920,574	$371,495,795	$351,752,637	$369,889,694	369,889,694	$(1,606,101)
Subtotal	$580,920,574	$371,495,795	$351,752,637	$369,889,694	369,889,694	$(1,606,101)

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	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	2.00	2.00	1.00	(1.00)
14B28	SUPERVISING PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	2.00	2.00	3.00	1.00
14B66	DEPARTMENTAL HR MANAGER	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	6.00	7.00	8.00	1.00
14C31	MANAGEMENT ANALYST III	7.00	5.00	5.00	0.00
14C36	HOSPITAL DECISION SUPPORT ANALYST	0.00	2.00	2.00	0.00
14C52	PATIENT FINANCIAL SERVICES DIRECTOR	2.00	2.00	2.00	0.00
14C60	HOSPITAL CHIEF FINANCIAL OFFICER	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	2.00	2.00	2.00	0.00
14E01	BUYER I	0.00	0.00	0.00	0.00
14E20	BUYER II	5.00	5.00	5.00	0.00
14E90	DIRECTOR OF MATERIAL MANAGEMENT	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	3.00	3.00	5.00	2.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	6.00	6.00	6.00	0.00
14H24	EDUCATOR AND VOLUNTEER COORDINATOR	0.00	1.00	1.00	0.00
14H60	DIRECTOR OF MARKETING AND COMMUNITY RELATIONS	1.00	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

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
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
14K67	HOSPITAL PURCHASING & MATERIALS SUPPORT DIRECTOR	0.00	0.00	1.00	1.00
14M02	HOSPITAL INTERPRETER SERVICES MANAGER	1.00	1.00	1.00	0.00
14M31	HOSPITAL DIRECTOR OF NURSING EDUCATION	1.00	1.00	1.00	0.00
14M32	HOSPITAL RISK ASSESSESSMENT & COMPLIANCE OFFICER	1.00	1.00	1.00	0.00
14N11	OUTPATIENT SERVICES MANAGER II	2.00	1.00	1.00	0.00
14N30	HOSPITAL PATIENT ADMITTING MANAGER	1.00	1.00	1.00	0.00
14N31	HOSPITAL DIRECTOR OF ENVIRONMENTAL SERVICES	1.00	1.00	1.00	0.00
14P10	DIRECTOR OF MEDICAL CENTER PHYSICIAN SERVICES	1.00	1.00	1.00	0.00
16C55	SYSTEMS PROGRAMMER ANALYST III	3.00	2.00	2.00	0.00
16C60	HOSPITAL SOFTWARE ANALYST I	1.00	1.00	1.00	0.00
16C61	HOSPITAL SOFTWARE ANALYST II	5.00	5.00	5.00	0.00
16C62	HOSPITAL SOFTWARE ANALYST III	6.00	10.00	10.00	0.00
16E50	HOSPITAL SECURITY & DATABASE ADMINISTRATOR	3.00	3.00	3.00	0.00
20B12	ACCOUNTANT III	2.00	2.00	2.00	0.00
20B91	CHIEF HOSPITAL ACCOUNTANT	2.00	1.00	1.00	0.00
20B92	HOSPITAL CONTROLLER	1.00	1.00	1.00	0.00
20B94	FINANCE MANAGER III	0.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
41K01	HOSPITAL NETWORK & SYSTEMS ENGINEER	4.00	2.00	2.00	0.00
43G01	INFORMATION TECHNOLOGY MANAGER	3.00	3.00	3.00	0.00
43G04	IT PROJECT MANAGEMENT ANALYST III	2.00	2.00	2.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.80	0.80	1.00	0.20
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	1.60	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	10.60	11.20	11.20	0.00
50G11	PHYSICAL THERAPIST	12.00	12.80	13.80	1.00
50G41	SPEECH PATHOLOGIST	5.00	5.00	6.00	1.00
50G95	REHABILITATIVE SERVICES MANAGER	1.00	1.00	1.00	0.00
50K19	HEALTH EDUCATION ASSISTANT	4.00	4.00	4.00	0.00
50P21	CARDIOPULMONARY TECHNICIAN II	19.30	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

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
50P80	DIRECTOR OF CARDIOPULMONARY SERVICES	1.00	1.00	1.00	0.00
50R21	RADIOLOGIC TECHNOLOGIST	25.30	26.30	26.30	0.00
50R22	SENIOR RADIOLOGIC TECHNOLOGIST	5.00	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	7.00	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	1.00	1.00	1.00	0.00
50T41	DIRECTOR OF HEALTH INFORMATION MANAGEMENT	1.00	1.00	1.00	0.00
50U17	PHYSICAL THERAPIST ASSISTANT	4.00	4.00	6.00	2.00
50U18	PHARMACY TECHNICIAN	10.80	11.40	11.40	0.00
50U20	NURSING ASSISTANT	90.80	90.80	125.80	35.00
50U22	HEALTH CARE TECHNICIAN	4.70	4.70	3.70	24.45
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	11.60	11.60	11.60	0.00
50U28	SENIOR PHARMACY TECHNICIAN	2.00	2.00	2.00	0.00
50U29	ENDOSCOPY TECHNICIAN	1.90	1.90	1.90	0.00
50U30	DIETITIAN AIDE	3.00	4.00	8.50	4.50
50U42	MEDICAL ASSISTANT	2.00	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	5.40	5.40	0.00
50Y31	SUPERVISING DIETITIAN	1.00	1.00	1.00	0.00
52A02	LICENSED VOCATIONAL NURSE	11.30	12.30	11.30	(1.00)
52A16	SUPERVISING NURSE I	13.50	14.60	15.40	0.80
52A17	SUPERVISING NURSE II	1.90	1.90	1.90	0.00
52A19	STAFF NURSE II	322.45	328.85	369.95	41.10
52A20	STAFF NURSE III	34.20	35.20	36.60	1.40
52A21	CLINIC NURSE	4.00	3.00	4.00	1.00
52A22	SENIOR CLINIC NURSE	6.60	7.60	8.60	1.00
52A31	INFECTION CONTROL NURSE	1.00	1.00	2.00	1.00
52A33	CASE MANAGEMENT NURSE	15.00	15.00	15.00	0.00
52A34	UTILIZATION MANAGEMENT COORDINATOR	1.00	2.00	2.00	0.00
52A40	HOSPITAL NURSE AUDITOR	2.00	2.00	2.00	0.00
52A50	HOSPITAL QUALITY ASSURANCE NURSE	7.90	7.90	6.90	(1.00)
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	5.00	5.00	0.00
52A89	ADMIN NURSE/HOUSE SUPV	6.30	6.30	6.30	0.00
52A92	NURSING SERVICES UNIT MANAGER	1.00	1.00	3.00	2.00
52A96	DIRECTOR OF SURGICAL SERVICES	1.00	1.00	1.00	0.00
52A97	CLINIC NURSE PRACTIONER	3.40	2.40	2.40	0.00

Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
52A98	HOSPITAL NURSE PRACTIONER	11.00	11.00	12.50	1.50
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	47.00	49.00	49.00	0.00
54B15	NEUROSURGEON	1.00	1.00	1.00	0.00
54B16	TRAUMA SURGEON	3.00	3.00	3.00	0.00
54B17	VASCULAR SURGEON	1.00	1.00	1.00	0.00
54B70	HOSPITAL CHIEF MEDICAL OFFICER	1.00	1.00	2.00	1.00
54B82	CHIEF OF SURGERY	1.00	1.00	1.00	0.00
54B83	CHIEF PATHOLOGIST	1.00	0.00	0.00	0.00
54B92	ASSISTANT DIRECTOR FAMILY PRACTICE RESIDENCY PROGRAM	1.00	1.00	1.00	0.00
54C03	CLINIC PHYSICIAN ASSISTANT	1.00	3.00	3.00	0.00
60B01	PSYCHIATRIC SOCIAL WORKER I	0.50	0.00	0.00	0.00
60C24	SOCIAL WORKER V	6.00	6.00	11.00	5.00
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	60.70	2.90
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	12.00	14.00	2.00
70F81	SUPERVISING STOREKEEPER	1.00	1.00	1.00	0.00
70K21	FOOD SERVICE WORKER II	19.00	18.00	18.50	0.50
70K23	COOK	3.50	4.50	4.50	0.00
70K25	SENIOR COOK	2.00	2.00	2.00	0.00
70K80	HEAD COOK	2.00	2.00	2.00	0.00
70K84	HOSPITAL DIRECTOR OF FOOD SERVICES	1.00	1.00	1.00	0.00
70M02	PATIENT TRANSPORTER	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	2.00	2.00	2.00	0.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	0.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	3.00	3.00	3.00	0.00
80E21	OFFICE ASSISTANT II	9.30	9.30	8.50	(0.80)
80E22	OFFICE ASSISTANT III	17.30	16.30	17.30	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	14.25	14.25	15.25	1.00
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	3.00	1.00

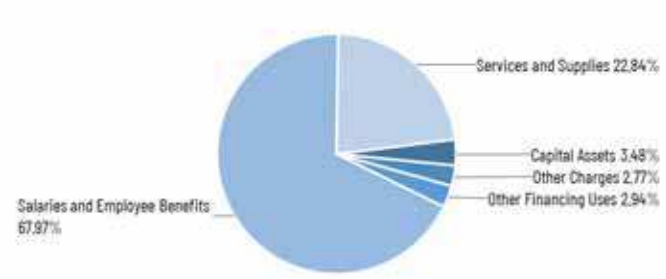
Adopted FY 2020-21 to Recommended FY 2021-22 Positions

Classification Code	Classification Label	Adopted Budget 2019-2020	Adopted Budget 2020-2021	Recommended Budget 2021-2022	Change
80K21	MEDICAL UNIT CLERK	19.90	19.90	20.10	0.20
80K23	HOSPITAL MEDICAL INTERPRETER	5.50	8.00	8.00	0.00
80K25	CLINIC OPERATIONS SUPERVISOR	1.00	0.00	0.00	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	51.00	54.70	54.70	0.00
80L03	SENIOR PATIENT SERVICES REPRESENTATIVE	1.00	1.00	3.00	2.00
80L04	SUPERVISING PATIENT SERVICES REPRESENTATIVE	3.00	3.00	3.00	0.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	31.30	30.30	30.30	0.00
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	1,299.30	1,325.10	1,435.40	110.3

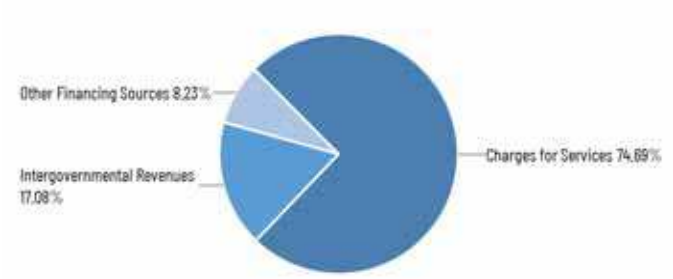
Natividad Medical Center

(Budget Unit 8142—Fund 451—Appropriation Unit NMC001)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Salaries and Employee Benefits	$204,336,640	$204,993,234	$212,119,580	$231,017,649	$231,017,649	$26,024,415
Services and Supplies	$110,370,686	$95,102,883	$118,633,999	$77,635,099	$77,635,099	$(17,467,784)
Other Charges	$82,222,366	$13,399,678	$6,999,058	$9,408,971	$9,408,971	$(3,990,707)
Capital Assets	$14,524,985	$20,000,000	$7,000,000	$11,827,975	$11,827,975	$(8,172,025)
Other Financing Uses	$160,220,947	$18,000,000	—	$10,000,000	$10,000,000	$(8,000,000)
Subtotal	$571,675,623	$351,495,795	$344,752,637	$339,889,694	$339,889,694	$(11,606,101)

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	$167,238	—	—	—	—	—
Revenue from Use of Money & Property	$5,962,314	—	—	—	—	—
Intergovernmental Revenues	$176,401,089	$55,837,000	$65,447,151	$62,282,530	$62,282,530	$6,445,530
Charges for Services	$254,393,705	$274,818,299	$297,038,505	$272,394,723	$272,394,723	$(2,423,576)
Miscellaneous Revenues	$3,421,414	—	—	—	—	—
Other Financing Sources	$146,075,444	$20,000,000	$7,000,000	$30,000,000	$30,000,000	$10,000,000
Subtotal	$586,421,204	$350,655,299	$369,485,656	$364,677,253	$364,677,253	$14,021,954
Fund Balance	$(14,475,581)	$840,496	$(24,733,019)	$(24,787,559)	$(24,787,559)	$(25,628,055)
Total Source of Funds	$571,675,623	$351,495,795	$344,752,637	$339,889,694	$339,889,694	$(11,606,101)

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 2021-22 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	1.00

Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
14B28	SUPERVISING PERSONNEL ANALYST	1.00
14B32	SENIOR PERSONNEL ANALYST	3.00
14B66	DEPARTMENTAL HR MANAGER	1.00
14C30	MANAGEMENT ANALYST II	8.00
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	5.00
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
14K67	HOSPITAL PURCHASING & MATERIALS SUPPORT DIRECTOR	1.00
14M02	HOSPITAL INTERPRETER SERVICES MANAGER	1.00
14M31	HOSPITAL DIRECTOR OF NURSING EDUCATION	1.00
14M32	HOSPITAL RISK ASSESSESSMENT & 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

Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
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	1.00
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	13.80
50G41	SPEECH PATHOLOGIST	6.00
50G95	REHABILITATIVE SERVICES MANAGER	1.00
50K19	HEALTH EDUCATION ASSISTANT	4.00
50P21	RESPIRATORY CARE PRACTITIONER	19.30
50P22	SENIOR RESPIRATORY CARE PRACTITIONER	1.00
50P24	SUPERVISING RESPIRATORY CARE PRACTITIONER	1.00
50P80	DIRECTOR OF RESPIRATORY CARE 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	6.00
50U18	PHARMACY TECHNICIAN	11.40
50U20	NURSING ASSISTANT	125.80
50U22	HEALTH CARE TECHNICIAN	3.70
50U23	OBSTETRICAL TECHNICIAN	6.30
50U25	ORTHOPEDIC TECHNICIAN	1.00

Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
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	8.50
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	11.30
52A16	SUPERVISING NURSE I	15.40
52A17	SUPERVISING NURSE II	1.90
52A19	STAFF NURSE II	369.95
52A20	STAFF NURSE III	36.60
52A21	CLINIC NURSE	4.00
52A22	SENIOR CLINIC NURSE	8.60
52A31	INFECTION CONTROL NURSE	2.00
52A33	CASE MANAGEMENT NURSE	15.00
52A34	UTILIZATION MANAGEMENT COORDINATOR	2.00
52A40	HOSPITAL NURSE AUDITOR	2.00
52A50	HOSPITAL QUALITY ASSURANCE NURSE	6.90
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	3.00
52A96	DIRECTOR OF SURGICAL SERVICES	1.00
52A97	CLINIC NURSE PRACTITIONER	2.40
52A98	HOSPITAL NURSE PRACTITIONER	12.50
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	2.00
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	11.00
60C81	SOCIAL WORK SUPERVISOR II	1.00
65A22	MEDICAL LIBRARIAN	1.00
70A10	HOSPITAL ENVIRONMENTAL SERVICES AIDE	60.70
70A12	HOSPITAL SENIOR ENVIRONMENTAL SERVICES AIDE	3.00

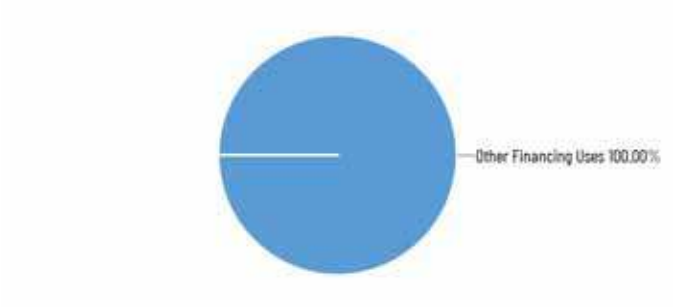
Recommended FY 2021-22 Positions

Classification Code	Classification Label	FTE
70A13	HOSPITAL SUPERVISING ENVIRONMENTAL SERVICES AIDE	2.00
70C21	GROUNDSKEEPER	1.00
70F21	COURIER	1.00
70F23	STOREKEEPER	14.00
70F81	SUPERVISING STOREKEEPER	1.00
70K21	FOOD SERVICE WORKER II	18.50
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
80A33	ADMINISTRATIVE SECRETARY	2.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	3.00
80E21	OFFICE ASSISTANT II	8.50
80E22	OFFICE ASSISTANT III	17.30
80E80	PRINCIPAL OFFICE ASSISTANT	15.25
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	3.00
80K21	MEDICAL UNIT CLERK	20.10
80K23	HOSPITAL MEDICAL INTERPRETER	8.00
80L02	PATIENT SERVICES REPRESENTATIVE II	54.70
80L03	SENIOR PATIENT SERVICES REPRESENTATIVE	3.00
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	1,435.40

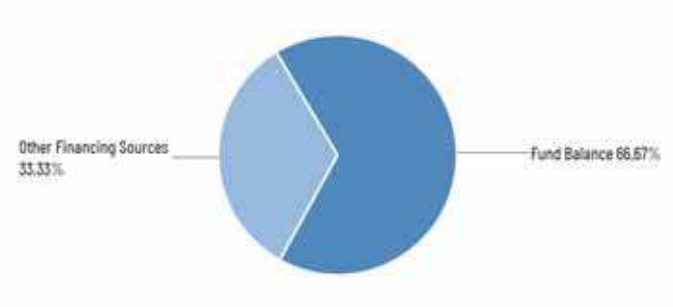
Natividad Medical Center

(Budget Unit 8142—Fund 404—Appropriation Unit NMC002)

Use of Funds



Source of Funds



Use of Funds

Expenditures	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Financing Uses	$9,244,952	$20,000,000	$7,000,000	$30,000,000	$30,000,000	$10,000,000
Subtotal	$9,244,952	$20,000,000	$7,000,000	$30,000,000	$30,000,000	$10,000,000

Source of Funds

Revenues	Prior Year 2019-2020	Adopted Budget 2020-2021	CY Estimate 2020-2021	Requested Budget 2021-2022	Recommended Budget 2021-2022	Recommended Change from Adopted
Other Financing Sources	$11,095,454	$18,000,000	—	$10,000,000	$10,000,000	$(8,000,000)
Subtotal	$11,095,454	$18,000,000	—	$10,000,000	$10,000,000	$(8,000,000)
Fund Balance	$(1,850,503)	$2,000,000	$7,000,000	$20,000,000	$20,000,000	$18,000,000
Total Source of Funds	$9,244,952	$20,000,000	$7,000,000	$30,000,000	$30,000,000	$10,000,000

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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Introduction

This section of the Recommended Budget describes the various contributions, obligations, liabilities, legislation and policies that result in either General Fund expenditures or a decrease in General Fund revenue. It also serves as a repository for legislation and policy decisions impacting availability of General Fund financing sources and provides a historic and comparative perspective of those impacts. The discussion in this section is organized into three sub-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 sub-sections. County contributions and obligations to non-County entities total $35.0 million in Fiscal Year (FY) 2021-22. 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. Total contributions and obligations increased by $1.7 million over the prior year, primarily due to higher contributions toward economic and tourism promotion, Fire and User Agencies of 911, as the County capped these contributions in the prior year due to the pandemic.

Liabilities total $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 total $7.1 million and 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 2018-19**	**FY 2019-20**	**FY 2020-21**	**FY 2021-22**
LAFCO	313,487	332,016	298,814	298,814
Economic Dev. & Tourism Promotion	1,987,454	2,122,000	1,216,250	2,654,684
Tobacco Settlement	4,257,928	4,082,238	4,110,021	4,082,238
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	15,777,999	15,998,500	15,447,957	15,538,082
Proposition 172 (Fire Districts)	2,976,816	3,144,425	3,144,425	3,295,753
Proposition 172 (User Agencies)	1,630,239	1,722,029	1,722,029	1,804,903
Total Contributions/ Obligations	**34,904,882**	**35,362,167**	**33,900,455**	**35,635,433**
Liabilities	**FY 2018-19**	**FY 2019-20**	**FY 2020-21**	**FY 2021-22**
CalPERS (Unfunded Liability)				
Miscellaneous	414,724,400	407,956,701	478,258,008	501,239,457
Safety	211,185,168	219,605,180	246,605,358	261,238,361
CalPERS Total	625,909,568	627,561,881	724,863,366	762,477,818
Other Post Employment Benefits	41,587,000	39,925,000	38,782,871	39,702,617
General Liability (Fund 475)*	5,803,000	5,643,000	5,449,000	9,642,000
Workers' Compensation (Fund 476)*	1,901,000	1,303,000	(18,000)	(851,000)
Vacation Accruals	29,784,416	30,149,857	31,652,873	35,216,100
Certificates of Participation (COPs)	156,582,087	126,065,481	121,092,369	115,715,405
Capital Leases/Notes/ COPs/Loans	74,773,511	71,048,764	61,877,888	43,831,000
Natividad Medical Center (COPs & Leases)	48,445,000	43,652,750	40,101,375	32,507,208
Total Liabilities	**984,785,582**	**945,349,733**	**1,023,801,742**	**1,038,241,148**
Other	**FY 2018-19**	**FY 2019-20**	**FY 2020-21**	**FY 2021-22**
Williamson Act Contracts	1,210,363	1,231,442	1,280,700	1,328,726
Library	235,539	235,539	249,320	262,025
Road Fund	5,319,831	6,239,884	5,205,660	5,486,766
Pajaro/Sunny Mesa CSD	25,000	25,000	25,000	25,000
Total Other	**6,790,733**	**7,731,865**	**6,760,680**	**7,102,517**

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 2021-22 projected total (net) revenues of $1,033,426 on which LAFCO's operational cost is based. The County's share is estimated at $298,814, which is flat from the current year contribution.

