



# County of Monterey RECOMMENDED BUDGET

*Fiscal Year Ending June 30th*  
**2012**





This page intentionally left blank.



# RECOMMENDED BUDGET

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

FISCAL YEAR ENDING  
JUNE 30, 2012

FERNANDO ARMENTA  
LOUIS R. CALCAGNO  
SIMÓN SALINAS  
JANE PARKER (CHAIR)  
DAVE POTTER (VICE CHAIR)

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

LEW C. BAUMAN  
COUNTY ADMINISTRATIVE OFFICER



GOVERNMENT FINANCE OFFICERS ASSOCIATION

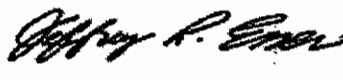
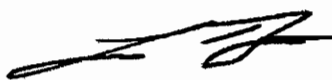
*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**County of Monterey  
California**

For the Fiscal Year Beginning

**July 1, 2010**



President

Executive Director

# **County of Monterey**

## **Board of Supervisors**



***Fernando Armenta***  
***District 1***

***Louis R. Calcagno***  
***District 2***

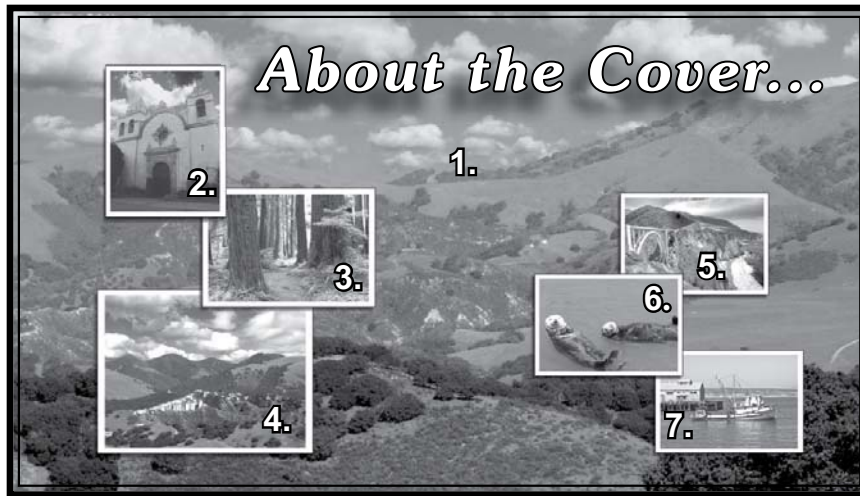


***Simón Salinas***  
***District 3***

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



***Dave Potter***  
***District 5***



*“...a long valley floored with green pasturage on which a herd of deer browsed. Perfect live oaks grew in the meadow of the lovely place, and the hills hugged it jealously against the fog and the wind.”*

- John Steinbeck  
*Pastures of Heaven*

**T**he Fifth District of Monterey County encompasses many unique communities, from the quaint thatched roof cottages in the artist’s colony of Carmel, to the historic Victorians in Pacific Grove, the dramatic cliffs of Big Sur and the rolling hills and graceful oaks that abound in Carmel Valley and along scenic Highway 68, make this area one of the most spectacular in the world. While the vistas of the Fifth District draw visitors from around the globe, it is the people of the Fifth District that provide the color for this rich tapestry and who make this area such a wonderful place to call home.

Monterey County is no stranger to challenging economic times, through which the residents have always created new ways to allow our industries to thrive. From the ashes of the sardine industry rose the world renowned Monterey Bay Aquarium and other tourism destinations that bring millions to the County. The decline of the sugar beets gave way to the dynamic agricultural industry of Monterey County that is now known as the Salad Bowl of the World. The current budget challenges before Monterey County simply present another time to work with our outstanding community partners to create new economic opportunities that balance the rich natural, historic and cultural resources as we write the next chapter in our history of economic vitality. While the year ahead will be daunting, with the partnership of our active and resilient residents, this will one day be looked back upon as the year that we faced great challenge and created new industries which ensured our continuing economic success.

**1.** The Carmel Valley, relatively untouched since the days of the Spanish land grants, is a pastoral river valley nestled into the Santa Lucia range. Carmel Valley is home to Garland Ranch Regional Park’s 4,000+ recreational acres and is one of the finest wine growing regions in California.

**2.** The Carmel Mission, founded by Father Junipero Serra in 1770, was originally located in Monterey. In 1771, Serra moved the mission to its present location near Carmel-by-the-Sea. The move was prompted by Serra’s desire to distance the mission from the headquarters of the military governor, Pedro Fages, with whom Serra was engaged in a power struggle. The Carmel Mission is the only Alta California Mission to retain its original bell tower dome and remains a Roman Catholic parish church to this day.

**3.** Big Sur’s name is derived from “El Sur Grande”, the Big South, originally referring to an unmapped wilderness along the coast south of Monterey. At the turn of the 20<sup>th</sup> century, the area boasted a large population which sustained a thriving redwood lumber industry. To many, Big Sur is synonymous with Pfeiffer Big Sur State Park, which features redwoods, conifers, oaks, sycamores, cottonwoods, maples, alders and willows.

**4.** Corral de Tierra lies midway along Highway 68. In their youth, John Steinbeck and his sister played at the base of Castle Rock, the geologic “fence of earth,” which gives the Corral de Tierra area its name. The area was the inspiration for Steinbeck’s 1932 short story cycle “The Pastures of Heaven”.