Table 2

Local Agency Formation Commission (LAFCO)			
	FY 2019-20	FY 2020-21	FY 2021-22
Operational Costs	1,080,420	1,129,266	1,033,426
County Share	332,016	298,814	298,814
% County Share	30.73%	26.46%	28.91%

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

FY 2017-18 TOT revenues improved from the prior year as tourism improved from the impacts from the Soberanes Fire. FY 2018-19 increased nearly 15% due to the continued recovery from wildfire and storm related damage that occurred in FY 2016-17, 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 was $24,948,914 due to exclusion of one-time collections, however, the TOT came in lower at $21,773,829 as the County experienced a drop in tourism due to the stay at home orders resulting from the pandemic. The estimate for FY 2020-21 is $16,390,728, a decrease of $5,383,101 (24.7%) from the prior year. TOT has been impacted due to the statewide Shelter-In-Place Order that restricted leisure travel as part of the plan to slow the spread of COVID-19. As COVID-19 cases drop and regional stay at home orders become less restrictive, the County anticipates some level of improvement in TOT next fiscal year. The FY 2021-22 Recommended Budget cautiously estimates $17,700,009 or nearly 8% increase over the current year budget, but still represents a 25% decline from the FY 2019-20 budget that was established before the pandemic.

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. In FY 2018-19, the contributions 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. In FY 2020-21, due to budget constraints, and significant reductions anticipated in TOT due to the pandemic, the contributions were not based on the established formula and resulted in a reduction of $905,750 (42.7%) over the prior year. The Recommended Budget for FY 2021-22 reverts back to contributions based on the formula but uses FY 2018-19 actuals as the base instead of FY 2019-20 actuals. The resulting contribution totals $2,654,684, or an increase of $1,438,434 (118%) over the prior year.

Table 3

County TOT Contributions				
	FY 2018-19	FY 2019-20*	FY 2020-21*	FY 2021-22
MCCVB	1,263,969	1,400,000	750,000	1,716,473
Arts Council	421,331	420,000	247,500	566,436
Film Commision	202,154	202,000	118,750	271,775
Total DSA	**1,887,454**	**2,022,000**	**1,116,250**	**2,554,684**
Business Council	100,000	100,000	100,000	100,000
Total TOT Contrib.	**1,987,454**	**2,122,000**	**1,216,250**	**2,654,684**
Contributions as % of TOT	**6.95%**	**9.75%**	**7.42%**	**15.00%**

*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 2021-22 is $1,716,473 an increase of $966,473 over the previous fiscal year. In addition to the support that Monterey County provides, MCCVB also receives funding from other local entities. Table 4 provides a four-year summary of funding by other local entities.

Table 4

MCCVB Total Jurisdiction Contributions				
Jurisdiction	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
City of Monterey	899,667	989,405	989,405	1,308,458
Carmel-by-the-Sea	176,857	189,347	120,040	205,491
Pacific Grove	113,571	117,742	84,549	149,139
City of Seaside	86,424	88,121	54,000	77,618
City of Salinas	78,034	93,375	80,000	100,153
City of Marina	63,718	98,889	68,087	73,536
Sand City*	2,000	2,000	-	2,000
Del Rey Oaks*	1,000	1,000	-	1,000
Total DSA	**1,421,271**	**1,579,879**	**1,396,081**	**1,917,395**

*Sand City and Del Rey Oaks do not have TOT

Arts Council of Monterey

The County's contribution to the Arts Council for FY 2021-22 is $566,436, an increase of $318,936 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 2021-22 is $271,775, an increase of $153,025. 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 2021-22 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 (C^2) competitive clusters initiative. The Monterey County Business Council forges cross-sector alliances to foster entrepreneurship for job creation and economic diversification, facilitates business-related issues between private and public sectors, educates industry

executives on the importance of economic drivers in Monterey County, provides access to expert advice and knowledge in relevant industries, and improves the overall image of the County as a business and technology-friendly community.

Tobacco Settlement Funds

The Tobacco Master Settlement Agreement (MSA) is an agreement between the four largest U.S. tobacco companies (Philip Morris USA, R.J. Reynolds, Brown & Williamson Tobacco Corp., and Lorillard Tobacco Company) and the Attorney General of 46 states (as well as the District of Columbia, Puerto Rico, and the Virgin Islands). The MSA settled Medicaid lawsuits against the tobacco industry for the recovery of tobacco-related health care costs and exempted the companies from private tort liability regarding harm caused by tobacco use. The tobacco companies agreed to pay annual payments to compensate states for some of the medical costs of caring for persons with smoke-related illnesses. Although the settlement was to compensate for healthcare costs, MSA funds are discretionary, and do not have any restrictions on how the funds may be utilized by the recipient jurisdiction. Monterey County participated in the lawsuit against the tobacco industry and began receiving MSA allocations in FY 2001-02. The funding allotments were allocated to health services, the Sexual Assault Response Team (SART), Court Advocates for Children, the Big Sur and Mee Clinics, and Natividad Medical Center indigent healthcare funding. On March 13, 2001, the Board of Supervisors approved a financial policy of leveraging $500,000 of Tobacco Settlement Funds annually, for twenty-three years, for health facility improvements.

MSA funds are a fluctuating amount based on several factors, i.e. relative market share (based on 1997 figures), number of cigarettes sold in the State, volume adjustments, etc. Table 5 provides a four-year history of the MSA funding to the County. Since implementation, MSA funds have remained relatively flat. Funds received by the County are transferred to Fund 025 and used for Health and Behavioral Health matches.

Table 5

Tobacco Settlement Funds				
	FY 2018-19	FY 2019-20	FY 2020-21*	FY 2021-22*
Tobacco Settlement	4,257,928	4,082,238	4,110,021	4,082,238

*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 because of enacted legislation. The statutory amount of the County's MOE payment is noticed at the beginning of the payment fiscal year by the State of California. 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 2018-19**	**FY 2019-20**	**FY 2020-21**	**FY 2021-22**
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). The contribution for FY 2020-21 was not based on the established formula and instead was a flat amount from the FY 2019-20 contribution due to anticipated decline in Public Safety Sales Tax revenue due to COVID-19. The contribution for FY 2021-22 reverts back to the formula, but is based on FY 2018-19 instead of FY 2019-20 and provides $1,804,903 to user agencies, an increase of $82,874 (4.8%). Table 8 shows the Proposition 172 negotiated offset provided user agencies beginning in FY 2007-08.

Table 8

Proposition 172 911 Dispatch User Agencies	
Fiscal Year	**Off-Set Contr.**
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
2021-22	1,804,903

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 $1,059,123 since FY 2012-13. Similar to the contribution for user agencies, the contribution of $3,144,425 for FY 2020-21 was a flat amount from the FY 2019-20 contribution due to anticipated reductions in Public Safety Sales Tax revenue as a result of COVID-19. In FY 2021-22 the contribution reverts back to the formula, but is based on FY 2018-19 instead of FY 2019-20 actuals, amounting to $3,295,753 an increase of $151,328 (4.8%).

The various fire agencies allocate the Proposition 172 revenues amongst themselves via their own allocation formula. Table 9 lists the estimated allocation for FY 2021-22.

Table 9

Proposition 172 FY 2021-22 Fire Agencies Allocation		
Fire Agency	**Allocation**	**% of Total Allocation**
Aromas FPD	$82,682	2.51%
Big Sur VFB	93,368	2.83%
Cachagua FPD	58,164	1.76%
Carmel Highlands FPD	230,604	7.00%
Carmel Valley FPD	475,420	14.43%
Cypress FPD	294,877	8.95%
Gonzales Rural FPD	41,664	1.26%
Greenfield FPD	41,664	1.26%
Mid Coast VFC	58,164	1.76%
North County FPD	728,955	22.12%
Pebble Beach CSD	235,126	7.13%
Monterey County Regional	676,310	20.52%
San Ardo VFC	41,664	1.26%
Soledad Rural FPD	41,663	1.26%
Spreckles CSD	53,614	1.63%
So. Monterey County FP	141,814	4.30%
Total	**$3,295,753**	**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 2020-21 and FY 2021-22 revenues at the time of this publication are estimates. The budget for FY 2020-21 was developed before the pandemic was declared. The County Forecast estimates that in the current year Proposition 172 revenues decrease by about $1,164,000 from budget. FY 2021-22 Proposition 172 revenues are anticipated to improve slightly from the current year.

Table 10

Proposition 172 Allocation by Entity			
Entity	**FY 2019-20**	**FY 2020-21**	**FY 2021-22**
Fire District	$3,144,425	$3,144,425	$3,257,732
User Agencies of 911 Ctr.	1,722,029	1,722,029	1,784,081
County Public Safety*	30,815,169	30,676,920	31,212,429
Total	**$35,681,623**	**$35,543,374**	**$36,254,242**

*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 2019-20**	**FY 2020-21**	**FY 2021-22**
Sheriff - Enforcement	$7,036,524	$7,006,571	$7,136,040
Sheriff - Corrections	10,651,655	10,606,311	10,802,304
Probation	3,077,659	3,066,656	3,114,216
Probation - Juvenile Inst.	2,805,399	2,795,363	2,838,741
District Attorney	5,385,329	5,358,631	5,474,032
Emergency Comm.	1,858,602	1,843,389	1,847,096
Total	**$30,815,168**	**$30,676,921**	**$31,212,429**

Shaded figures are estimated

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, 2020, CalPERS has 1,319,553 active and inactive (no longer work for a CalPERS employer with service credit on account) members and 732,529 retirees, beneficiaries and survivors receiving a monthly allowance for a total membership of 2,052,082. The CalPERS investment portfolio market value totaled $392.5 billion as of June 30, 2020 and realized a net investment return of 4.7% 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.

[1] CalPERS Facts at a Glance for Fiscal Year 2019-20 https://www.calpers.ca.gov/docs/forms-publications/facts-investment-pension-funding.pdf

Retirement benefits are calculated using an employee's years of service credit, age at retirement, and final compensation (average salary for a defined period of employment). The actual retirement formulas are determined by the employer (State, school, or local public agency), occupation (miscellaneous [general office and others], safety, industrial, or peace officer/firefighter), and the specific provisions in the contract between CalPERS and the employer. Prior to the enactment of the Public Employees' Pension Reform Act of 2013 (PEPRA) the County utilized the miscellaneous formula of 2% at the age of 55 years and 3% at 50 for safety employees. When PEPRA went into effect on January 1, 2013, the miscellaneous formula for new County employees (new hires without prior membership in any California public retirement system) was designated at 2% at the age of 62, with a minimum retirement age of 52 and 2.7% at 57 for safety employees. Additional information regarding PEPRA can be found in the following pages.

Employer and Employee Contributions to CalPERS

Prior to changes made in FY 2011-12, the County contributed the employer share and varying amounts of the employees' shares to CalPERS to fund retirement benefits for its employees. In the case of miscellaneous employees, the County paid the entire 7% of the employee contribution. For those covered by the safety formula, the County paid differing amounts of the employee's share depending upon negotiated bargaining unit agreements. Effective October 8, 2011, the County implemented negotiated agreements with its bargaining units wherein employees paid an increased portion. In general, most employees began paying 3.5% of the employee contribution while certain public safety bargaining units' employee contribution amount was increased by 4.5%.

Effective November 2013, most employee groups received a salary increase of 3.5%. 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 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Required Employer Contribution (in Projected Dollars)				
Employer Normal Cost	$27,696,431	$30,976,164	$33,221,859	$32,164,937
Unfunded Liability Contribution	23,664,230	29,028,455	33,543,803	39,502,875
Total Employer Contribution	51,360,661	60,004,619	66,765,662	71,667,812
Annual Lump Sum Prepayment Option*	22,837,091	28,030,140	32,428,018	38,188,871
Required Employer Contribution (Percentage of Payroll)				
Employer Normal Cost	7.97%	8.54%	9.22%	8.50%
Unfunded Rate	6.81%	8.00%	9.31%	10.44%
Total Employer Rate**	14.78%	16.54%	18.52%	18.94%
Employee Contributions				
Employee Contributions	23,256,386	24,173,597	23,953,912	26,186,043
Employee Rate	6.69%	6.66%	6.65%	6.92%
Safety Plan Required Contributions				
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Required Employer Contribution (in Projected Dollars)				
Employer Normal Cost	$9,707,401	$10,627,819	$11,495,296	$11,648,092
Unfunded Liability Contribution	12,152,096	14,542,643	16,448,011	19,160,858
Total Employer Contribution	21,859,497	25,170,462	27,943,307	30,808,950
Annual Lump Sum Prepayment Option*	11,727,342	14,042,508	15,900,892	18,523,501
Required Employer Contribution (Percentage of Payroll)				
Employer Normal Cost	17.61%	19.30%	20.05%	19.56%
Unfunded Rate	22.05%	26.41%	28.68%	32.18%
Total Employer Rate	39.66%	45.71%	48.73%	51.74%
Employee Contributions				
Employee Contributions	5,048,267	5,081,003	5,413,025	5,669,215
Employee Rate	9.16%	9.23%	9.44%	9.52%

*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 2021-22, the total County contribution for Miscellaneous Plan will increase by $4,902,150, a 7.3% increase over the prior fiscal year. The County contribution for Safety Plan over the same fiscal year increases by $2,865,643 or 10.3%.

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 1.25 to 1 in 2019 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 due to 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.

Effective with the June 30, 2019 Actuarial, a shorter amortization was adopted for future gains and losses,

[2] CalPERS Circular Letter No. 200-019-13, April 26, 2013

reducing the amortization period from 30 years to 20 years and removing the 5-year ramp up or down on UAL bases.

Table 13 reflects the MVA Basis and shows that the County's unfunded liability for the Miscellaneous Plan increased by $22,981,449 from June 30, 2018 to June 30, 2019. The Safety Plan unfunded liability increased by $14,633,003 over the same period. The total unfunded liability for both plans totals $762,477,818 based on the June 30, 2019 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	**6/30/2016**	**6/30/2017**	**6/30/2018**	**6/30/2019**
Present Value of Projected Benefits	2,021,809,210	2,190,417,833	2,388,027,673	2,509,632,113
Entry Age Normal Accrued Liability	1,656,141,324	1,778,548,785	1,952,093,531	2,060,649,621
Market Value of Assets	1,241,416,924	1,370,592,084	1,473,835,523	1,559,410,164
Unfunded Liability	414,724,400	407,956,701	478,258,008	501,239,457
Funded Ratio	75.0%	77.1%	75.5%	75.7%
Safety Plan - Funded Status				
Measure	**6/30/2016**	**6/30/2017**	**6/30/2018**	**6/30/2019**
Present Value of Projected Benefits	720,445,890	776,195,559	845,621,723	888,687,270
Entry Age Normal Accrued Liability	602,799,343	648,537,626	706,148,009	746,585,474
Market Value of Assets	391,614,175	428,932,446	459,542,651	485,347,113
Unfunded Liability	211,185,168	219,605,180	246,605,358	261,238,361
Funded Ratio	65.0%	66.1%	65.1%	65.0%

Other Post-Employment Benefits (OPEB)

Governmental Accounting Standards Board Statement Number 45 (GASB 45) requires public agencies to account for and report the Annual Required Contribution (ARC) of Other Post-Employment Benefits (OPEB) on financial statements. OPEB are those benefits defined 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 like the CalPERS retirement funds. The expected rate of return used to determine OPEB liability is 6.75%. 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, 2020 was $5,584,875 with investment earnings realized for the same period of $1,442,493. The ending balance for the CERBT trust as of June 30, 2020 is $47,769,148, an increase of $6,990,809 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 2016-17	**FY 2017-18**	**FY 2018-19**	**FY 2019-20**
Beginning Balance	22,595,891	27,590,173	34,037,328	40,778,339
Contribution	2,620,000	4,246,000	4,621,000	5,584,875
Investment Earnings	2,394,553	2,226,039	2,149,133	1,442,493
Admin. Expenses	(11,710)	(14,374)	(16,822)	(21,118)
Investment Expenses	(8,561)	(10,510)	(12,300)	(15,441)
Ending Balance	**27,590,173**	**34,037,328**	**40,778,339**	**47,769,148**

Table 15

OPEB Obligations and Asset Valuation				
	FY 2016-17	**FY 2017-18**	**FY 2018-19**	**FY 2019-20**
Total OPEB Liab.	62,426,000	67,531,000	72,800,654	80,466,905
Plan Fiduciary Net Position	22,611,000	27,606,000	34,017,783	40,764,288
Net OPEB Liability (NOL)	39,815,000	39,925,000	38,782,871	39,702,617

Table 15 reflects actuarial valuations, the most recent from June 30, 2019, that shows the Net OPEB liability for the County. Both the County's Total OPEB Liability (formally the Actuarial Accrued Liability) and the County's Plan Fiduciary Net Position (formally referred to as the Market Value of Assets) increased by $7,666,251 and $6,746,505 respectively. The resulting Net OPEB Liability increased by $919,746 compared to the previous year. The valuations are prepared every two years.

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 June 24, 2020.

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 2.5%. 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 2020 review estimates the cost of claims and expenses for claims incurred during the FY 2020-21 and FY 2021-22 program years to be $16,826,000 and $17,571,000, 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 2020-21 and FY 2021-22 costs translate to rates of $3.84 and $3.92 per $100 of payroll, respectively.

Bickmore estimates the program's liability for outstanding claims to be $81,449,000 and $83,862,000 as of June 30, 2020 and June 30, 2021, respectively. As of June 30, 2020, the estimated program assets of $87,739,000 render the program funded just above the 70% confidence levels, projecting a surplus of $851,000 at June 30, 2021.

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 maintain program assets at the

70% confidence level by June 30, 2026. 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. To maintain funding at the 70% confidence level, the County's FY 2020-21 contribution is $23,558,000 made up of $19,117,000 for claims and loss adjustment expenses, $4,620,000 for non-claims related expenses, and $179,000 from the June 30, 2021 surplus.

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 27, 2020 review estimated the cost of claims and expenses for claims during the FY 2020-21 and FY 2021-22 program years to be $8,468,000 and $9,069,000, 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 2020-21 and FY 2021-22 claims translate to rates of $1.94 and $2.04 per $100 of payroll, respectively.

Bickmore estimates the program's liability for outstanding claims to be $19,364,000 and $21,267,000 as of June 30, 2020 and June 30, 2021, respectively. As of June 30, 2020, the estimated program assets total $16,276,000, indicating the program is funded below the expected confidence level. The projected deficit is $9,642,000 at June 30, 2021 based on the 70% confidence level.

Bickmore recommends the County implement a five-year funding plan to bring program assets back to the desired Marginally Acceptable 70% confidence level by June 30, 2026. 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, 2021. Based on this recommendation, the County's FY 2021-22 contribution is $18,787,000 made up of $10,670,000 for claims and loss adjustment expenses, $6,093,000 for non-claims related expenses, and $2,024,000 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 $3,233,015 as of June 30, 2020 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, 2020 is $35,216,100, a $3,563,227 increase from the prior year. In FY 2010-11, a reserve to meet vacation accrual/compensated absences payouts was created. In FY 2019-20, the reserve remained unchanged from the prior fiscal year at $8,038,138.

Table 16

Compensated Absences				
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Unfunded Liability	37,822,554	38,187,995	39,691,011	43,254,238
Reserve	8,038,138	8,038,138	8,038,138	8,038,138
Total Compensated Absences Accrual	29,784,416	30,149,857	31,652,873	35,216,100

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 2016-17**	**FY 2017-18**	**FY 2018-19**	**FY 2019-20**
COPs	151,465,000	121,597,250	117,298,625	112,622,790
COP NGEN	5,117,087	4,468,231	3,793,744	3,092,615
Capital Leases / Notes	74,773,511	71,048,764	61,877,888	43,831,000
NMC COP's / Leases	48,445,000	43,652,750	40,101,375	32,507,208
Liabilities	**279,800,598**	**240,766,995**	**223,071,632**	**192,053,613**

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 2019-20**	**FY 2020-21**	**FY 2021-22**
2017 Refunding COP - NMC	October	$90,387	$86,404	$81,313
	Principal	$199,166	$203,614	$217,205
	April	$86,404	$81,313	$75,883
Total		**$375,957**	**$371,331**	**$374,401**
2017 Refunding COP - County	October	$1,738,538	$1,661,921	$1,564,012
	Principal	$3,830,834	$3,916,386	$4,177,795
	April	$1,661,921	$1,564,012	$1,459,567
Total		**$7,231,293**	**$7,142,319**	**$7,201,374**
2019 NMC Refunding COPs*	October	$802,984	$725,125	$644,375
	Principal	$3,540,000	$3,230,000	$3,425,000
	April	$715,084	$644,375	$558,750
Total		**$5,058,068**	**$4,599,500**	**$4,628,125**
2015 COP	October	$1,051,572	$1,030,447	$1,008,197
	Principal	$845,000	$890,000	$935,000
	April	$1,030,447	$1,008,197	$984,822
Total		**$2,927,019**	**$2,928,644**	**$2,928,019**
NGEN County Portion **		$406,163	$406,163	$406,163
Total County Annual Debt Service		**$15,998,500**	**$15,447,957**	**$15,538,082**

* NMC 2009 and 2010 COPs were refunded, the new debt service reflected in FY 20-21 column under 2019 NMC
**NGEN obligation changes annually based on Emergency Communication's calculation as to each MOU

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 2018-19 to be $1,210,363 from approximately 654 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 2020-21 and FY 2021-22 are estimated using the Assessor's county-wide projected property tax growth rates of 4% and 3.75%, respectively, in line with the Assessor's countywide property tax projection. The estimated tax loss for FY 2021-22 is $1,328,726. Every year, the County reviews applications under the Williamson Act, and if approved, landowners receive tax relief effective the following year. The number of contracts is estimated to increase by about eight contracts each year based on historical information.

Table 19

Williamson Act Contracts Estimated County Tax Loss				
Description	**FY 2018-19**	**FY 2019-20**	**FY 2020-21**	**FY 2021-22**
Total Contracts	654	663	671	679
Base Value	2,590,616,315	2,709,764,416	2,818,154,993	2,923,835,805
Base Value Enrolled	621,193,732	690,071,142	717,673,988	744,586,762
WA - Assessed Value	2,316,994,634	2,554,147,409	2,656,313,305	2,755,925,054
WA - Enrolled Value	1,104,877,412	1,140,091,820	1,185,695,493	1,230,159,074
WA - Net Value Loss	864,545,171	879,601,454	914,785,512	949,089,969
Net Tax Loss	8,645,452	8,796,015	9,147,855	9,490,900
County Portion of Tax Loss	**1,210,363**	**1,231,442**	**1,280,700**	**1,328,726**

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 had 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). The FY 2021-22 General Fund contribution to the Library Fund is budgeted at $262,025. Table 20 provides a four-year history of contributions.

Table 20

Contribution to Library				
	FY 2018-19	**FY 2019-20**	**FY 2020-21**	**FY 2021-22**
GFC	235,539	235,539	249,320	262,025

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 was 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 $5,319,831 was transferred to the Road Fund, with the remaining amount of $920,053 set aside for priority projects.

Considering significant reductions anticipated in TOT due to the pandemic, the County moved toward contributing the MOE amount toward the Road Fund, rather than the existing formula. Effective with FY 2020-21, the contribution of $5,205,660 is based on the MOE using FY 2016-17 as a base year and increasing each year by a construction inflation index two years in arrears. The contribution for FY 2021-22 is based on this same method and amounts to $5,486,766. Table 21 provides six 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		$ 5,205,660
2021-22		$ 5,486,766

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. Through prudent decision-making and management, the three-year plan has outperformed initial estimates and consequently, realignment fund balance continues to be used strategically to minimize impacts to services. The department will continue to fund said programs with realignment and monitor for any anticipated deficits due to AB 85.

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 2021-22 through 2025-26

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 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 exceeds $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 $1.6 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 CIP is developed annually as part of the County budget process. Capital projects are administered by the Public Works, Facilities & Parks Department, NMC, or ITD. The Public Works, Facilities & Parks Department (PWFP) 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 FY 2021-22 capital budget for projects requested Countywide, which include funded, partially funded, or unfunded is $585 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 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 CIP development process is used to capture the key components for recommending project priorities and schedules and identifying funding requirements and available financing sources.

Project details are reviewed and compiled into a draft CIP by PWFP Staff. Projects that compete for Capital funds are ranked using a standardized scoring system. The Capital Improvement Committee (CIC) reviews the project rankings and makes 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. The CIP project lists are subject to change by direction of the CIC and BC.

Based on support from both committees, the recommended CIP is presented to the Board of Supervisors for adoption of the projects in the CIP and their budgetary priority. Final project numbers are reflected this adopted plan.

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 full approval process is completed each year by June 30 prior to the start of the new budget year.

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 2021-22 includes appropriations for approved Capital projects that are in progress and planned to continue into the next fiscal year.

FY 2021-22 General Fund Capital Budget

The CIP serves as a strategic planning and budgeting tool and is instrumental in the development of recommendations for capital budget appropriations in each of the Capital Funds of the County's annual budget.

The current CIP projects list includes 82 fully funded and 11 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 now. This list is comprised of 50 projects with an unfunded need in FY 2021-22 of $94 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). These infrastructure projects are intended to provide safety improvements to the traveling public and adequate facilities for Monterey County government functions. The following discussions provide individual project details and anticipated related ongoing Operations and Maintenance (O&M) impacts, if applicable.

Fund 402:
Capital Projects Overview

Capital Projects (Fund 402) was established to track funding for the construction of County facilities. The FY 2021-22 Recommended Budget includes sufficient appropriations to and funding necessary for anticipated work on projects through the fiscal year. No positions are budgeted in this fund. Staff costs are included in Unit 8552 – Facility Services. The Fund 402 Recommended Budget for FY 2021-22 is $5,645,432 which includes the following projects and COWCAP appropriations.
FY 2021-22 recommended Capital Projects include the following:

Project Title	Project Budget FY2021-22
Ag Commissioner Facilities Maintenance - South County	$ 50,000
Ag Commissioner Facilities Maintenance - Salinas Office	$ 220,616
Bradley Library	$ 180,000
CIP Administration	$ 225,000
Jail Identification System - SCAAP	$ 250,000
1200 Aguajito - Replace Chiller System	$ 895,382
1270 Natividad Road - Health: Water Intrusion	$ 84,499
1410 Natividad Road - Correctional Facility Re-Roof	$ 1,631,101
1414 Natividada Road - PSB Roof Replacement	$ 1,454,022
Proposition 68 Per Capita Grant	$ 789,288
Fund 402 Total:	$ 5,779,908

Ag Commissioner Facility Development – South County:
Develop Agricultural Commissioner (AC) facilities to meet South County operational needs currently being served from their Salinas office. Previously focused on occupying an existing County property in Greenfield, AC shifted its focus to develop a new facility in a location better suited to meet the needs of the community. The new facilities will consist of approximately 5,000 square feet of offices, a conference room, and supplies and equipment storage. The estimated cost is approximately $4.1 million. This project is ongoing and partially funded. Previously listed in CIP as Project #2017-SC.

Total FY 2021-22 Budget: $50,000
Est. Project Completion Date: 6/30/2023
Total Project Budget: $4,100,000
O&M Impacts: TBD

Ag Commissioner Facility Development – Salinas Office:
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 2021-22 budget includes plan development and specifications for repairs.

Total FY 2021-22 Budget: $220,616
Est. Project Completion Date: 6/30/2023
Total Project Budget: $1,684,976
O&M Impacts: TBD

Bradley Library:
Conduct a feasibility study for a new Library branch in Bradley. In FY 2016-17, the Bradley Branch Library lost its lease on a small facility that it occupied for several decades. The Library served both the community and the rapidly growing local elementary school population in a remote part of the County. The County Board of Supervisors allocated $200,000 to investigate the feasibility of acquiring a new site for a replacement library. Recently, the Library began discussions with the local school about the possibility of locating a facility on the school campus. Due to leadership changes within the Library organization and the occurrence of the COVID-19 pandemic and shelter in place, movement on the project was delayed. Discussions with the Bradley School district resumed in 2021 and the school district expressed their willingness to collaborate to proceed with discussions of either a long-term lease or gifting of a potential library space. The school is interested in working with the Library to support the creation of a replacement facility which will serve the residents and students of Bradley. Following the feasibility study phase, this CIP project will be updated with construction estimates as they become available.

Total FY 2021-22- Budget: $180,000
Est. Project Completion Date: 6/30/2022
Total Project Budget: $200,000
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 2021-22 through FY 2025-26 will be presented to the CIC, BC, and the Board by June 30, 2021.

Total FY 2021-22 Budget: $225,000
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 2021-2022 Budget: $250,000
Est. Project Completion Date: 6/30/2022
Total Project Budget: $250,000
O&M Impacts: TBD

1200 Aguajito – Replace Chiller System:
Replace chiller system at Monterey Courthouse located at 1200 Aguajito Road, Monterey. During the scoping/design of the Chiller Replacement Project engineers recommended the Cooling Tower also be replaced as it was obsolete, did not meet current code, and would not be compatible with the new chiller system. The Cooling Tower was a separate CIP project in previous years and was combined into one project.

Total FY 2021-2022 Budget: $895,382
Est. Project Completion Date: 6/30/2022
Total Project Budget: $1,110,000
O&M Impacts: None

1270 Natividad Road – Health: Water Intrusion Repairs:
Repairs to address ongoing water instruction issues during heavy rains. The Health Department at 1270 Natividad Road was commissioned in October 2009. This building serves as headquarters to the Monterey County Health Department and houses over 200 county employees. On December 2, 2019, heavy rains penetrated through the stucco walls into the interior. This caused major water damage, displacement of staff, and an emergency response for disaster cleanup. Repairs are necessary to preserve the County asset. Project promotes health and safety of building occupants.

Total FY 2021-2022 Budget: $84,499
Est. Project Completion Date: 6/30/2022
Total Project Budget: $1,220,419
O&M Impacts: TBD

1410 Natividad Road – Correctional Facility Re-Roof:
Remove and replace approximately 48,365 square feet of roof on the existing adult correctional facility, dorms A-D and receiving area. 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 2021-2022 Budget: $1,631,101
Est. Project Completion Date: 6/30/2022
Total Project Budget: $1,940,112
O&M Impacts: None

1414 Natividad Road – PSB Roof Replacement:
Install acrylic coating system and/or 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 2021-2022 Budget: $1,454,022
Est. Project Completion Date: 6/30/2022
Total Project Budget: $1,569,160
O&M Impacts: None

Proposition 68 Per Capita Grant:
The Per Capita Grant is a non-competitive funding grant in which the County has been allocated a cumulative NTE $631,430. There is a twenty (20) percent match or $157,858 requirement to receive these funds. The application deadline is December 2021 and the performance period for completion is December 2023. There may be multiple applications for different project sites, and it is recommended by OGALS to apply for projects that would not compete well under the remaining three grant opportunities. The Per Capita Grant would be eligible at all County parks, including the former Fort Ord properties. Staff received Board approval on February 23, 2021 to submit an SPP grant application for San Lorenzo Park and is currently working on applications for the

remaining grant opportunities including the Per Capita Grant.

Total FY 2021-2022 Budget: $789,288
Est. Project Completion Date: 12/31/2023
Total Project Budget: $789,288
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 8552 – Facility Services. The FY 2021-22 Recommended Budget for Fund 404 is $14,632,541 which include project costs and COWCAP appropriations. FY 2021-22 recommended Facilities Master Plan Implementation Projects include the following:

Project Title	Project Budget FY2021-22
Carmel River Floodplain Restoration (CRFREE)	$ 518,697
Carmel Lagoon	$ 448,699
Facilities Utilization Plan	$ 20,000
Jail Housing Addition - Lift Station	$ 680,000
Development of County Property - Church and Gabilan Street	$ 1,657,257
Park Solid Waste and Water Capital Projects	$ 10,758,621
Laguna Seca Water Project	$ 500,000
Fund 404 Total	$ 14,593,274

Carmel River Floodplain Restoration (CRFREE):
Restoration of the former Odello farm fields south of the Carmel River and east of Highway 1, including levee removal, floodplain and habitat restoration, construction of an approximately 350` long causeway to replace a portion of the Highway 1 embankment, and transition grading into and potential expansion of the South Arm of the Carmel River Lagoon.

Total FY 2021-22 Budget: $518,697
Est. Project Completion Date: 6/30/2025
Total Project Budget: $40,442,638
O&M Impacts: NONE

Carmel Lagoon – Scenic Road Protection Structure Project:
The Carmel Lagoon Scenic Road Protection Structure (SRPS)/Ecosystem Protective Barrier (EPB) Project is a multi-objective, multiyear, multi-organizational effort to improve natural floodplain function and protect public infrastructure, while maintaining or improving flood risk protection to existing developed areas. The project involves implementing three project components: 1) Ecosystem Protective Barrier (EPB); 2) Scenic Road Protection Structure (SRPS); and 3) Interim Sandbar Management Plan (ISMP).

Total FY 2021-22 Budget: $448,699
Est. Project Completion Date: 6/30/2026
Total Project Budget: $21,407,7190
O&M Impacts: TBD

Facilities Utilization Program:
This project supports the pre-planning efforts required to fulfill the 2003 Master Plan at the Alisal Government Center Campus. Scope of work for FY 2021-22 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 2021-22 Budget: $20,000
Est. Project Completion Date: 6/30/2022
Total Project Budget: $944,164
O&M Impacts: NONE

Jail Housing Addition – Lift Station:
This project was updated in March 2021 to incorporate the potential for an expanded scope if CARES 2 Act funding becomes available. This project would install 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 potential risk of sewage backup into the Jail if the lift station failed. The increase in inmate population because of the Jail Housing Addition will also impact the rate at which the system could potentially overflow.

Total FY 2021-22 Budget: $680,000
Est. Project Completion Date: 6/30/2022
Total Project Budget: $2,000,000
O&M Impacts: NONE

Development of County Property – Church and Gabilan Streets:
Project is located on the former site of the County modulars near the corner of Church and Gabilan in Salinas. The modulars were removed and utilities capped immediately below grade on September 2018. The lot was then covered in 3" wood chips as an interim measure to control dust. The goal of the project is to install temporary off-street parking for use by County

Employees. These improvements are considered short-term and minimal infrastructure are proposed. A long-term solution of building a parking structure on this site will be addressed in a separate future project.

Total FY 2021-22 Budget: $1,667,257
Est. Project Completion Date: 6/30/2022
Total Project Budget: $1,974,719
O&M Impacts: NONE

Park Solid Waste and Water Capital Projects:
This project would designate a portion of the County's American Rescue Plan Act of 2021 (ARPA) funding to water and sewer system improvement projects in the County parks system (Toro, Royal Oaks, Manzanita, San Lorenzo, Lake San Antonio, and Lake Nacimiento). The cost estimate is based on water and sewer system line items for parks in the 2015 Kitchell Facility Assessment with cost escalated for fiscal year 2021-22.

Total FY 2021-22 Budget: $10,758,621
Est. Project Completion Date: 12/31/2024
Total Project Budget: $16,807,439
O&M Impacts: TBD

Laguna Seca Water Project:
The project will provide potable water throughout the facility and undertake a comprehensive inventory and evaluation of seven (7) existing independent sanitary sewer systems with the goal of developing a single system (on-site sewage treatment plant). The existing systems were developed at different times over the years and have varying capacities and related concerns. It would not be financially feasible to address each system individually.

Total FY 2021-22 Budget: $500,000
Est. Project Completion Date: 6/30/2023
Total Project Budget: $4,451,487
O&M Impacts: TBD

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 located in building 500, first floor 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 construction was originally forecasted to occur over a 24-month period, with construction occurring into 4 phases to maintain services during the remodel. Construction started on September 4, 2018. The project is currently 85% complete. In the first two quarters of FY 2019-20, it was identified that there would be a possible impact to the project schedule due to revisions of the magnetic/RF shielding for the MRI equipment and structural calculation of the anesthesia boom for the IR room.

The Coronavirus (COVID-19) pandemic is continually generating unprecedented delays and disruptions to the Radiology Modernization project by effecting equipment manufacturing, availability of contractor workforce, and governmental personnel for project inspections. The manufacturer of the second CT had a widespread infection which quarantined factory workers and delayed delivery of the equipment until early March. The project has exceeded the original project schedule and now is anticipated to be completed by the end of May of 2021.

Although the project will exceed the original forecasted time frame, Natividad feels confident that the project will come in at or below budget. The Radiology Modernization project is within budget with a remaining balance of $1,818,839 as of March 2021.

Total FY 2021-22 Cost: $1,818,839
Est. Project Completion Date: May 2021
Total Project Cost: $24,621,331
O&M: None

Nurse call 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.
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Natividad Medical Center was issued a building permit from the Office of Statewide Health Planning and Development (OSHPD) on July 11, 2019. NMC initiated and assigned the project to a JOC contractor and received a price proposal. OSHPD's comments on the construction documents didn't allow the use of a temporary wireless Nurse Call system, which dramatically increased the phasing and constructability of the project. From July 2019 through February 2020, the construction price proposal went through four revisions during the review process with the Gordian Group (the company that assists with the County's JOC program). During this period, NMC staff worked jointly with the architect, engineers, and contractor to extensively evaluate phasing to make the project more efficient.

The Coronavirus (COVID-19) pandemic is generating unprecedented delays by not allowing access to patient rooms and resulting in building permit expiration. The project was resubmitted to OSHPD on January 5, 2021 for plan review and anticipate approval is expected to be early March of 2021. The remaining balance for the Nurse Call project is $2,354,798 as of March 2021. The estimated completion date is June 30, 2023.

Total FY 2021-22 Cost: $2,354,798
Est. Project Completion Date: June 30, 2023
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.

OSHPD approved this project on June 11, 2019, and NMC has initiated the project as a JOC project to Staples Construction. NMC has received the price proposal in the amount of $849,813. NMC started construction on September 21, 2020 and is currently 50% complete with phase 1, but the global spread of Coronavirus (COVID-19) pandemic is generating unprecedented delays. The remaining balance for the Pharmacy project is $203,061 as of March 2021. The estimated completion date is June 30, 2022.

Total FY 2021-22 Cost: $203,061
Est. Project Completion Date: June 2022
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.

OSHPD approved the project on September 4, 2019. NMC initiated a JOC project to Staples Construction. The project is currently on hold due to the global spread of Coronavirus Disease 2019 (COVID-19). The remaining balance for the Laboratory Remodel/Phlebotomy project is $572,161 as of March 2021.

Total FY 2021-22 Cost: $572,161
Est. Project Completion Date: On Hold
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.

NMC has initiated a JOC project with Ausonio Inc. to provide this scope of work. Resurfacing, restriping, and improvements to the bus stop are complete. The remaining portion of the projects is to mitigate erosion in parking lot "K." The geotechnical report was received on May 1, 2020. Natividad has proceeded with further investigation of the storm water system and roadway erosion and is currently reviewing potential options to mitigate the distressing stairs and roadway. The remaining balance for the Parking lots and Roadwork project is $255,501 as of March 2021. The estimated completion date has been revised to December 30, 2021.

Total FY 2021-22 Cost: $255,501
Est. Project Completion Date: December 30, 2021
Total Project Cost: $840,000
O&M: None

Anticipated Major Projects:

Building 800 Demolition
Building 800 was used as a central plant and laundry facilities for the old Monterey County Hospital which has since been decommissioned. The building has not been used for decades and it is unsuitable for any use due to its age and condition. The project consists of reusing the land by building a new single-story pre-engineered metal building of approximately 15,400 square feet (SF) for multi-purpose use. A feasibility study has been received and it is estimated that the project would cost $6,800,000. The project is budgeted over two fiscal years (FY) $4,000,000 for FY 21-22 and $2,800,000 for FY 22-23.
Total FY 2021-22 Cost: $4,000,000
Est. Project Completion Date: December 2023
Total Project Cost: $6,800,000
O&M: Unknown

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Debt Management Policy

Section 1 – Introduction

The purpose of the County of Monterey (the "County") Debt Management Policy (the "Policy") is to ensure sound and uniform practices for issuing and managing debt. The County recognizes that it may need to enter into debt obligations to finance projects and to meet fiscal responsibilities. Accordingly, this Debt Management Policy confirms the commitment of the Board of Supervisors (the "Board"), staff, advisors and other decision makers to adhere to sound financial management practices.

The County's Comprehensive Annual Financial Report lists a number of legally separate organizations ("component units") for which the Board is financially accountable. This Policy informs the actions of these component units to ensure a uniform approach to the issuance of debt.

The procedures set forth herein shall be followed in connection with all proposed offerings of bonds, notes, or other debt instrument financings authorized by the County, and any other entity for which the Board, or other County agency, is the governing body. The Board adopted a Public Financing Policy ("Debt Management Policy") on May 19, 1998 which incorporated as an addendum the Mello-Roos Community Facilities District Financing Policy, previously adopted by the board on March 25, 1991. Revising resolutions were approved: on October 8, 2002 to address statutory changes and to more appropriately provide financial protection to the County for issuance of Mello-Roos debt; August 16, 2005 to add Certificates of Participation to General Obligation Bonds for purposes of calculating debt ceilings; on July 11, 2006 to establish the Capital Improvement Plan and Committee, and on April 21, 2008 to further amend policies, and on February 14, 2012 to delete reference to the Debt Advisory Committee (DAC). Those amendments and original policy are modified and restated herein. This revised policy as of July 25, 2017 ensures the County's compliance with requirements pursuant to California Senate Bill 1029, which amended Section 8855 of the California Government Code and became effective in January 2017. Such requirements pertain to how the policy's goals relate to the County's planning goals, capital improvement program, and overall objectives. The updated policy herein also contains new language to ensure the County's ongoing diligence with respect to financial disclosure, monitoring, and recordkeeping.

The proper utilization of debt is a major financing tool of the County – supplementing and/or leveraging other sources of financing such as allowed taxation, fees for services, fines and grants. Costs versus benefits/risks of borrowing will be a major consideration when evaluating each proposed use of debt as a source of financing specific county needs.

Debt is utilized by the County to address County-wide business needs and Board of Supervisor goals and objectives, and when it is determined to be the most prudent and cost-effective method for meeting general or specific needs and service requirements. Debt proposals must be closely coordinated with the county's capital and operating budget processes and must consider the impact of the proposed debt issue on the county's credit rating and total debt burden, as well as long-term goals, objectives and financial forecasts. Repayment of borrowed funds is of paramount concern to the County. Proper structuring and continued management of county debt is critical.

1.1 Policy Objectives

The Policy objectives are as follows:

- Establish a systematic and prudent approach to debt issuance and debt management.
- Ensure access to debt capital markets and direct purchase investors (private placement providers) through prudent and flexible policies.
- Define specific limits or acceptable ranges for general fund supported debt and pension obligation debt.

1.2 Scope

This Policy governs the issuance and management of all debt and lease financing activity by County entities and component units. The debt policies and practices of the County are subject to and limited by applicable provisions of state and federal law and to prudent debt management principles.

The County uses financing techniques prescribed under existing law for projects that require financing beyond the current fiscal year. These techniques can include, but are not limited to, certificates of participation, lease-back arrangements, and revenue and assessment bonds.

Section 2 – Debt Advisory Committee

The Debt Advisory Committee (DAC) shall be reestablished, consisting of the Auditor-Controller, Treasurer-Tax Collector, and County Administrative Officer, or their designees, for the purpose of reviewing and advising the Budget Committee, Capital Improvements Committee, and the Board regarding proposed and existing debt issues in which the Monterey, or other entity for which the Board is the governing body, has complete or limited obligation for debt repayment. Such debt issues include, but are not

limited to General Obligation Bonds, Revenue Bonds, Certificates of Participation (COPs), Tax Allocation Bonds, Special Assessment Bonds, Revenue Securitizations, Judgment Obligation Bonds, Conduit Debt, Mark-Roos and Mello-Roos financings, Tax and Revenue Anticipation Notes (TRANs), and other short term financings. The DAC may utilize the services of an independent municipal advisor when analyzing the proposed financing.

The Auditor-Controller or his or her alternate will chair the DAC. The Treasurer-Tax Collector or his or her alternate will act as the vice chair. The chair shall be responsible for providing the functions of a recording secretary if the DAC deems such services to be necessary.

2.1 DAC Responsibilities

The DAC shall meet to consider County public financing proposals, refunding opportunities, or other debt management issues. A Debt Action Request (DAR) will be presented to the DAC by the County Administrative Office summarizing the action(s) requested (i.e., proposed financings, refunding opportunities, material events disclosure requirements, arbitrage issues, recommendations, policy, and other matters), all pertinent information surrounding the request, analysis, findings, and justification for a recommended course of action.

The DAC will consider and discuss the DAR and any additional relevant information required to make an informed decision. This may include seeking input and analysis from other internal and/or external resources, as deemed appropriate. The DAC will approve, modify, or deny the DAR, as determined by the DAC to be in the best interests of the County. If the DAC approves or modifies the DAR, the County Administrative Office will be responsible for implementation of requested action(s). If the DAC advises denial of the request, a written explanation of the Committee's reasoning will be provided to the requesting agency, committee, or department by the County Administrative Office within 10 days of the meeting, or as determined to be an appropriate and reasonable timeframe based on the requesting entity and purpose of the request.

For each individual issue, the DAC will analyze the current market conditions, benefits to be derived from the financing, potential risks, debt service burdens, revenue streams, sector expertise, cost of issuance, statutory restraints, current and projected market conditions, and other factors to determine debt structure, the method of sale, the financing team composition, term, use of credit enhancement, and method of awarding contracts.

Section 3 – Issuance of Approval Process

The approved Monterey County Capital Improvement Plan (CIP) and other Board approved or referred projects are the primary foundation for debt financing consideration for County serviceable debt. Debt proposals may originate from the Board, the Budget Committee, the issuing agency, and/or the recommending department. Debt for projects not eligible as a CIP project (non-recurring, less than $100,000, and/or useful life of less than five years) may be recommended by the agency or department proposing such issuance. A department, agency, or committee proposing a debt issue will submit a written report (in Board report format) to the County Administrative Officer, or designee, fully describing the proposed project, which specifically addresses the following:

- Purpose and feasibility of the proposed project.
- Public benefit derived from the project.
- Available project financing sources and alternatives (grants, etc.).
- Estimated total costs of the project (excluding cost of financing).
- Estimated timeline for completion of the project.
- Estimated additional ongoing operational costs resulting from the project.
- Appropriate revenue streams available for debt service.
- Proposed collateral to be pledged.
- Estimated total General Fund impact from debt service requirements and changed operational costs.

A DAR will be presented by the County Administrative Officer, or designee, for DAC review. DAC's review, findings, and recommendations will be presented to the Budget Committee for consideration and, if appropriate, referral for full Board consideration for approval to engage the financing team of external finance professionals. The County Administrative Office will be responsible for presentation, in coordination with the proposing department, agency, or committee.

3.1 Standards of Debt Financing

The County will minimize the level of direct debt by incurring debt only in those cases where public policy, public interest and/or economic efficiency favor debt over

cash financing or grant funding. In addition, the County shall use self-supporting (debt-service neutral or better) debt when possible.

The County in most cases will issue debt to finance capital projects. Other possible reasons to issue debt include (but are not limited to) refinancing unfunded pension liabilities, allowing the County to cover periods of temporary cash shortfalls, refinancing bonds, and paying obligations imposed by law. Except to alleviate cash-flow timing issues within a fiscal year, the County will avoid using debt to finance reoccurring operating expenses. All debt issuance will fall within the limits permitted by the California Constitution and state law.

Section 4 – General Debt Policies

4.1 Purpose of Debt

There are two basic types of debt: new money financings and refunding financings.

4.1.1 New Money Financings

The County may issue long-term debt to generate funding for capital projects. Short-term debt may be issued to generate funding for cash flow needs.

4.1.2 Refunding Financings

Refunding bonds are issued to retire all or a portion of an outstanding bond issue or other debt. Such bonds can be used to achieve present value savings on debt service, to modify interest rate risk, or to restructure the payment schedule, type of debt instrument used, or covenants of existing debt. The County must analyze each refunding bond on a present value basis to evaluate the economic effects. Policies on the administration of refunding bonds are detailed in Section 4.13 "Debt Refunding."

4.2 Use of Debt

Debt should be used when it is in the best overall interest of the County, including appropriate short-term borrowings and financing of certain assets with substantial useful and economic lives. The term of the debt must not exceed the useful life of the financed asset and, ideally, it should match or have a duration of less than the useful life of the asset.

Debt may be issued to finance needed equipment, facilities or infrastructure identified by the Capital Improvement Committee or adopted County Budget.

Debt may be issued to fund short-term operating and/or cash flow needs of the County, but must be repaid within 13 months from date of issuance. Debt may be issued for refunding existing debt when a reasonable overall net savings can be realized.

4.3 Legal Limitations

All debt issued by the County shall be in compliance with all pertinent State and federal statutes and in compliance with all regulations promulgated by agencies that maintain jurisdiction over debt issuance. All debt issues by the County shall conform to the provisions of this policy, unless waived by the Board. The Board, by resolution dated August 16, 2005, extended the General Obligation bond debt ceiling of 1.25% of countywide assessed value to include COPs financings.

4.4 Bond Proceeds

The use of proceeds from long-term financings will be limited to the uses authorized by law and allowed by the provisions of the particular debt issue. Generally, these limitations will allow for paying costs of planning, design, land, construction or acquisition of buildings, permanent structures, attached fixtures and/or equipment, movable furniture and equipment, and the costs of planning and issuing the debt.

The uses of short term financing will include funding the County's cash flow deficit in anticipation of tax and revenue receipts.

Proceeds of debt will be held either (a) by a third-party trustee, which will disburse such proceeds to the issuer upon the submission of one or more written requisitions, or (b) by the issuer, to be held and accounted for in a separate fund or account, the expenditure of which will be carefully documented by the County.

4.5 Avoiding Negative Impact on General Fund

Expenditures and investment transactions related to borrowings for funds other than the County's General Fund shall be structured to eliminate, to the maximum extent possible, direct and or indirect negative impacts on the General Fund. Interim funding for project expenditures shall be established and financed from proceeds of borrowings (or other appropriate sources) to avoid delays in draw-downs or reimbursements which would have the effect of reducing General Fund interest earnings.

4.6 Debt Issue Size

The amount of any financing should be held to a minimum, taking into consideration any available existing funds to partially finance project costs. Reasonable revenue coverage will be required for all issues. Bond reserve funds and capitalized interest should generally be minimized or

eliminated to reduce borrowing size, unless it is in the County's best interest to do otherwise, or if such funds are required as a function of law, regulation, or market conditions. Debt will only be issued to cover authorized costs as indicated in the preceding section on Bond Proceeds. Generally, debt will only be issued upon receipt of acceptable and reliable project construction bids. In certain situations, reliable estimates may be the basis for debt issuance.

4.7 Debt Level/ Affordability Targets

The County shall establish an affordable level of debt to preserve credit quality and ensure financial stability. As such, aggregate General Fund lease debt service should not fall more than within a range of four to six percent (4%-6%) of General Fund expenditures. The County shall maintain a debt affordability model with ratios recalculated at the time of a new debt issue. The DAC and the Board will be notified if any new issuance would cause the ratio to exceed the threshold. Both DAC and Board approval would be required before the County is allowed to exceed the ratio threshold.

A component unit may be allowed to exceed the above target ratio if the unit generates user fees through a business-type activity. The component unit must, however, repay the debt with money generated by user fees or other dedicated revenue sources.

The above target ratio does not include the County's pension and retiree health care unfunded actuarial accrued liabilities (UAAL), which itself is a form of "debt" owed to retirement plan members

4.8 Tax Status

It is the County's policy to issue tax-exempt obligations and to avoid taxable status on County borrowings unless it is determined that taxable status would be in the best interest of the County. Generally, tax-exempt bond issues are subject to IRS arbitrage rebate requirements. These requirements specify that any profit or arbitrage be rebated to the federal government. Rebate computations are typically required every five (5) years and upon final redemption or maturity of the bonds. Any excess earnings are required to be rebated to the federal government. As primarily a tax-exempt borrower, the County will comply with applicable IRS regulations and provisions including arbitrage rebate calculations, rebate of arbitrage profits, and any necessary tax filings.

4.9 Taxpayer Equity

If a debt issuance is to be financed by General Fund revenues, the proposing department must demonstrate a benefit to a significantly large proportion of the County's property taxpayers. If the project would primarily serve a definable group of taxpayers, the obligation to repay the debt should be borne by that group of taxpayers, when feasible. In certain instances, the Board may determine that exceptions to this general guideline would be in the best interests of the County.

4.10 Authorized Method of Sale

The County's goal is to protect the public's interest by obtaining the lowest possible interest cost. To obtain this goal, the County may use a competitive, negotiated, limited-competitive (hybrid) or private placement method of sale. The appropriate method should be determined on a case-by-case basis.

Before selecting a method of sale for public offerings, the financing team shall take into consideration the current market, the issuer's characteristics, and the proposed bond structure. Market considerations will focus on the supply and demand of competing issuances. Issuer characteristic considerations will include market familiarity, credit strength, and policy goals. Bond structure considerations will include the type of debt instrument, issue size, structure, and timing.

Determination of whether to sell bonds under a competitive bid or a negotiated sale will depend on many factors, including the market environment, timing considerations, structure of financing, and the type of bond or other financing instrument. For certain types of debt instruments and financing structures, competitive sale is generally the method by which the County can obtain the lowest interest cost, and is required for specified types of debt issues. However, in some circumstances, competitive sale may not be feasible or practical, and in some situations, the use of negotiated sales may provide a more favorable financial outcome. Thus, the method of sale must be analyzed by the County, and if used, the municipal advisor, prior to any debt issue. Private placement may be used for any debt issue structured specifically for one purchaser, typically, a bank, insurance company, broker dealer, or leasing company. Financial analysis and professional concurrence must precede any private placement issue.

4.10.1 Competitive Sale

In a competitive sale, competing underwriters deliver sealed bids to the County, at the time and place specified

in the Official Notice of Sale. The County selects the underwriter offering the best terms at the time. Bids will be awarded on a True Interest Cost (TIC) basis, providing other bidding requirements are satisfied. TIC is a method of calculating bids for new issues that takes into consideration certain costs of issuance and the time value of money. In such instances where the County Administrative Office deems the bids received unsatisfactory, the County Administrative Office may enter negotiations for sale of the securities or reject all bids. The Official Notice of Sale will be carefully constructed to ensure the best possible bid for the bonds, in light of existing market conditions and other prevailing factors

4.10.2 Negotiated Sale

A negotiated sale is a sale of bonds whereby the terms and price are negotiated by the County and the municipal advisor through an exclusive agreement with a previously selected underwriter and/or underwriting syndicate. In many cases, County debt is issued via a negotiated process, which provides the County control over the financing structure, the issuance timing and flexibility of distribution.

4.11 Debt Credit Rating

The County seeks to maintain and, if possible, improve its current long and short-term debt ratings to enhance the County's reputation within the financial community and to minimize borrowing costs. Emphasis should be placed on protecting the General Fund and enhancing the County's financial condition. Further, the County will maintain good communication with the bond rating agencies and keep them apprised about the County's financial condition through provision of relevant reports and documents.

The County may solicit a credit rating review at its discretion, typically done in the context of a bond transaction. It is the County's policy to solicit ratings from Nationally Recognized Statistical Ratings Organizations (NRSRO) for its debt issues, including Fitch Ratings, Moody's Investor Services, and Standard & Poor's. A single credit rating may be utilized if/when it is financially advantageous to do so and upon advice from the County's municipal advisor, or/and underwriter.

4.12 No Public Financing for the Purpose of Arbitrage

The County shall be prohibited from issuing arbitrage bonds. Permitted investment of proceeds must be clearly defined prior to each issuance. Planning, contract, and construction delays must be managed to assure compliance with the various exceptions afforded by the Internal Revenue Service (IRS) concerning arbitrage, such as the 6-month, 18-month, 3-year and 5-year exceptions, when applicable.

4.13 Debt Refunding

The County is responsible for acting upon refunding opportunities that offer significant savings over the maintenance of existing debt. Periodically, the County will analyze and evaluate debt repayment opportunities based on current market conditions. Additionally, the County may request or receive analysis of an opportunity to refund existing debt from a municipal advisor or other municipal financial market participant. The County will consider such opportunities and evaluate the economic benefit they may present.

Outstanding debt issues may be refunded, if permissible by federal tax law and the terms of the debt instrument, if refunding results in an acceptable level of debt service savings. Other structural aspects are to be determined by the DAC, municipal advisor or/and underwriter.

As defined for federal tax law purposes, the County may issue current or advance refunding bonds when advantageous, legally permissible, prudent, and when the aggregate net present value savings (expressed as a percentage of the par amount of the refunding bonds) equal or exceed three percent (3%). Refunding's of current debt shall be made only if recommended by the DAC and the County Admirative Office, and approved by the Board. Refundings that produce negative savings will not be considered, unless there is a compelling public policy objective.

Within federal tax law constraints, a refunding will be considered if and when there is a net economic benefit or if it is imperative in order to modernize covenants essential to operations and management. A current refunding provides that all proceeds (aside from expenses and reserve fund, if required) are used to extinguish existing debt at a savings to the County in the overall repayment costs. Managers of existing projects may request refundings for the purpose of taking advantage of more favorable economic conditions and lower market interest rates, restructuring the principal and debt service payments, or eliminating burdensome covenants with bondholders. Advance refundings used to refinance outstanding debt before the date the outstanding debt becomes due or callable. Proceeds of advance refunding bonds are placed into an escrow account with a fiduciary agent and used to pay interest and principal on the refunded bonds until final redemption at their maturity or call date.

The financial advantages of a refunding must outweigh the costs and risks of reissuing bonds. The request for refunding will be assessed with competing new capital projects requiring financing. In no event will the maturity date of the refunding issue exceed the original maturity date of the refunded debt.

Savings requirements for current or advance refunding undertaken to restructure debt may be waived at the recommendation of the County Administrative Office, in consultation with the municipal advisor, with DAC and Board approval, upon a finding that such a restructuring is in the County's overall best financial interest.

4.14 Primary and Continuing Disclosure

Primary disclosure shall include the preliminary official statement (POS) and the official statement (OS), which shall be prepared in a manner consistent with applicable securities laws and the Government Finance Officers Association (GFOA) guidelines. In connection with a debt issuance, the County may undertake to provide continuing disclosure in order to enable the underwriters of such debt to comply with the requirements of Securities and Exchange Commission (SEC) rule 15c2-12. Disclosure certifications shall be acknowledged by the Office of the Auditor-Controller who shall be responsible for the County's continuing disclosure undertakings.

After entering a Continuing Disclosure undertaking (i.e., a contract), the County shall comply with the terms of such undertaking. Not only must all filings be made in a timely manner, if for any reason there is a failure to make a timely filing, such failure also must be disclosed (and could reflect negatively on the County). The Office of the Auditor-Controller will take all reasonable steps to ensure that the County files timely annual reports and "listed event" (there are currently 15 such events) notices with the Municipal Securities Rulemaking Board's (MSRB's) Electronic Municipal Market Access system (EMMA), and that all such filings are (i) complete and accurate under the law and (ii) clear, concise and readable for the investing community.

The County may also (i) select certain staff members to be the County's "disclosure team" that, with the County Administrative Office, develops and employs disclosure practices and procedures that are effective, reasonable and defensible and (ii) engage with an external disclosure counsel to provide additional guidance and training. The County may also from time to time evaluate using the services of a dissemination agent, such as the County's municipal advisor or Digital Assurance Certification, LLC, or some other third-party entity to assist with compliance.

4.15 Investment of Bond Proceeds

Bond proceeds shall be invested as permitted by the instrument pursuant to which the bonds are issued and pursuant to the County's investment policies. The County Administrative Office will determine the investment structure reasonably expected to produce the results which are in the best interest of the County as it relates to the issue. Bond proceed investment can be managed by the County Treasury, Guaranteed Investment Contracts, or outside investment managers within the scope allowed by the instrument pursuant to which the bonds are issued.

4.16 Timing of Debt Issuance

Debt should be issued to correlate with the need for funds. For long-term projects, issuance should only occur when there is a verifiable need and reasonable expectation of compliance with statutes.

4.17 Expenditure of Bond Proceeds

Any new construction or project acquisition monies raised through debt issuance will adhere to the specific "Use of Proceeds" disclosures provided in the instrument pursuant to which the bonds are issued and any statutory requirements.

Annually, the Office of the Auditor-Controller shall submit a report to the California Debt and Investment Advisory Commission (CDIAC). The annual report will cover the period July 1, to June 30, inclusive and shall be submitted no later than seven months after the end of the reporting period by any method approved by CDIAC. The annual report shall, among other things, include the use of proceeds of issued debt during the reporting period, including the following:

1. Debt proceeds available at the beginning of the reporting period.
2. Proceeds spent during the reporting period and the purposes for which it was spent.
3. Debt proceeds remaining at the end of the reporting period.

4.18 Arm's Length Transactions

The County will endeavor to have "Arm's Length Transactions," in which the buyers (underwriters) of the debt have no relationship with the County. For Arm's Length Transactions, the County and the buyer are both

acting in their own self-interest and are not subject to any pressure or duress from the other party.

4.19 Records Retention

Documentation relating to each particular financing will be retained for the term of the financing plus three years, including all refundings. Storage may be in hard copy or electronic format.

Section 5 – External Finance Professionals

The County Administrative Office will be responsible for dissemination of requests for proposal (RFP), at least every three (3) years, to establish pre-approved lists of financing professionals from which issue specific teams will be selected. The County Administrative Office will assemble issue specific teams based on factors, including but not limited to, experience of the firm and individuals, issue specific expertise, scope of services to be provided, financial strength, recommended strategies, industry reputation, and pricing. Awards will not be based on price alone, but instead on which combination of professionals will result in the lowest overall borrowing costs to the County.

Most financing professionals are compensated from bond proceeds upon issuance. However, legal, municipal advisory, and feasibility consultant services may require payment for hourly services regardless of whether an issue is sold. Arbitrage rebate consultants, trustees, paying agents, and custodians generally charge annual fees for services provided after issuance.

5.1 External Finance Professionals

A. **Bond Counsel:** Prepares necessary bond resolutions, bond indentures, establishes underlying legal framework for the issuance, reviews all documentation and opines as to legalities relating to the issue.

B. **Disclosure Counsel:** Prepares the official statement or other disclosure for a debt issue.

C. **Tax Counsel**: Opine on tax matters associated with the offering and preparation of filings necessitated by IRS rules.

D. **Independent Municipal Advisor(s)** (MA): May be engaged by the County, if deemed advisable or appropriate by the DAC, to provide independent analysis to the County of proposed public financings on such terms and conditions as ratified by the Board. The County Administrative Office, subject to Board ratification, shall have the discretion to hire MAs with respect to any particular proposed public financing or more generally to provide advice with respect to the public financing needs of the County on a periodic basis. The MA, and any related entity, shall be prohibited from: (i) receiving any payments from the underwriter(s) with respect to the proposed public financing; and (ii) selling any securities or derivative products to the County during the period it is acting as MA to the County. In the event it is determined that it is not necessary or advisable for the County to hire a MA with respect to a particular proposed public financing, the County shall perform any responsibilities which might otherwise have been performed by the MA.

E. **Feasibility Consultants:** Determine feasibility of complex debt issues as required by statute or at the County's discretion.

F. **Underwriters:** Contractually commit to purchase and market the debt issue on negotiated sales, or may be the successful bidder(s) on competitive sales.

G. **Underwriter's Counsel:** Selected by the underwriter to act as counsel to the underwriter on negotiated sales.

H. **Special Tax Counsel:** Advises the County and bond counsel on tax related matters if tax counsel does not have the appropriate level of expertise. Customarily applicable to Mello Roos issuance.

I. **Ratings Agency Analysts**: Conduct financial reviews of the County and the debt issue to assign short and/or long-term ratings and will monitor the County's financial condition for possible adjustments to the assigned rating. Subsequent reviews can be initiated by either the County or the ratings agency.

J. **Credit Enhancement Providers:** Provide credit enhancements for debt issues including, but not limited to, insurance, liquidity facilitation, and letters of credit. Banks providing enhancement must be rated at least "A" by an NRSRO, approved by the County, and properly licensed to conduct business within the state of California. Bond insurance must be provided by nationally recognized municipal bond insurers who are rated

at least "A" by an NRSRO. Contracts with credit enhancement providers should be structured, if possible, to protect the County's interests in the event of ratings downgrades, financial deterioration of the enhancement provider, and other material events likely to affect the issuance.

K. **Arbitrage Consultants:** Calculate investment returns on bond proceeds, arbitrage rebate amounts, and prepare the associated tax returns and forms.

L. **Trustees, Registrars, Paying Agents, and Fiscal Agents:** Banks or trust companies that provide vital corporate trust services throughout the term of the debt issue.

M. **Investment Advisors:** Provide advice as to investment of proceeds of debt issuances in appropriate investment vehicles.

Section 6 – Financial Disclosure, Monitoring, and Recordkeeping

To assure clear, comprehensive, and accurate financial information, the County is committed to meeting secondary disclosure requirements on a timely and comprehensive basis, cooperating fully with rating agencies, institutional and individual investors, County departments and agencies, other levels of government, and the general public. Complete and accurate disclosure supports the taxable or tax exempt status of bonds issued by the County and provides transparency regarding County finances and operations.

The County Administrative Office, Treasurer-Tax Collector, and Auditor-Controller, pursuant to their authority, shall be responsible for the following as they apply to County long-term and short-term debt issues:

A) Providing the trustees and/or dissemination agents ongoing disclosure information for filing with the MSRB via EMMA. The County may elect to utilize the services of a dissemination agent for continuing disclosure reporting; however, the responsibility for ensuring the reports are filed timely remains with the County.

B) Maintaining compliance with disclosure standards promulgated by State and Federal regulatory bodies.

C) Ensuring the Comprehensive Annual Financial Report (CAFR) and continuing disclosure statements meet (at a minimum) the standards articulated by the Government Accounting Standards Board (GASB), the SEC, and Generally Accepted Accounting Principles (GAAP).

D) Monitoring to ensure all covenants and annual continuing disclosure requirements are complied with, including requiring each County department, agency, district, or authority to notify the County Administrative Office immediately upon the occurrence of any event, specified in Rule 15c2-12 under the Securities Exchange Act of 1934, which must be filed with EMMA. Examples of such events are credit rating downgrades, major disasters, major litigation, default on existing debt, bankruptcy, etc. and for Tax and Revenue Anticipation Notes (TRANs) issuance, ensuring cash deficit requirements are met for each issuance, to meet arbitrage and rebate requirements and protect the tax-exempt status of each issuance.

E) Submit an annual report to the CDIAC. The annual report will cover the period July 1, to June 30, inclusive and shall be submitted no later than seven months after the end of the reporting period by any method approved by CDIAC. The annual report shall consist of the following:

1. Debt authorized during the reporting period, which shall include the following:
   - Debt authorized at the beginning of the reporting period.
   - Debt authorized and issued during the reporting period.
   - Debt authorized but not issued at the end of the reporting period.
   - Debt authority that has lapsed during the reporting period.

2. Debt outstanding during the reporting period, which shall include the following:
   - Principal balance at the beginning of the reporting period.
   - Principal paid during the reporting period.
   - Principal outstanding at the end of the reporting period.

3. The use of proceeds of issued debt during the reporting period, which shall include the following:
   - Debt proceeds available at the beginning of the reporting period.
   - Proceeds spent during the reporting period and the purposes for which it was spent.
   - Debt proceeds remaining at the end of the reporting period.

F) When applicable, applying the private business use, private payment or security, and the private loan financing tests to ensure the tax-exempt bond issues are not issues of private activity bonds. Monitoring shall include:

1. Reviewing the amount of existing private use of bond-financed facilities,

2. Identifying any new sale, lease or license, management contract, or other arrangements involving the private use of a bond-financed facility, and

3. Promptly consulting with bond counsel as to any possible private use of a bond-financed facility and any necessary remedial action. Generally, an issuer will not loan more than five percent (5%) of the proceeds of an issue to one or more nongovernmental persons. The issuer does not expect to allow and will not allow more than ten percent (10%) of the sale proceeds and investment proceeds of the issue or of the bond-financed facility to be privately used directly or indirectly by any nongovernmental person in any trade or business, other than as a member of the general public. For purposes of the preceding sentence, "10%" is reduced to "5%" for nongovernmental use of any facility financed or refinanced from the proceeds of an issue which are disproportionate to or not related to the governmental purposes of the issue. Absent an opinion of counsel a nongovernmental person is treated as "privately using" proceeds of the issue to the extent the nongovernmental person:

   a. borrows proceeds of the issue,

   b. uses the bond-financed facility (e.g., as owner, lessee, service provider, operator or manager), or

   c. acquires the output (or throughput) of the bond-financed facility.

G) When applicable, establishing and maintaining a system of monitoring, reporting and recordkeeping to meet the arbitrage rebate compliance requirements of the federal tax code. Arbitrage in the municipal bond market is the difference in the interest paid on the tax-exempt bonds and the interest earned by investing the bond proceeds in taxable securities. If interest rates on investments are higher than the interest on the bonds, there is positive arbitrage. The tax code requires that, to the extent the investment yield exceeds the bond yield, such excess must be rebated to the federal government, subject to the exceptions discussed in paragraph 3, below. The system shall include annually:

1. Ensuring investments of proceeds comply with yield restrictions throughout their investment life;

2. Tracking the investment earnings on bond proceeds since issuance and calculating any rebatable earnings (rebatable earnings are amounts earned from the investment of the gross bond proceeds at a yield in excess of the yield on the issue);

3. Applying exceptions to the application of rebatable earnings for certain investments of bond proceeds [e.g., if investments were (i) during a temporary period, (ii) part of a reasonably required reserve or replacement fund, or (iii) as part of a minor portion (an amount not exceeding the lesser of 5% of the sale proceeds of the issue or $100,000)];

4. Remitting any rebatable earnings to the federal government no later than sixty (60) days after the end of every fifth (5th) bond year throughout the term of a bond issue. The County Administrative Office has the authority to contract with parties specializing in arbitrage/rebate calculations, if deemed necessary; and

5. Satisfying the Arbitrage Rebate/Yield Reduction Filing Requirements-Form 8038-T or Form 8038-R, if applicable.

H) Ensuring debt service for all existing and anticipated debt is properly budgeted and appropriated for each fiscal year and documenting any specific revenue sources for repayment.

I) Initiating scheduled debt service payments.

J) Reconciling bank statements for money managed by trustees.

K) Validating all payments for construction and other debt related expenditures.

L) Retaining all material records related to bond financings, in a combination of paper and electronic forms, including, but not limited to:

1. Records relating to the bond transaction, including documents prepared by bond counsel, audited financial statements, offering documents (including the official statements), minutes and resolutions authorizing the bond financings, appraisals, surveys, feasibility studies, documents related to government grants, publications/articles related to County bond financings, correspondence, any IRS correspondence or examinations, and arbitrage related documents and calculations;

2. Documentation evidencing expenditure of bond proceeds;

3. Documentation evidencing use of bond-financed property;

4. Documentation of allocation of bond proceeds to issuance costs;

5. Copies of construction and purchase contracts, requisitions, draw schedules, draw requests, invoices, bills, and cancelled checks related to bond proceeds spent for construction or purchase of bond financed facilities;

6. Copies of all agreements, contracts, leases, subleases, ownership documentation, and entity formation documentation;

7. Documentation evidencing all payments and security for the bonds;

8. An asset list or schedule of all bond-financed facilities or equipment;

9. Depreciation schedules for bond-financed depreciable property; and

10. The tracking of purchases and sales of bond-financed assets.

M) Maintaining material records for as long as the bonds are outstanding plus three (3) years after the final redemption date of the bonds.

N) Ensuring all County staff involved with debt issuance will be provided pertinent educational resources, enrolled in training/educational seminars and classes, and trained by knowledgeable staff to ensure compliance with all applicable Federal and State laws and regulations.

Section 7 – Types of Debt Permitted to be Issued

The County may engage in issuance of the following types of debt when circumstances, resources, and appropriate planning suggest their need and use.

7.1 Short-term Debt

A. Bond Anticipation Notes: used to obtain interim project financing when bonds are approved but not yet issued.

B. Grant Anticipation Notes: used to eliminate cash flow deficits associated with funding delays on State or federally funded programs.

C. Tax and Revenue Anticipation Notes: used to eliminate cash flow deficits before receipt of taxes and other revenue in the same fiscal year.

D. Other types of short-term debt promulgated by statute or regulatory authority that serves a beneficial public purpose (includes dry period loans).

7.2 Long-term Debt

A. General Obligation Bonds and Limited Obligation Bonds: used for acquisition and improvements of land and buildings.

B. Special Assessment Bonds: used for facilities of local benefit to property.

C. Tax Allocation Bonds: used for public projects within a redevelopment project area.

D. Certificates of Participation and Lease Revenue Bonds: use unrestricted.

E. Revenue Bonds: used for revenue producing facilities.

F. Taxable Bonds: Required if there is a private, non-governmental purpose of financing. Used to avoid arbitrage rebate restriction on projects with anticipated completion dates beyond three (3) years after issuance.

G. Mello-Roos Bonds: used for community facilities development.

H. Marks-Roos Bonds: issued by a joint power authority (JPA) to provides loans to local agencies to finance public capital improvements, working capital, and insurance programs. Voter approval is not required.

I. Pension Obligation Bonds and Other Post-Employment Benefits (OPEB) Bonds: issued to fund the obligation to pay pension benefits and other post-employment benefits.

J. Judgment Obligation Bonds: issued to finance legal obligations resulting from litigation.

K. Other securitizations of County revenues: issued to obtain lump sum cash from a multi-year income stream.

Section 8 – Permitted Structural Features

A. Maturity of the debt issued cannot exceed that permitted by law.

B. Maturity of the debt shall not exceed the estimated useful life of the project being constructed or improved with the proceeds of the debt, regardless of the legally permitted final maturity.

C. Compound interest bonds (also known as zero coupon bonds or capital appreciation bonds) are sold at a deep discount from par but do not require interest or principal payments until maturity or sinking fund dates. Subject to specific structural restrictions, they are to be used for projects that will not generate sufficient revenue to permit semi-annual debt service until some time in the future. Premium bonds are those sold at a premium over par. The premium cannot exceed that permitted by law.

D. In most cases, annual debt service will be approximately level with semi-annual interest coupons. Non-level debt service may be utilized if the structure results in a favorable financial outcome. Annual payments may be considered for multi-participant JPA or MOU financings.

E. A mandatory redemption feature may be used on revenue bonds to call bonds with revenues produced in excess of those required to debt service. An optional call feature should be used on special assessment bonds to call bonds from proceeds of assessment prepayments.

F. Credit enhancements, such as bond insurance or a letter of credit, are to be used if they result in an overall net debt service savings. In any event, credit enhancement is required for the use of Mello-Roos bonds in the County. A cost versus benefit analysis must be reviewed by the County Administrative Office to determine whether to purchase bond insurance or to issue bonds based on the stand-alone credit rating.

G. Debt issues should be structured to be senior lien obligations; junior lien obligations are to be avoided due to the higher interest rate demanded by investors, but may be required dependent on the credit and structure of bond issuance.

H. Derivative products such as interest rate swaps and hedges, while permissible, impose

additional risks. Use of derivatives must first be analyzed by the County's MA, reviewed by the DAC, and approved by the Board.

I. If necessary for federal tax law purposes, a reimbursement resolution should be approved by the Board for qualifying capital projects that require expenditures prior to the issuance of the debt to enable those expenditures to be reimbursed in the debt issue sizing.

Section 9 – Specific Permitted Features by Type of Debt

9.1 General Obligation

General obligation bonds pursuant to State law require a two-thirds majority of those voting in a local election to authorize a bond issue for a specific purpose. They may be issued to acquire, construct, and improve real property, but cannot be used to purchase equipment or for operations and maintenance. Both competitive and negotiated sales are permissible. The bonds cannot be sold at a discount from par and the interest rate cannot be higher than the statutory limit of twelve percent (12%) nor that approved by the voters. The maximum aggregate outstanding amount of general obligation bonds may not exceed 1.25% of the assessed valuation of all real and personal property in the County, except that for water conservation and flood control projects and construction of certain County roads, the maximum may increase to 3.75%. The maximum maturity cannot exceed forty (40) years, and in no event shall it exceed the useful life of the project being financed. Annual debt service shall be approximately level. If the proceeds of the debt issue are to be used for construction of a project, the issue should be sized to include a reasonable contingency factor, depending upon the certainty of the cost of the project. An optional call feature should be included, and any funds remaining after construction of the project should be used to call outstanding bonds. A debt service reserve is not required. A credit enhancement may be employed if it reduces the overall net cost of the issue.

9.2 Revenue Obligations

Enterprise Revenue bonds are to be used to acquire or construct a specific project and are to be repaid solely from the revenue, or net revenue, produced by such enterprise. Bondholders are only entitled to repayment from such revenue or net revenue and have no recourse to the general fund. The net revenue coverage ratio (gross revenue less operations and maintenance cost) goal of 1.25 times annual debt service is desired. A debt service reserve equal to the highest annual debt service (limited by Tax Code to 10% or proceeds) may be dictated by the market. There is no stated maximum maturity, but in no event shall it exceed the useful life of the project being financed. Annual debt service should be approximately level unless rate increases have been implemented. If the proceeds of the debt issue are to be used for construction of a project, the issue should be sized to include a reasonable contingency factor, depending upon the certainty of the cost of the project. An optional call feature should be included, and any funds remaining after construction of the project should be used to call outstanding bonds. A credit enhancement may be employed if it reduces the overall net cost of the issue. Estimated costs of issuance may be included in sizing the issue. Capitalized interest from the dated date of the bonds to six months after the anticipated completion of the project or until revenues are sufficient to pay debt service may be included in the issue sizing, as determined by the MA and/or Debt Advisory Committee (DAC).

9.3 Fixed and Variable Rate Debt

To maintain a predictable debt service burden, the County will give preference to debt that carries a fixed interest rate. An alternative to the use of fixed rate debt is floating or variable rate debt. It may be appropriate to issue short-term or long-term variable rate debt to diversify the County's debt portfolio, reduce interest costs, provide interim funding for capital projects, or improve the match of assets to liabilities.

Fixed rate debt should be considered as a primary structural tool for project financings, so that annual debt service requirements are not subject to interest rate exposure and will not vary as interest rates change. However, other forms of rate structures may be used if they result in favorable financial outcomes.

Budgetary safeguards should be in place before incurring variable rate debt, and such debt should never amount to more than twenty percent (20%) of all outstanding debt. Before incurring variable rate debt, careful consideration should be given to current market conditions and trends, including the costs and availability of Liquidity Facilities. The County's cost for administering variable rate debt should be considered when comparing fixed and variable rate debt.

Variable rate debt may be used if interest rates are high and market expectations are that rates will decline. While variable rate debt permits the County to obtain lower rates than fixed rate debt, the County is subject to interest rate

risk. The frequency with which the interest rate on the debt is reset has a direct effect on the amount of interest to be paid. Variable rate debt should only be used if the County can be converted to fixed rate debt. The County will consider the use of interest rate caps on any variable rate issue.

The use of synthetic interest rate swaps may be employed if their use is determined advisable by the County's MA, reviewed by the DAC, and approved by the Board.

9.4 Lease-backed Debt

COPs provide long-term financing through a lease or installment sale agreement that does not constitute indebtedness under the State constitutional debt limitation and are not subject to other statutory restrictions applicable to bonds, including interest rate limitation, election requirements, competitive sale requirements, or semiannual or fixed rate interest payment restrictions. COP debt was aggregated with General Obligation debt by Board of Supervisor resolution on August 16, 2005 to maximize aggregate County debt 1.25% of countywide assessed value. Rental interruption, earthquake, and other insurance should be provided. COPs shall require specific noticing for public hearings to be held for any such financing.

Lease revenue bonds are like COPs because they are both based on a lease agreement and are not subject to the constitutional debt limitation. The financed project may be revenue producing or non-revenue producing. The issuer (lessor) must lease to another public entity and receive lease payments in return that are sufficient to meet the debt service on the issue. Title must revert to the issuer after the bonds are paid in full. Lease revenue bonds cannot bear an interest rate above the legal maximum.

9.5 Special Obligation Debt

Assessment district debt may be levied to provide infrastructure improvements to defined communities of interest. Sizing of the issue may include engineering costs, legal and financing costs, and a debt service reserve. The ratio of land value to assessment lien must be at least 4 to 1 on a per parcel basis. As there is generally no obligation of the issuer to make up any delinquencies or defaults, it is necessary to provide a covenant to foreclose. Balloting for the assessment protest procedures must be in compliance with Proposition 218.

Tax allocation bonds may be issued by redevelopment agencies to revitalize blighted and economically depressed areas of the County and to promote economic growth. They may be structured as tax-exempt bonds or federally taxable bonds. If tax increment is the sole source of repayment, it must meet a reasonable coverage test for annual debt service. The bonds must be sold by competitive sale and cannot bear an interest rate above the legal maximum. However, the bonds can be sold to the JPA at negotiated sale. Refunding bonds can be negotiated, as can housing bonds. The issue must include capitalized interest to cover the period before sufficient incremental taxes will be realized. A professional analysis of projected tax increment is required for any tax allocation bond. The County must pursue all appropriate pass-through agreements prior to debt issuance. The County may contract with a professional firm to prepare an economic feasibility determination in support of debt issuance.

9.6 Conduit Issues

Industrial development bonds may be issued under the California Industrial Development Financing Act to assist private companies is financing certain projects. Bonds issued under the Act are repaid solely by private enterprise, and no taxes or other public moneys are obligated. The maximum term is forty (40) years, the interest rate cannot exceed 12%, and they may be sold at either competitive or negotiated sale.

There are a number of federal tax law limitations and restrictions applicable to industrial development bonds.

The County may act as a conduit issuer for entities qualifying under statute for tax exempt financing when the County is expressly held harmless as documented in the bond covenants.

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

9.7 Taxable Debt

Taxable debt may be issued when facilities include private uses that exceed statutory thresholds. Taxable debt may be used when its use is determined to be structurally favorable to the overall financing. There are no arbitrage restrictions on taxable debt. There are also no restrictions as to use of the bond proceeds and on the amount of private participation. Taxable debt may be sold by competitive or negotiated sale. Taxable debt may be issued in conjunction

with tax exempt debt when economically in the best interest of the County.

9.8 New Financing Methods and Techniques

Changing federal regulations and the shifting concerns of rating agencies mean that the County operates in a dynamic financial environment. This policy is not intended to hinder the County's use of any new financing techniques that may arise.

Proposals for financing methods not included in this policy should be addressed to the DAC. If the DAC approves of such financing methods, the DAC should recommend their use to the County Administrative Office. This policy should then be amended to reflect any new financing techniques recommended by the DAC and approved by the Board.

Section 10 – Mello-Roos Debt

10.1 Local Goals and Policies

Adopted by the Board of Supervisors on March 29, 1991, the County's Mello-Roos Policy is restated and incorporated into this Debt Management Policy with only minor modifications. Section 53312.7(a) of the California Government Code required the County to consider and adopt local goals and policies concerning the use of the Mello-Roos Community Facilities Act of 1982 (the "Act"), prior to the initiation of proceeding on or after January 1, 1994 to establish a Community Facilities District (also known as Mello-Roos district) under the Act. This policy was intended to satisfy the requirements of the Act and provides specific guidance for approval of public financing for provision of public facilities and services in proposed development projects through Community Facilities Districts. In addition, this policy established the standards and guidelines for the review of these proposed development financings by County staff and its designated agent(s), the Budget Committee, and ultimately the Board. In those cases in which fixed lien special assessment or other types of land based financing is substituted for Community Facilities Districts, the County will apply applicable provisions of this policy.

10.2 Priorities for Financing

The priority that various kinds of public facilities and services will have for financing through the County's use of the Act are as follows:

- Public facilities to be owned and operated by the County that constitute regional or backbone infrastructure required to serve proposed development;
- Other public facilities (excluding in-tract infrastructure) to be owned and operated by the County for which there is a clearly demonstrated public benefit; and
- Services authorized to be financed pursuant to the Act; and
- In-tract infrastructure to be owned and operated by the County.

Generally, public facilities to be owned or operated by a public agency other than the County, including such public facilities financed in lieu of the payment of development fees imposed by such public agency, will not be financed through the County's use of the Act; provided, however, that the County may consider the financing of such facilities on a case-by-case basis. Generally, privately owned facilities (that is, facilities not owned by a local agency) will not be financed through the County's use of the Act; provided, however, that the County may consider the financing of such facilities on a case-by-case basis.

10.3 Mello-Roos Policies

A) **Consideration of Community Facilities Districts.** The Board of Supervisors will consider the use of community facilities districts (CFDs) as well as other financing methods to assist certain types of residential, and/or nonresidential development, where, in the County's opinion, the financing of public facilities satisfies a public need and represents a significant public benefit, while having the financial security to reasonably assure a sound investment for potential bondholders and minimize any County exposure to liability for actions taken on behalf of public financing projects. Effective January 1, 2008, CFD policies must include a statement of priority for services.

While recognizing that public facilities proposed to be financed must meet a public need and must benefit properties within the proposed development project, public benefit implies that a significant public benefit will also result to the community at large. An example of significant public benefit is a public facility having regional impact such as an all-weather bridge, a freeway overpass, or a regional water or wastewater treatment plant. In respect of the foregoing, the County will give priority to the financing of backbone regional public

infrastructure improvements that produce significant public benefit. Significant public benefit can also take the form of the provision of affordable housing through reduced housing costs.

CFD financing will be permitted for public improvements that will benefit the expected long-term property owners, and whose useful life will be equal or greater than the longer of (a) five (5) years or (b) the term of the bonds.

B) **Consistency with Comprehensive General Plan.** The proposed development project must be consistent with the County's Comprehensive General Plan and have secure appropriate land use approvals from the County to allow for the implementation of the development of the area as contemplated.

C) **Ownership of Facilities.** Facilities which, upon completion, are to be owned, operated, or maintained by public agencies shall be considered public facilities. Limited exceptions will be made for certain facilities that are to be owned, operated, or maintained by private utilities and homeowner associations.

D) **Appraisal.** An appraisal of the property subject to any lien required to secure any public financing shall be required. A minimum property value to lien/debt ratio of 4:1 (including any overlapping assessment or community facilities districts) must be present pursuant to Premise 3 entitled "Bulk Land Value" as set forth in Attachment A as determined by an M.A.I appraisal. The appraisal shall be reviewed by the County and shall be prepared as set forth in Attachment A hereto.

E) **Absorption Study.** Unless waived by the County, an absorption study of the proposed development project shall be required for CFD financings. The absorption study shall be used as a basis for verification that sufficient revenues can be produced to fully and timely satisfy debt service requirements and costs of services and to determine if the financing of the public facilities and services is appropriate given the timing of the development. Additionally, the projected absorption rates will be provided to the appraiser for use in the appraisal.

F) **Rate and Apportionment of Special Tax.** With regard to CFDs, the proposed rate and method of apportionment of the special tax shall comply with the following criteria:

1. The rate and method of apportionment shall not provide for an annually increasing maximum special tax for any classification. However, subject to County approval in its sole discretion, under appropriate circumstance, as determined by the County, an increase in the maximum special tax may be permitted, not to exceed two percent (2%) annually.

2. The total projected annual special tax revenues must exceed the projected annual gross debt service on the bonds by at least ten percent (10%). In structuring the special tax, projected annual interest earnings on bond reserve funds shall not be included as revenue for the purpose of this calculation.

3. In limited cases, as determined by the County in its sole discretion, a special tax for services may be permitted and the annual special tax may increase to reflect projected increases in costs to provide the applicable services in an amount to be determined by the County, in its sole discretion.

4. The projected annual special tax revenues shall include amounts projected to be sufficient to pay reasonable annual administrative expenses and other direct costs to the CFD.

5. All property not otherwise statutorily exempted or owned (or to be owned) by a public entity shall bear its appropriate share of the special tax liability.

6. The special tax shall be apportioned on a reasonable basis to categories and

classes of property within the CFD subject to the special tax.

7. A formula to prepay the special tax may be permitted.

8. The projected ad valorem property tax and other direct and overlapping debt for the proposed development project (including estimated CSA charges, projected benefit assessments, levies for authorized but unissued debt and any other anticipated municipal charges which may be included in a property owners annual tax bill), including the proposed maximum special tax, may not exceed two percent (2%) of the anticipated original sales value of each improved parcel upon completion of the bond financed improvements and the reasonably anticipated private improvements. Real estate market fluctuation downward can cause the overall rate, as a percentage of sales price or appraised value, to be in excess of the two percent (2%) limitation.

9. A backup special tax or other security device to protect against changes in densities resulting in insufficient annual special tax revenues to pay annual debt service and administrative expenses may be required at the sole discretion of the County.

G) **Credit and Structure for Bond Issues.** Each bond issue shall be structured to adequately protect bondholders and to not negatively impact the bonding capacity or credit rating of the County through a combination of credit enhancements, foreclosure covenants, and special reserve funds. Specifically:

1. A credit enhancement will be required whenever one entity or related entities are responsible for twenty percent (20%) or more of the debt service obligation of the proposed debt issue. The required credit enhancement shall take the form of, and shall be provided as set forth in Attachment B, hereto.

2. A foreclosure covenant will be required and shall be included in any applicable bond indenture or fiscal agent agreement.

3. The County will require that capitalized interest on the initial series of bonds be funded from proceeds of the bonds and be limited to the amount necessary to pay debt service on the bonds until the first interest payment date occurring after the levy of the special taxes on the real property tax roll. Inclusion of capitalized interest on subsequent series of bonds will be at the County's discretion and will only be permitted if a direct benefit inures to the ultimate property owners.

4. A reserve fund equal to the lesser of ten percent (10%) of the original principal amount of the bonds, maximum annual debt service or one hundred twenty five percent (125%) of average annual debt service (Reserve Requirement) shall be funded from the proceeds of each series of bonds. A reserve fund surety bond or letter of credit, provided by a municipal bond insurer, a major banking institution or other equivalent source, may be substituted, at the County's sole discretion.

H) **Level Debt Service Requirement.** Bond issues should be structured with approximately level debt service. To the extent that bonds are issued in series, individual series of bonds may have uneven debt service if the intent is to create level debt service at such time as all series of bonds are issued and to minimize the potential of fluctuating annual special taxes.

I) **Maximum Term of Bonds.** If a single series of bonds is contemplated, the term of the bonds shall not, by statute, exceed forty (40) years. It is County policy to attempt to restrict such bonds to a term of thirty (30) years. If multiple series of bond issue are contemplated, in no instance should an individual residential parcel

be encumbered for debt service beyond a thirty-five (35) year period.

J) **Disclosure.** Disclosure of the special tax lien shall be in compliance with applicable statutory authority. The County, in its sole judgment, may require additional property owner notification if it deems such disclosure will assist subsequent property owners to be made aware of the lien obligation. In addition, applicants for CFD financings and all major landowners will be required to co-operate prior to and subsequent to all bond sales with initial and continuing disclosure to bondholders and the financial markets. Applicants and landowners will cooperate in the preparation, verification, and dissemination of the identity of land owners, development project plans, timetables, and statistics, and financial pro-forma information, and any other information the County and its financing team deem appropriate.

K) **Payment of Initial Fees and Costs by Applicant.** No proposal to initiate the formation of a CFD financing will be considered valid without the payment of a fee to compensate the County for all costs incurred to perform its analysis of the proposal and to pay for the costs of conducting the proceedings. Applicants for public financing projects shall submit proposals to the Clerk to the Board of Supervisors. The County will review the proposal within sixty (60) days after it is deemed complete and make its determination whether or not to formally consider the proposed district. The applicant(s) shall deposit a minimum $25,000 estimated fee amount with the Clerk to the Board of Supervisors at the time the proposal is submitted. Additional deposits will be required as needed to cover costs. The minimum fee will be increased to an amount determined by the County in its sole discretion to be appropriate given the size and scope of the proposed project or financing. The estimated fee amount shall be in the form of cash or other negotiable instrument. Failure to submit any requested increase in the deposit will result in a suspension of the processing of the financing.

L) **Independent Review by County.** The County will perform an independent review of the proposed public financing and may take recommendations to the Board regarding the financial risk, impact on the County's bonding capacity, economic feasibility and related issues. The applicant(s) shall be required to provide current and two (2) prior year financial statements, preferably audited, of the entity responsible for the development and initial payment of special taxes and other materials to assist the County or its agent in its fiscal review.

M) **County to Select Professionals.** The County shall select the bond counsel, underwriter, financial advisor, appraiser, absorption consultant, special tax consultant and other professionals and consultants it deems appropriate. No payment from special tax or bonds will be made for property owner consultants.

N) **Cooperation by County Departments.** All appropriate County departments will cooperate with the initiating department, the County Administrative Office and the Debt Advisory Committee (DAC) in conducting the necessary reviews and proceedings.

O) **Limited Security for Bonds.** All statements and materials related to the sale of CFD bonds shall emphasize and state that neither the faith, credit nor the taxing power of the County is pledged to the repayment of the bonds.

P) **County to Acquire Completed Facilities**. It is the desire of the County that it incur no liability for the design, engineering and maintenance of the public improvements to be financed through bond proceeds. It is the preference of the County to use the "acquisition district" approach to pay for CFD financed public infrastructure, under which bond proceeds will be released only upon completion of the financed improvement or approved components thereof and acceptance by the entity which is to own, operate, and maintain the improvement. All contracts for public improvements to be owned, operated or maintained by the County shall be consistent with the requirements set for the in Attachment C, hereto.

Q) **County's Use of Financial Consultant.** The County may, at its sole discretion, employ a financial consultant to assist the County during its fiscal review period and all costs for consulting services will be borne by the applicant(s).

R) **Disbursement of Bond Proceeds.** The financing documents will provide that bond proceeds will be used and disbursed at times and in the manner as specified in the indenture or fiscal agent agreement pursuant to which the bonds are issued.

S) **Report in Event of Default**. For outstanding bond issues, all County departments and agencies with administrative responsibilities will notify the Board and file a written report of the circumstances if an event of default under the financing documents has occurred.

T) **Refunding of CFD Bonds.** All proposed refunding or refinancing issues will be submitted to the County for review with complete disclosure of the benefits and costs of the proposed refinancing. A preliminary and final official statement or disclosure statement for any bonds to be refunded shall be filed with the County Treasurer-Tax Collector, County Counsel, Office of the Auditor-Controller, and Clerk of the Board of Supervisors.

U) **Right to Modify or Waive Policies.** The County has the right to waive or modify any of the policies included herein if, in the County's judgment, benefit inures to the ultimate property owners, the CFD and/or to the County.

Criteria for Appraisals

A. **Definition of Appraisal.** An appraisal is a written statement independently and impartially prepared by a qualified appraiser setting forth an opinion of defined value of an adequately described property as of a specific date, supported by the presentation and analysis of relevant market information.

B. **Standards of Appraisal.** The format and level of documentation for an appraisal depend on the complexity of the appraisal problem. A detailed appraisal shall be prepared for complex appraisal problems. A detailed appraisal shall reflect nationally recognized appraisal standards, including, to the extent appropriate, the Uniform Appraisal Standards for Federal Land Acquisition. An appraisal must contain sufficient documentation, including valuation data and the appraiser's analysis of the data, to support his or her opinion of value. At a minimum, the appraisal shall contain the following items:

1. The purpose and/or the function of the appraisal; a definition of the estate being appraised, and a statement of the assumption and limiting conditions affecting the appraisal.
2. An adequate description of the physical characteristics of the property being appraised; location, zoning, present use, and analysis of the highest and best use.
3. All relevant and reliable approaches to value consistent with commonly accepted professional appraisal practices. If a discounted cash flow analysis is used, it should be supported with at least on other valuation method such as a market approach using sales that are at the same stage of land development. If more than one approach is utilized, there shall be an analysis and reconciliation of approaches to value that are sufficient to support the appraiser's opinion of value.
4. A description of comparable sales, including a description of all relevant physical, legal and economic factors such as parties to the transaction, source and method of financing, and verification by a party involved in the transaction.
5. A statement of the value of the real property.
6. The effective date of valuation, date of appraisal, signature and certification of the appraiser.

C. **Conflict of Interest.** No appraiser or review appraiser shall have any interest direct or indirect in the real property being appraised for the Agency that would in any way conflict with the preparation or review of the appraisal. Compensation for making the appraisal shall not be based on the amount of valuation.

D. **Community Facilities District Appraisal Premises.** The valuation of proposed special tax districts should be based on three premises:

1. Raw Land Value. (Premise #1). The total land within the project is valued "as is":
    a. Without any existing infrastructure.
    b. Without proposed infrastructure being financed.
    c. With existing parcel configuration.
    d. Considering planned densities allowed by the specific plan of the project.

    This is a typical type of land valuation.
2. Project Build-out Value. (Premise #2). The total land within the project is valued under projected conditions:
    a. With proposed infrastructure being financed completed.
    b. At the planned densities allowed by the specific plan.
    c. Land development is at the stage of being marketed to merchant builders or tentative tract maps ready to be filed.

    This is a projected value based on project plans predicated on market conditions continuing as projected.
3. Bulk Land Value. (Premise #3). The total land within the project is valued under projected conditions:
    a. With proposed infrastructure being financed completed.
    b. With existing parcel configuration.
    c. Considering planned densities allowed by the specific plan of the project.

    This premise should consider a discounted or "quick sale" valuation considering time, costs, and the possibility of a per unit value based on the total size of the project.

Policy on Credit Enhancement

A. With regard to formation of a Community Facilities District pursuant to the Mello-Roos community Facilities Act of 1982, as amended, if a property owner or owners would be responsible for ten percent (10%) or more of the total annual special tax to be levied within the proposed boundaries of the District, then said property owner or owners will be required to provide a Letter of Credit naming the County of Monterey as beneficiary.

B. The Letter of Credit will be drawn down by the County to call and redeem all bonds allocable to said property owner or owners, pay interest thereon through redemption, bond call premiums and an associated costs and penalties when the property owner or owners are deemed to be in default under the terms of the required contractual agreement between the property owner or owners and the County for payment of annual assessed special taxes.

C. The terms of the agreement with the bank providing the Letter of Credit shall require the bank to provide sixty (60) days notice of termination or expiration for any cause to the County, and permit, if fifteen (15) days prior to expiration no replacement or renewal Letter of Credit is in place that will be in effect upon the expiration date, the County to draw upon the Letter of Credit and call and redeem the allocable bonds, pay interest thereon through redemption, call premiums and any associated costs and penalties.

D. The Letter of Credit is to be in an amount equal to 110% of the gross principal amount of the bonds allocable to the said property owner or owners plus an amount sufficient to pay the maximum accrued interest and bond premium, if any, through call and redemption of the allocable bonds in event of default in payment of special tax by said property owner or owners. The Letter of Credit shall be in force and renewed continuously for a period beginning on the date before the delivery of the bonds and continuing until such time as the said property owner or owners annual tax liability falls below ten percent (10%) of the gross annual special tax being levied within the boundaries of the proposed District. The amount of the Letter of Credit may be reduced on an annual basis, commencing on the anniversary date of the day prior to delivery of the bonds as the aforementioned property owner or owners sell portions of their property.

E. The Letter of Credit must be issued by a financial institution acceptable to the County, the long term unsecured obligations of which are rated at least "single-A" or better by a NRSRO.

F. "Property owner or owners" as used here shall mean owners at the time of commencement of the CFD, owners owned or controlled by said owner or any related owners and any successor property owner.

Construction Contracts for Community Facilities Within Mello-Roos Districts

With regard to the construction of public facilities that are to be financed from the proceeds of bonds sold pursuant to the Mello-Roos Community Facilities Act of 1982, as amended, (commencing with Section 53311 et seq. of the Government Code) (the "Act") the following policies are to be applied:

A. The appropriate County department will be specified as the District's representative to administer the construction of each of the facilities to be owned and maintained by the County.

B. The facilities to be owned and maintained by the County are to be constructed and/or acquired, by the District.

C. Consistent with this policy, the County finds, pursuant to Section 53329.5(c) of the Act, that it will not serve the public interest to allow the property owners to elect to perform the construction of the facilities after the publication of the notice of the award of the contract and declaration to this effect is to be included in each resolution of intention submitted to the Board of Supervisors pursuant to Section 53321.

Required Basic Contractual Terms

Prior to delivery of the bonds, property owner or owners agree for timely payment of all annual assessed special taxes to the property owner or owners or its successors. An agreement will specify that a required Letter of Credit will be liquidated and applied to payment of the bonds via bond call provisions specified in the bond indenture in the event of default by the property owner or owners or its successors.

A default condition is defined as any installment (Section 2605 et seq. Revenue and Taxation Code) of property taxes where a lien for Mello-Roos assessments attaches to some installment and where such installment remains unpaid as of 5:00 p.m. on the delinquent date established for a tax installment (normally December 10 and April 10).

The agreement shall remain in full force and effect, and will be binding upon the property owner or owners or its successors in fee title as long as the property owner or owners (as defined by County Policy on Credit Enhancement) or its successors are responsible for payment of 10% or more of the total annual special tax to be levied for any fiscal year.

Annual Work Program for Road Fund

California Code of Regulations Section 994 - Road Construction and Maintenance Activity, and Streets and Highways Code Division 3, Chapter 1, Section 2007 require that a Road Fund Budget be submitted to the Board of Supervisors in the form and manner prescribed by the State Controller at the same time as other county departments submit their recommended budgets. In accordance with CCR Section 994, the below tables contains the Public Works Annual Work Program for the Road Fund (Fund 002, Units 8558 & 8559) for Fiscal Year 2021-22.

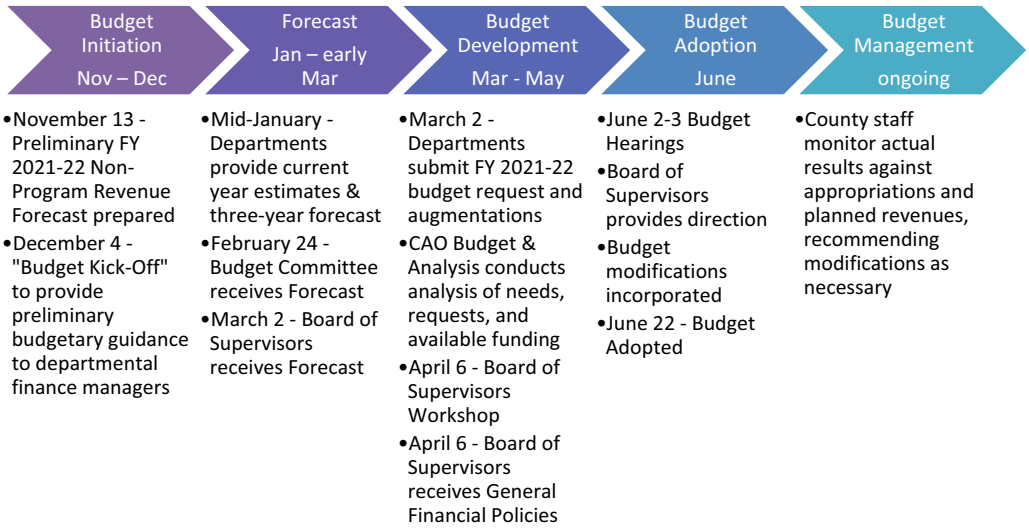
PROJECT NO.	ACTIVITY/PROJECT	Unit 8558 Construction	Unit 8559 Maintenance	FY22 Total
	ADMINISTRATION, GENERAL ENGINEERING, AND EQUIPMENT			
0400	Public Works - Maintenance Administration		860,718	860,718
0500	Public Works - Roads Administration	773,931		773,931
0700	General Engineering, Traffic Engineering	1,368,234		1,368,234
Total	**Total Administration, General Engineering and Equipment**	**$ 2,142,165**	**$ 860,718**	**$ 3,002,883**
	NON-ROAD REIMBURSABLE WORK			
8100	County Service Area Support	10,436	32,848	43,284
8300	County Sanitation District Support	12,941	222,987	235,928
8440	Development Services	216,530		216,530
8652	Litter Control		196,458	196,458
8655	Adopt a Roadway Program (Litter)		9,056	9,056
8734	Carmel Lagoon Sandbar management and Flood Prevention		110,000	110,000
PWOTH	Public Works-Support to other units	531,650	463,377	995,027
Total	**Total Non-Road Reimbursable Work**	**$ 771,557**	**$ 1,034,726**	**$ 1,806,283**
	ROAD & BRIDGE MAINTENANCE			
5000	Traffic Signals		139,870	139,870
5003	Engineering related to Bridge Maintenance	458,264	172,690	630,954
5100	Road Maintenance District 1 - San Miguel	140,304	4,061,377	4,201,681
5200	Road Maintenance District 2 - Monterey		3,031,497	3,031,497
5300	Road Maintenance District 3 - Greenfield	4,486	1,591,089	1,595,575
5400	Road Maintenance District 4 - San Ardo		1,563,571	1,563,571
5500	Pavement Management Seal Coat		2,000,000	2,000,000
5600	Bridge Maintenance		928,494	928,494
5800	Maintenance - Traffic		1,717,327	1,717,327
7000	Maintenance-Emergency Storms	1,501,796	1,306,898	2,808,694
Total	**Total Maintenance**	**$ 2,104,850**	**$ 16,512,813**	**$ 18,617,663**
	ROAD PROJECTS			
1145	Countywide Roadway Safety Signage *Complete Design Phase and initiate Construction Phase.*	1,443,721		1,443,721
1146	Laureles Grade/Carmel Valley Rd Roundabout *Continue Preliminary Design Phases of project.*	320,583		320,583
1147	Rogge Road San Juan Grande Intersection Improvement *Initiate the Preliminary Design Phase of project.*	186,259		186,259
1149	Guardrail Replacement *Complete Design Phase and initiate Construction Phase.*	300,534		300,534
1152	Cooper Road Overlay *Initiate Preliminary Design Phases of project.*	400,000		400,000
1159	Old Stage Road Rehab Alisal Road to Iverson Road *Continue Preliminary Design Phases of project.*	1,500,000		1,500,000
2202	Nacimiento Lake Drive Bridge #449 *Initiate Construction Phase*	3,832,778 -		3,832,778
3600	Davis Road Bridge #208 and Four Lane Road *Complete Design Phase and initiate Construction Engineering Phase.*	13,969,354		13,969,354
3851	Robinson Canyon Road Bridge Scour Repair *Complete Design Phase and initiate Construction Phase.*	1,401,360		1,401,360
3852	Bradley Road Bridge Scour Repair *Complete Design Phase and initiate Construction Phase.*	3,041,848		3,041,848
3853	Gonzales River Road Bridge Superstructure Replacement	70,000		70,000

	Complete Preliminary Design Phases of project.			
3854	Hartnell Road Bridge Replacement *Initiate Construction Phase*	2,426,448		2,426,448
3855	Johnson Road Bridge *Continue Preliminary Design Phases of project.*	132,000		132,000
611089	Echo Valley Road Repair *Complete Preliminary Design Phases of project.*	100,000		100,000
621082	Toro Road Repair *Complete Design Phase and initiate Construction Phase.*	503,492		503,492
621095C	Viejo Road Slope Repiar *Complete Design Phase and initiate Construction Phase.*	535,492		535,492
PW2020-9	Palo Colorado MP 4.0 to MP 7.8 Emergency *Continue Preliminary Design Phases of project.*	36,250		36,250
3856	Countywide Striping Phase III *Complete Construction Phase.*	450,000		450,000
3857	Monte Road Bridge 135-Paint Steel Girders *Initiate Preliminary Design Phases of project.*	40,000		40,000
Total	**Total Road Projects**	**$ 30,690,119**	**$ -**	**$ 30,690,119**
	NON-ROAD PROJECTS			
PW2019-23	Laurel Drive Sidewalk Improvement *Assist City of Salinas in project work on County property. Provide pedestrian facilities.*	204,000		204,000
1150	Blackie Road Safety Improvement Environmental Mitigation *Complete Mitigation Phase*	240,000		240,000
8667	Las Lomas Drive Bike and Pedestrian *Initiate Construction Phase.*	1,389,086		1,389,086
8668	Monterey Bay Sanctuary Scenic Trail *Initiate Construction Phase*	2,235,000		2,235,000
1723	Las Lomas Drainage *Complete Construction Phase.*	1,552,273		1,552,273
590002	NPDES Street Sweeping *National Pollution Discharge Elimination System that is required by the State of California to keep roadways clean of debris*	180,000		180,000
8875	Proactive Drainage Maintenance & Flood Prevention *Proactively permitting and completing necessary maintenance work along flood prone drainage areas*	450,000		450,000
1163	Vegetation Removal Yearly *Complete vegetation and removal*		150,000.00	150,000
PW2021-1	Community Street Repair (Various Locations) *Initiate Construction Phases of project.*	1,500,000		1,500,000
PW2021-10	Murphy Road Reconstruction *Initiate Preliminary Design Phases of project.*	50,000		50,000
PW2021-11	Hunter Lane Reconstruction *Initiate Preliminary Design Phases of project.*	425,000		425,000
PW-2022-6	Community Road Maintenance Program *Initiate Construction Phase*	1,375,000		1,375,000
7210	River Road Emergency Storm Damage Repair *Initiate Construction Phase*	1,228,600		1,228,600
Total	**Total Non-Road Projects**	**$ 10,828,959**	**$ 150,000**	**$ 10,978,959**
Total	**Total FY 2021-22 Work Program, Road Fund - Fund 002**	**$ 46,537,650**	**$ 18,558,257**	**$ 65,095,907**

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 2, 2021 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 2-3, with adoption on June 22. 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

Date		Task/Issue	Lead
SEPTEMBER 2020	21	CAO-Budget & Analysis initiates review of FY 2020-21 year-end results for preparation of Budget End of Year Report (BEYR).	CAO B&A
	21	CAO-Budget & Analysis distribute the FY 2021-22 Budget Development Schedule to all departments (SharePoint).	CAO B&A
	21	CAO-Budget & Analysis distribute the FY 2021-22 Request for Change to Organization Structure form (SharePoint).	CAO B&A
	25	Information Technology and customer departments begin discussions for FY 2021-22 technology and telecom service needs and related charges.	ITD
	30	**Budget Committee Meeting** - (1:30 p.m. - Monterey Room)	CAO B&A
OCTOBER	5	**Deadline:** Departments submit narratives for BEYR.*	CAO B&A
	16	**Deadline:** HR & Payroll to provide MOU details for approved changes (if any) e.g. pay differentials, salary increases, etc.	Central HR/ACO Payroll
	19	Charging departments (ERP, Fleet, Mail Svcs., Facilities, Risk, Benefits, Health, etc.) begin review of FY 2020-21 year-end and FY 2021-22 services/costs, including Indirect Costs (COWCAP).	ITD, RMA, A/C-ERP, Gen'l Acctg.
	28	**Budget Committee Meeting** - receives Budget End of Year Report (BEYR).	CAO B&A
	28	Review of HRM report, MC-HRM-POSN-0039 Authorized Position, correction/cleanup as needed to match authorized position with employee and FTE counts; match BOS Adopted/Current Year BOS Approved Position Updates.	HR & Finance - All Depts
	30	**Deadline**: Departments submit FY 2021-22 Request for Change to Organization Structure form(s) to CAO Analysts.	Requesting Depts
	30	**Deadline:** Risk Mgmt. distributes FY 2020-21 (update) & FY 2021-22 cost allocations/assumptions for Gen'l Liab., Work Comp, Other Insurance (for PB programming & Three-Year Forecast).	Risk Mgmt
	30	**Deadline:** HR-Benefits distributes FY 2020-21 (update) & FY 2021-22 cost allocation changes/assumptions for PERS Retirement, Med/Dental, etc. (for PB programming & Three-Year Forecast).	Central HR - Benefits
	30	**Deadline:** Health distributes FY 2021-22 Wellness Program cost changes/assumptions for non general fund budget units.	Health - Wellness
NOVEMBER	13	CAO-Budget & Analysis prepares preliminary FY 2021-22 Non-Program Revenues Forecast.	CAO B&A
	16	Confirmation of PB security assignment by all departments.	CAO B&A & A/C-ERP
	17	**Board of Supervisors Meeting** - receives Budget End of Year Report (BEYR).	CAO B&A
	20	CAO-Budget & Analysis publishes approved FY 2021-22 Request to Change to Organization Structure (SharePoint).	CAO B&A
	25	**Budget Committee meeting** - (1:30 p.m. - Monterey Room)	CAO B&A
	25	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
	25	Departments submit and review new & reallocated positions in HRM before 1st HRM to PB Load.	HR & Finance - All Depts
DECEMBER	4	**FY 2021-22 Budget Development kick-off meeting** (9:00 a.m. - Monterey Room)	All Depts
	4	CAO-Budget & Analysis distributes financial assumptions for development of the FY 2020-21 Three-Year Forecast.	CAO B&A
	4	CAO-Budget & Analysis issues preliminary budget baseline funding approach/General Fund Contribution (GFC).	CAO B&A
	7-9	PB training for PB functionality, Year-End Estimate, and Three-year Forecast data entry.	CAO B&A
	9	Ist PB HRM to PB Load & FIN to PB Load.	A/C - ERP, HR
	14	PB Open for Year-End Estimates & Three-Year Forecast data entry.	CAO B&A
	29-30	PB Year-End Estimate/Three-Year Forecast Labs.	CAO B&A
JANUARY 2021	4	Review of HRM report, MC-HRM-POSN-0039 Authorized Position, correction/cleanup as needed to match authorized position with employee and FTE counts; match BOS Adopted/Current Year BOS Approved Position Updates.	HR & Finance - All Depts
	4	**Deadline:** Service departments issue FY 2020-21 Year-end Estimate (if applicable) and FY 2021-22 charges to customer departments (I.T., telecom, records retention, vehicle mtc, fleet mgmt, courier/mail svcs., ERP, etc.).	Info Tech, RMA, Auditor
	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
	8	Departments review FY 2021-22 Proposed State Budget.	All Depts
	8	**Deadline:** Other Fund departments submit year-end estimated fund balance, cancellations & provisions to obligated fund balance.	Fund Mgrs, FMs
	11	**Deadline:** Depts submit narrative to CAO B&A regarding proposed State Budget Impacts.	All Depts
	11	CAO B&A issues memo advising departments of "BLACKOUT" dates and related Board Report language.	CAO B&A
	13	State Budget Impacts Board Report to begin workflow through Legistar for BoS mtg.	CAO B&A

Date		Task/Issue	Lead
JANUARY 2021	22	**Deadline:** CAO Analysts finalize Year-End Estimates and Three-Year Forecast data entry in PB.	CAO B&A
	25	**Deadline:** Auditor-Controller's Office publishes FY 2021-22 COWCAP plan draft.	A/C
	25	2nd HRM to PB Load, PB closed for baseline preparation.	A/C-ERP, HR
	27	**Budget Committee Meeting** - receives State Budget Impacts report.	CAO B&A
	29	Open PB for Baseline Budget data entry.	A/C-ERP, HR
	29	Deadline: Depts. submit narratives for Three-Year Forecast.*	CAO B&A
	29	**Deadline:** Departments submit pictures to CAO B&A for the FY 2021-22 Recommended Budget Book.	All Depts
	29	**Deadline:** Departments submit Requests to Classify (RTC) forms for FY 2021-22 new or reallocated positions to Central HR for approval.	HR Analysts - Applicable Depts
FEBRUARY	1	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
	2	**Board of Supervisors Meeting** - receives State Budget Impacts report.	CAO B&A
	3-5	PB training for Budget Development 'Baseline' and Budget Augmentations.	CAO B&A
	9	**Deadline**: LDPC (HRM Labor Distribtuion Profile Codes) Requests to Add/Delete/Update due to ERP for FY 2021-22.	HR & Finance - All Depts
	10	FY 2020-21 Three-Year Forecast & General Financial Policies begins Legistar workflow for BC & BoS mtg.	CAO B&A
	12	**Deadline:** Submit all HR-reviewed/approved RTCs for new or revised positions to CAO Budget & Analysis.	Dept HR, Central HR
	12	**Deadline:** Departments submit Performance Measures for Recommended Budget Book to CAO Budget & Analysis.	All Depts
	22	Complete input of all Board approved positions for the current year (from the 2nd HRM load thru March 31, 2021) in HRM.	Central HR/Dept HR Analysts/CAO
	24-26	PB Budget Development 'Baseline' and Budget Augmentations Labs.	CAO B&A
	24	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 2021.	HR & Finance - All Depts
	24	**Deadline:** CAO B&A review Request to Classify (RTC) forms/follow up as needed.	CAO B&A, HR, Depts
	24	**BLACKOUT:** Last day for position changes (new/reallocations) until adoption of FY 2021-22 Budget.	CAO B&A, HR, All Depts.
	24	**Budget Committee Meeting** - receives 3-Year Forecast & General Financial Policies.	CAO B&A
	24-26	Depts. review requested positions; update info as needed; confirm current position info (position code/count).	DHs/ FMs & HR
MARCH	2	**Deadline:** Departments finalize FY 2021-22 requested budget and budget augmentation data entry in PB. Confirm positions; include related approved RTCs as attachments.	All Depts/FMs
	2	**Board of Supervisors Meeting** - receives 3-Year Forecast & General Financial Policies.	CAO B&A
	3	PB Requested Budget/Stage 1 closed.	A/C - ERP, CAO B&A
	12	CAO Analysts complete preliminary data entry in PB for FY 2021-22 Recommended Budget.	CAO B&A
	12	Recommendation from Budget Director to CAO on available Fund Balance and budget augmentations.	CAO B&A
	16	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
	26	Recommended Budget Book - Budget Narratives Training and Lab.	CAO B&A
	26	**Department Heads Budget Workshop** - Place TBD - 9:00 a.m. - 4:00 p.m.	CAO B&A
	29	Board Report on Status on the Development of FY 2021-22 Recommended Budget begins Legistar workflow (for Special Budget Workshop of the Board on 4/6/21 - date subject to change).	CAO B&A
	31	**Budget Committee Meeting -** (1:30 p.m. - Monterey Room).	CAO B&A
APRIL	2	**Deadline:** Departments update CAO Analysts on significant changes to year-end estimate based on third quarter actuals.	Applicable Depts
	6	CAO Analysts make final adjustments to PB FY 2020-21 Year-end Estimate, if material, based on third quarter estimates.	CAO B&A
	6	**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
	8	Preliminary confirmation to departments regarding FY 2021-22 recommended budget augmentation requests.	CAO
	8	Individual DH meetings w/CAO if appealing FY 2021-22 recommendations.	CAO - DHs
	12	**Deadline:** Departments finalize Requested Budget narratives, including recommended budget augmenation requests.	All Depts
	12	Communicate Layoff Positions to Budget Analyst and Central HR.	HR & Finance - All Depts
	12	Inform Central HR if extension is needed for filled Allocation on Loan Positions.	HR & Finance - All Depts
	12	CAO Analysts revise Recommended Budget and Recommended Budget Book narratives, third-quarter year-end estimate changes, and BoS approved budget modifications.	CAO B&A
	12	Verify balanced FY 2021-22 Recommended Budget.	CAO B&A

Date		Task/Issue	Lead
APRIL	12	Create PB to HRM "Draft" position worksheet for departments to review/confirm.	A/C - ERP
	4/14-5/4	Departments review "draft" position worksheet and confirm all positions, transfers, reorgs, reallocations, deletions, etc.	HR & Finance - All Depts
	16	CAO and Auditor-Controller review Year-end Estimated Fund Balance, Cancellations, & Reserves.	CAO B&A
	28	**Budget Committee Meeting** (1:30 p.m. - Monterey Room).	CAO B&A
MAY	5	**Deadline:** Dept. HR and finance sign off "Draft" PB to HRM position spreadsheet to Auditor's Office.	HR/Finance/All Depts
	5	**Deadline:** All Advantage HRM transactions to reflect positions in PB have been workflowed through CAO B&A and HR.	All Depts
	7	Auditor-Controller's Office provides Gann Limit information and Schedules for Recommended Budget Book.	CAO B&A & Auditor
	7	Prepare Notice to Taxpayers to publish by 5/13 (10 days before Public Hearings).	CAO B&A
	13	FY 2021-22 Recommended Budget goes to print.	CAO B&A
	13	FY 2021-22 Recommended Budget Summary Report(s) due in Legistar workflow (for BC).	CAO B&A
	14	Begin preparing "Adopted Budget" Board Reports for all agencies in Legistar, to be finalized immediately following Budget Hearings.	CAO B&A
	21	FY 2021-22 Recommended Budget available for review by public & departments.	CAO B&A
	21	BoS - FY 2021-22 Recommended Budget Agenda(s) posted (for 6/2-3 hearings).	CAO B&A
	26	**Budget Committee Meeting** - receives FY 2021-22 Recommended Budget Summary.	CAO B&A
JUNE	2 & 3	**FY 2021-22 Recommended Budget Hearings (6/2 & 3, date subject to change).**	CAO B&A
	4	**Deadline:** Submit detailed worksheet to Central HR and A/C-ERP for any position changes directed by Board at Budget Hearings.	CAO B&A
	4-7	Auditor and CAO B&A reconciliation and tabulation of changes made during Budget Hearings.	CAO B&A
	4-7	Verify necessary position and budget changes based on Budget Hearing actions by the Board, for PB data entry and preparation of Adopted Budget Resolution.	CAO B&A
	7	Create PB to HRM "Final" position spreadsheet for departmental review/verification.	A/C - ERP, Central HR
	4-8	Prepare worksheets to identify Budget Hearing changes to Recommended Budget, detailed by Fund, Dept, Unit, line item for revenue, expenditures, for data entry in PB and SBFS revisions.	CAO B&A
	4-8	Final "Adopted Budget" changes data entry in PB for all accounting details by department, all position changes in SBFS, verify through FSQs and Advantage reports **PB Stage 3**.	CAO B&A
	4-14	Finalize and workflow 9+/- individual Board Reports in Legistar for adoption of FY 2021-22 Budgets for all Board of Supervisors governed agencies and special districts (for 6/22/21 BoS mtg.)	CAO B&A
	22	**Board of Supervisors Meeting** - Adoption of FY 2021-22 Budget.	CAO B&A
	23	**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
	23	Load PB to HRM "Final" position spreadsheet to HRM as draft documents.	A/C - ERP
	23	Load ESMT to HRM as draft documents.	A/C - ERP
	21-24	PB approved FY 2021-22 budget data moved to FIN Advantage.	A/C - ERP
	23-25	Position (PSMT) - Position Authorization (PAMT) - Employee (ESMT) documents finalized.	A/C - ERP
	22-25	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
	30	**Budget Committee Meeting -** (1:30 p.m. - Monterey Room).	CAO B&A
JULY	5	Departments compare FY 2021-22 Adopted Budget to HRM report (MC-HRM-POSN-0039) authorized positions to verify position and FTE counts.	HR & Finance - All Depts
	5	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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Glossary of Terms

ACCOUNT
An account is a classification of activity. Example: "Office Expense" is an account in the overall category "Services and Supplies."

ADOPTED BUDGET
The approved plan for funding sources and uses (estimated revenues, unreserved fund balance and appropriations) for a fiscal year. Also referenced as "Final Budget."

APPROPRIATION
An appropriation is the Board of Supervisors' authorization to make expenditures and to incur obligations for specific purposes. An appropriation expires at fiscal year-end.

ASSESSED VALUATION
A value established for real estate or other property by the County Assessor or the State Board of Equalization as a basis for levying taxes.

ASSIGNED FUNDS
Amounts constrained by the government's *intent* to be used for a specific purpose, but are neither restricted nor committed. Intent is expressed by the governing body itself, or a body (a budget or finance committee) or official to which the governing body has delegated the authority to assign amounts. Assignment is not required to be the government's highest level of decision-making authority and the nature of the action to remove or modify assignments are not as strict.

AUTHORIZED POSITIONS
Personnel positions approved by the Board of Supervisors which may or may not be funded (see Budgeted Positions).

AVAILABLE FINANCING
All the means of financing a budget, primarily fund balance and estimated revenues including proceeds of property taxes. Does not include encumbered reserves, reserves or designations.

BALANCED BUDGET
Statutorily Balanced: When total estimated financing sources (beginning fund balance plus revenues) equal the total appropriation (expenditures plus ending fund balance). Spending in a given year does not exceed total current revenues plus any Fund Balance carryover from the prior year.

Structurally Balanced: The budget matches total ongoing expenditures to the annual estimated revenues. In a structurally balanced budget, beginning fund balance may "not" be used as a financing source for ongoing expenditures.

BUDGET
A budget is a document listing appropriations and estimated revenues for a fiscal year.

BUDGET UNIT
A budget unit is the smallest entity for which the Board of Supervisors approves an appropriation. A department may have one or more budget units. Each budget unit has a number of accounts.

BUDGETED POSITIONS
The number of full-time equivalent (FTE) personnel positions funded in a budget. Budgeted positions should not be confused with "authorized" positions, which are positions that may or may not be funded.

CAPITAL ASSET
A capital asset is a tangible or intangible item with a life beyond one year, such as land, buildings, furniture, and equipment, with a unit cost in excess of $5,000.

CAPITAL PROJECTS
Capital projects are proposed acquisitions, additions, and improvements to capital assets, e.g., buildings, building improvements, and land purchases subject to the County's Capitalization Policy.

CERTIFICATES OF PARTICIPATION
A form of financing by government entities which allows an individual to buy a share of the lease revenue of an agreement made by these entities.

CJIS/SUSTAIN
Integration of the Criminal Justice Information System with the State Court's System (SUSTAIN).

COMMITTED FUNDS
Constraints on use of these funds are imposed by formal action of the government's highest level of decision-making authority. Constraints can only be removed or changed by taking the same type of action it employed to commit those amounts, i.e. legislation, resolution, or ordinance.

CONTINGENCIES
Contingencies are an amount set-aside in the budget for unforeseen expenditure requirements. The Contingencies must be appropriated by the Board and is subject to a 4/5ths vote.

COBRA
Consolidated Budget Reconciliation Act of 1985. Refers specifically to Title X of the Act, which included provisions to provide members of company health plans who have lost their coverage due to a "qualifying event" to continue coverage at the employee's expense for a period of time.

COST PLAN
Cost Allocation Plan is known as OMB Circular A-87. This is a document that identifies, accumulates, and distributes allowable direct and indirect costs under grants and contracts and identifies the allocation methods used for distribution.

DEBT SERVICE
Debt Service is an obligation to pay principal and interest on all bonds and other debt instruments issued by the County according to a pre-determined payment schedule.

EMPLOYEE BENEFITS
Amounts paid to or on behalf of employees but not included in the salary. Examples are group health or life insurance payments, contributions to employee retirement, Social Security taxes, Workers' Compensation payments, and Unemployment Insurance payments.

ENCUMBRANCE
An obligation in the form of a purchase order, contract, or other commitment which is chargeable to an appropriation. Available appropriations are reduced by the amount of outstanding encumbrances.

ENTERPRISE FUND
A fund established to account for certain functions which are primarily or partially supported by user charges. Natividad Medical Center is an Enterprise Fund.

EXPENDITURE
A payment made for goods delivered or services rendered during a fiscal year whether paid or unpaid at fiscal year-end. An expenditure occurs in a governmental fund.

FINAL BUDGET
The approved plan for appropriations and estimated revenues for a fiscal year. Also referenced as "Adopted Budget."

FISCAL YEAR
The twelve-month period on which financial accounting is based. The fiscal year for Monterey County is July 1st through June 30th.

FUNCTION
A group of activities aimed at achieving an objective. For example, "Public Protection" is a function.

FUND
A fund is a fiscal and accounting entity; e.g., General Fund, Library Fund.

FUND BALANCE
Fund balance is an amount derived by the formula: "fund balance = assets – liabilities." All or a portion of this balance may be available to finance a succeeding year's budget.

GANN LIMIT
Annual appropriation limits established in accordance with Article XIIIB of the California Constitution. Paul Gann, president of California Taxpayers Association, was instrumental in placing the amendment on the November 1978 ballot.

GASB
Governmental Accounting Standards Board which is currently the source of generally accepted accounting principles (GAAP) used by state and local governments in the United States.

GENERAL FUND
The fund that supports general County services.

GENERAL FUND CONTRIBUTION
Local non-program revenues such as property taxes, sales and use tax, and transient occupancy tax which the Board of Supervisors appropriates through the annual budget process to supplement departments' program-specific revenues.

GRANT
A payment or series of payments from one governmental unit to another for a specific purpose and time period, e.g., child abuse vertical protection program.

IMPREST FUNDS
A sum of money to be used as petty cash.

INTRA FUND TRANSFER
An intra fund transfer is a non-reciprocal transfer of resources by one department to another in the same fund.

INTER FUND TRANSFER
An inter fund transfer is a non-reciprocal transfer of

resources by one fund to another fund.

MEDI-CAL
The California Medical Assistance Program is the California Medicaid welfare program serving low-income families, seniors, persons with disabilities, children in foster care, pregnant women, and certain low-income adults.

NON-SPENDABLE FUNDS
Non-spendable funds are an amount that is not expected to be converted to cash such as inventories, prepaid items, long-term loans and notes receivable; or funds that are legally or contractually required to be maintained intact.

OBJECT TYPE OF EXPENDITURE
An object of expenditure is a major type of expenditure. For example: "Salaries and Benefits," "Services and Supplies," "Capital Assets" and "Other Charges."

OPERATING TRANSFER IN/OUT
The authorized transfer of funds from one fund/account/unit (Operating Transfer Out) to another made to support the normal level of operations of the receiving fund/account/ unit (Operating Transfer In).

REIMBURSEMENT
A reimbursement is a repayment from the funds responsible for 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
AAB	Assessment Appeals Board
AB	Assembly Bill
ACA	Affordable Care Act
ACAO	Assistant County Administrative Officer
ACFR	Annual Comprehensive Financial Report
ADA	Americans with Disabilities Act
AFDC	Aid to Families with Dependent Children
ALAE	Allocated Loss Adjustment Expense
AOC	Administration Office of the Courts
ARC	Annual Required Contribution
APS	Adult Protective Services
AVA	Actuarial Value of Assets
BEYR	Budget End of Year Report
BOS	Board of Supervisors
CACEO	California Association of Clerks and Elections Officials
CAD	Computer Aided Dispatch
CAiAIM	California Advancing and Innovating Medi-Cal
CALA	Community Action Linking Adolescents
CalFresh	Federally known as the Supplemental Nutrition Assistance Program
CalPERS	California Public Employees Retirement System
CAO	County Administrative Office
CAO	County Administrative Officer
CAP	Community Action Partnership
CCAH	Central California Alliance for Health
CCCP	Criminal Court Collections Program
CCR	Continuum of Care Reform
CCS	California Children's Services
CCTA	California Coastal Trail Association
CDBG	Community Development Block Grants
CDCR	California Department of Corrections and Rehabilitation
CDFA	California Department of Food and Agriculture
CDS	County Disposal Site
CEQA	California Environmental Quality Act
CERBT	California Employers' Retiree Benefit Trust
CFD	Community Facilities District
CFP	County Facility Payment
CHDP	Child Health Disability Prevention
CHPS	Consumer Health Protection Services
CIC	Capital Improvement Committee
CIMIS	California Irrigation Management Information System
CIP	Capital Improvement Projects
CJIS	Criminal Justice Information System
CJIS/SUSTAIN	Integration of the Criminal Justice Information System with the State Court's System (SUSTAIN)
CLPPP	Childhood Lead Poisoning Prevention Program
CMS	Case Management System
CNC	Creating New Choices
COB	Clerk of the Board
COB	Corrections Operations Bureau
COBRA	Consolidated Omnibus Budget Reconciliation Act
COP	Certificates of Participation
COWCAP	Countywide Cost Allocation Plan
CSA	County Service Area
CSAC	California State Association of Counties
CSBG	Community Services Block Grant
CUPA	Certified Unified Program Agency
CY	Current Year
CYE	Current Year Estimate
DA	District Attorney
DCSS	Department of Child Support Services
DJJ	Department of Juvenile Justice
DOJ	Department of Justice
DSA	Development Set-Aside
DSS	Department of Social Services
DWPS	Drinking Water Protection Services
EAP	Employee Assistance Program

EDD	Economic Development Department
EHRS	Environmental Health Review Services
EMS	Emergency Medical Services
EOC	Emergency Operations Center
ERP	Enterprise Resource Planning
FC	Foster Care
FEMA	Federal Emergency Management Agency
FLSA	Fair Labor Standards Act
FOR A	Fort Ord Reuse Authority
RPPC	Fair Political Practices Commission
FQHC	Federally Qualified Health Center
FQHC-LA	Federally Qualified Health Center Look-Alike
FSA	Flexible Spending Account
FTE	Full Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GFC	General Fund Contribution
GFOA	Government Finance Officers Association
GI Bill	Servicemen's Readjustment Act of 1944
GIS	Geographic Information Systems
GL	General Liability
GRM	Graduated Responses and Incentives Matrix
HAVA	Help America Vote Act
HCAHPS	Hospital Consumer Assessment of Healthcare Providers and Systems
HCD	Housing & Community Development
HEAP	Homeless Emergency Aid Program
HHAP	Homeless, Housing, Assistance, and Prevention Program
HICAP	Health Insurance Counseling and Advocacy Program
HMMS	Hazardous Materials Management Services
HNT	Hostage Negotiators
HR	Human Resources
HRD	Human Resources Department
HRM	Advantage Human Resources Management
HRSA	Health Resources and Services Administration
HVAC	Heating, Ventilation, and Air Conditioning
IAR	Inter Agency Review
IGLA	Intergovernmental and Legislative Affairs
IHSS	In-Home Support Services
ILP	Independent Living Program
ILS	Integrated Library System
IP	Internet Protocol
IRS	Internal Revenue Service
ISF	Internal Service Fund
ITD	Information Technology Department
JBCT	Jail Based Competency Treatment
JSORT	Juvenile Sex Offender Response Team
LAE	Loss Adjustment Expenses
LAFCO	Local Agency Formation Commission
LBAM	Light Brown Apple Moth
LEA	CalRecycle's Local Enforcement Agency
LEAP	Local Early Action Planning Grant
LMS	Learning Management System
LOD	Learning and Organizational Development
MCAP	Municipal Climate Action Plan
MCBC	Monterey County Business Council
MCCVB	Monterey County Convention and Visitors Bureau
MCFC	Monterey County Film Commission
MCFL	Monterey County Free Libraries
MCLE	Mandatory Continuing Legal Education
MCOE	Monterey County Office of Education
MFF	Mobile Field Force
MOE	Maintenance of Effort
MOU	Memorandum of Understanding
MPI	Master Patient Index
MVA	Market Value of Assets

MVAO	Military and Veterans' Affairs Offices
NACO	National Association of Counties
NCRIC	Northern California Regional Intelligence Center
NCQA	National Committee for Quality Assurance
NFP	Nurse Family Partnership
NGEN	Next Generation Public Safety Radio System Project
NMC	Natividad Medical Center
NPDES	National Pollutant Discharge Elimination System
OCESA	Office of Community Engagement and Strategic Advocacy
OES	Office of Emergency Services
OET	Office of Employment and Training
OMB	Office of Management and Budget
OPEB	Other Post-Employment Benefits
PC	Penal Code
PCSD	Pajaro County Sanitation District
PD	Public Defender
PDO	Public Defender's Office
PEPRA	Public Employee's Pension Reform Act
PIC	Public Improvement Corporation
PMO	Project Management Office
PRIME	Public Hospital Redesign and Incentives
PSAP	Public Safety Answering Point
PTO	Paid Time Off
REAP	Regional Early Access Planning Grant
RFP	Request for Proposal
RLF	Revolving Loan Fund
RMA	Resource Management Agency
ROPS	Recognized Obligation Payment Schedule
RRRS	Recycling and Resource Recovery Services
SAFE	Sexual Assault Felony Enforcement
SAR	Search and Rescue Team
SART	Sexual Assault Response Team
SB	Senate Bill
SCRAMP	Sports Car Racing Association of the Monterey Peninsula
SIR	Self-Insured Retention
SOD	Sudden Oak Death
SRPS	Scenic Road Protective Structure
SSI	Supplemental Security Income
SSI/SSP	Supplemental Security Income/ State Supplementary Program
SSRC	Silver Star Resource Center
SUD	Substance Use Disorder
SWAT	Special Weapons and Tactical Team
SWMS	Solid Waste Management Services
TAMC	Transportation Agency for Monterey County
TANF	Temporary Assistance for Needy Families
TBD	To be determined
THPP	Transitional Housing Placement Program
TMDL	Total Maximum Daily Loads
TOT	Transient Occupancy Tax
TPA	Third Party Administrator
TTC	Treasurer-Tax Collector
UC	University of California
UCSF	University of California, San Francisco
ULAE	Unallocated Loss Adjustment Expense
UPS	Uninterruptable Power Supply
USDA	United States Department of Agriculture
VA	Veterans' Affairs
VAMP	Vehicle Asset Management Program
VHF	Very High Frequency
VLF	Vehicle License Fees
VRP	Vehicle Replacement Program
WAM	Weighted Average Maturity
WAN/LAN	Wide Area/Local Area Networks
WAP	Work Alternative Program
WDB	Workforce Development Board
WC	Workers' Compensation
WIA	Workforce Investment Act

WIOA	Workforce Innovation and Opportunity Act
WIB	Workforce Investment Board
WIC	Women, Infants and Children
WPC	Whole Person Care
YC	Youth Center

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.

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.

029 – HABITAT MANAGEMENT PROGRAM: Per the Joint Community Facilities Agreement between Fort Ord Reuse Authority (FORA) and the County, this fund segregates Habitat Management allocated funds to provide habitat related services within or in FORA's Basewide Community Facilities District (CFD) in perpetuity.

051 - CSA 1 CARMEL POINT: This fund provides support for the streetlight system.

052 - CSA 9 OAK PARK: This fund provides support for the storm drainage & streetlight systems.

053 - CSA 10 LAGUNA SECA RANCH: This fund provides support for waste water reclamation.

056 - CSA 15 SERRA VILLAGE, TORO PARK: This fund provides support for the storm drainage, Min-Parks, Open Space, & streetlight systems.

057 - CSA 17 RANCHO TIERRA GRANDE: This fund provides support for the Open Space Fire Maintenance system.

058 - CSA 19 CARMEL MEADOWS: This fund provides support for the streetlight system.

059 - CSA 20 ROYAL ESTATES: This fund provides support for the storm drainage & streetlight systems.

060 - CSA 23 CARMEL RANCHO: This fund provides support for the storm drainage, streetlight, parkway maintenance, & sidewalk maintenance systems.

061 - CSA 24 PEDRAZZI SUBDIVISION /INDIAN SPRINGS: This fund provides support for the storm drainage system.

062 - CSA 25 CARMEL VALLEY GOLF & COUNTRY CLUB: This fund provides support for the storm drainage & streetlight systems.

063 - CSA 26 NEW MOSS LANDING HEIGHTS: This fund provides support for the streetlight system.

064 - CSA 30 RANCHO MAR MONTE: This fund provides support for the storm drainage system.

065 - CSA 31 AROMAS HILLS SUBDIVISION: This fund provides support for the storm drainage system.

066 - CSA 32 GREEN VALLEY ACRES/MOON SUBDIVISION: This fund provides support for the storm drainage & streetlight systems.

067 - CSA 33 COAST RIDGE/CARMEL SUR: This fund provides support for the storm drainage system.

068 - CSA 34 RANCHO RIO VISTA/CARMEL KNOLLS: This fund provides support for the storm drainage system.

069 - CSA 35 PARADISE PARK/RANCHO BORROMEO: This fund provides support for the storm drainage & streetlight systems.

070 - CSA 37 COLONIAL OAK ESTATES: This fund provides support for the storm drainage system.

071 - CSA 38 PARADISE LAKE ESTATES: This fund provides support for the storm drainage system.

072 - CSA 41 GABILAN ACRES/BORONDA: This fund provides support for the streetlight system.

073 - CSA 44 CORRAL DE TIERRA OAKS: This fund provides support for the storm drainage & streetlight systems.

074 - CSA 45 OAK HILLS: This fund provides support for the storm drainage & streetlight systems.

075 - CSA 46 OAK HILLS - OPEN SPACE: This fund provides support for the Open Space systems.

076 - CSA 47 CARMEL VIEWS/MAR VISTA: This fund provides support for the storm drainage & streetlight systems.

077 - CSA 50 RIOWAY TRACK NO.2: This fund provides support for the storm drainage & flood control systems.

078 - CSA 51 HIGH MEADOWS: This fund provides support for the storm drainage & streetlight systems.

079 - CSA 52 CARMEL VALLEY VILLAGE: This fund provides support for the storm drainage system.

080 - CSA 53 ARROYO SECO: This fund provides support for the storm drainage system.

081 - CSA 54 MANZANITA/SARSI SUBDIVISONS: This fund provides support for the storm drainage system.

082 - CSA 55 ROBLES DEL RIO: This fund provides support for the storm drainage system.

083 - CSA 56 DEL MESA CARMEL: This fund provides support for the storm drainage & fire roads systems.

084 - CSA 57 LOS TULARES SUBDIVISION: This fund provides support for the storm drainage & Open Space systems.

085 - CSA 58 VISTA DORADO: This fund provides support for the storm drainage & streetlight systems.

086 - CSA 62 RANCHO DEL MONTE 14: This fund provides support for the storm drainage system.

087 - CSA 66 OASK TREE VIEWS: This fund provides support for the storm drainage, Open Space, playground, street maintenance & streetlight systems.

088 - CSA 67 CORRAL DE TIERRA OAKS 4: This fund provides support for the storm drainage & streetlight systems.

089 - CSA 68 VIERRA CANYON KNOLLS: This fund provides support for the storm drainage system.

090 – CSA 69 RALPH LANE: This fund was established to provide sanitation services; however, most the parcels were detached and services are being provided by Cal Water. There are no services currently being provided.

091 - CSA 72 LAS PALMAS RANCH: This fund provides support for the storm drainage system.

092 - CSA 74 AMBULANCE: This fund provides support for County ambulance service.

093 - CSA 75 CHUALAR CONSOLIDATED: This fund provides support for the wastewater collection & treatment, streetlights, and storm drainage systems.

151 - PAJARO COUNTY SANITATION DISTRICT: This fund provides support for the wastewater collection system.

154 – CARMEL VALLEY COUNTY SANITATION DISTRICT: This fund provides support for the Carmel Valley Sanitation Zone #2 District.

156 - BORONDA COUNTY SANITATION DISTRICT: This fund provides support for the wastewater collection system.

157 - SAN JERARDO: This fund provides support for the water system, part of the Boronda County Sanitation District.

175 - CASTROVILLE-PAJARO HOUSING SET-ASIDE: The Castroville-Pajaro Housing Set-Aside fund contains tax increment revenues that provide support for very low, low and moderate income housing in the Castroville-Pajaro Project Area in accordance with California Redevelopment Law. Assigned to Successor Agency.

176 - BORONDA HOUSING SET-ASIDE: The Boronda Housing Set-Aside fund contains tax increment revenues that provide support for very low, low and moderate income housing in the Boronda Project Area in accordance with California Redevelopment Law. Assigned to Successor Agency.

177 - FORT ORD HOUSING SET-ASIDE: The Fort Ord Housing Set-Aside fund contains tax increment revenues that provide support for very low, low and moderate income housing in the Fort Ord Project Area in accordance with California Redevelopment Law. Assigned to Successor Agency.

178 - EAST GARRISON HOUSING SET-ASIDE: The East Garrison Housing Set-Aside fund contains tax increment revenues that provide support for very low, low and moderate income housing in the East Garrison portion of the Fort Ord Project Area in accordance with California Redevelopment Law. Assigned to Successor Agency.

180 – EAST GARRISON PUBLIC FINANCING AUTHORITY: This fund includes funding for

activities undertaken by the East Garrison Public Financing Authority, including the formation and operation of a Community Facilities District to finance the acquisition, construction and operation of public capital facilities in East Garrison.

181 – EAST GARRISON COMMUNITY FACILITY DISTRICT: This fund includes funding for activities to own, operate, and maintain designated municipal infrastructure within the East Garrison Development Project.

182 – EAST GARRISON DEVELOPER REIMBURSEMENTS: This fund is used to track the expenditures and reimbursement receipts of the East Garrison Developer when performing project administration or land use activities associated with the development.

251 - PUBLIC IMPROVEMENT CORPORATION DEBT SERVICE: This fund funds debt payments and related expenses for Certificates of Participation issued by the Public Improvement Corporation.

305 - BORONDA COUNTY SANITATION SEWER REVENUE: This Bond Revenue Fund is used for sanitation for Boronda County Sanitation District - Fund Balance transferred to BCSD in October 2010.

306 - BORONDA COUNTY SANITATION REVENUE BOND: This Bond Revenue Fund is used for sanitation for Boronda County Sanitation District.

310 - PAJARO COUNTY SANITATION SEWER REVENUE: This Bond Revenue Fund is used for sanitation for Pajaro County Sanitation District.

312 - CHUALAR COUNTY WATER SERVICE AREA: This Bond Revenue Fund is used for streets in Chualar County Service Area.

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 or other resources.

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.