**5.** Construction on the Bixby Bridge began in August 1931 and was completed on October 15, 1932. The “Bixby” comes from Charles Henry Bixby, a cousin of United States President James K. Polk, who was an early and influential settler in the area. Prior to the construction of the open-spandrel arch bridge, the 30 mile journey from Monterey to the Big Sur River valley could take three days round trip.

**6.** Sea otters are an iconic species of the beauty and diversity of life in Monterey Bay. Hunted almost to extinction, the California population of sea otters has grown from a small colony of 50 that survived along the Big Sur coast, to over 3,000 today.

**7.** The Monterey Bay’s commercial fishing industry collapsed in the mid-1950s due to the over-fishing of sardines. When marine biologist and philosopher Ed Ricketts was asked where the sardines had gone, he replied: “They’re in cans.” Some privately owned fishing companies still exist housed in piers on the bay.

# Fiscal Year 2011-12 Recommended Budget

Submitted by  
Dr. Lew C. Bauman, County Administrative Officer



Prepared by  
County Administrative Office  
Budget and Analysis Division

Dewayne Woods, County Budget Director

**Mari Beraz**

Treasurer-Tax Collector  
Countywide Fiscal Analysis  
Debt Analysis  
Budget End-of-Year Report  
Three-Year Forecast  
Recommended Budget Executive Summary

**Liz Reta**

Social & Employment Services  
County Counsel

**John Guertin**

Resource Management Agency:  
Public Works  
Building Inspection  
Planning Department  
Architectural Services

**Paul Lewis**

Finance & Administration  
General Liability & Workers Compensation  
Administrative Policy

**Patty Maitland**

Agricultural Commissioner  
Cooperative Extension  
Redevelopment Agency  
Health Department  
Superior Court Liaison

**Rod Walker**

Natividad Medical Center  
Information Technology  
Water Resources Agency  
County Library

**Scott Ruble**

Public Safety Departments  
Prop 172 Specialist

**Kari DeMarco**

Budget & Analysis Division Support  
Budget Document Coordinator  
Webpage Coordinator

**Ebby Johnson**

Administrative Support

**Special Thanks to:**

County Department Heads  
Department Finance Managers/Staff  
Brad Anderson, Finite Matters, Ltd.  
Beacon Economics  
Monterey County Printing Services

**Budget Committee:**

Chair, Supervisor Lou Calcagno  
Supervisor Fernando Armenta

**Cover Design by:**

Supervisorial District 5  
Layout Design by: Dana Larrabee,  
Monterey County Printing Services



This page intentionally left blank.



## About Monterey County

Monterey County is located on the Pacific coast of California, famous for some of the world's most beautiful coastline including Big Sur, California State Route 1, and 17 Mile Drive on the Monterey Peninsula. Monterey County was one of the original counties of California, created in 1850 at the time of statehood. The County seat is in Salinas, the largest municipality of Monterey County. The County derived its name from Monterey Bay. The word itself is composed of the Spanish words "monte" and "rey", which literally means "king of the mountain." The bay was named by Sebastian Vizcaino in 1602, in honor of Gaspar de Zuniga y Acevedo, Conde de Monterrey (County of Monterey), the Viceroy of New Spain. The County's economy is based largely on tourism in the coastal regions, and agriculture in the Salinas River Valley.

### SPOTLIGHT – Parks

Tourism is a major factor in the local economy, and Monterey County Parks plays an important part in that factor. Parks benefit the community in a myriad of ways, providing locations for a vast assortment of outdoor and recreational activities. The diversity and breadth of Monterey County's Parks system offers something for everyone. Park sites throughout the County serve residents and visitors, promoting health and wellness by providing outdoor space to play and exercise, access to serenity and nature, and facilities for self-directed or organized recreation. County parks are a key resource for helping to build community image and sense of place, strengthening safety and security for gatherings and events, providing positive alternatives for youth and families, increasing cultural interaction and unity, facilitating social connections and lifelong learning, protecting natural resources and preserving open space.

Monterey County's Parks system consists of nine large regional parks encompassing over 12,155 acres of land and 10,000 acres of lakes. The County Parks Department has 66 full-time employees and 100 part-time employees. It also receives over 29,000 volunteer hours each year,

the equivalent of 14 full-time positions, from dedicated parks enthusiasts.

Annual attendance for the County's Parks system in Fiscal Year (FY) 2008-09 was 1.3 million people. Approximately 50% of its visitors come from outside the County, drawn here to enjoy its lakes, camping, special events, and countless unique attractions of the Salinas Valley and Monterey Peninsula areas.

Located in north Monterey County, **Royal Oaks Park** is the oldest park in the Monterey County Parks system. This pristine 122 acre day-use facility is situated in a small valley studded with Coast Live Oaks, and includes a softball field, playground equipment, basketball, volleyball, and tennis courts, and three miles of hiking trails winding through oak woodlands.

**Manzanita Park** in Prunedale is the County's newest park. Operated by the North Monterey County Youth Recreation Association, the park is open to the general public from sunrise to sunset, and includes ball fields, batting cages, concession buildings, a meeting room, BMX track, and hiking and bicycle trails. Facilities support active recreation programs including softball, Little League, and American Youth Soccer.

Closer to the Monterey Peninsula and the Greater Salinas Area are Toro Park and Jacks Peak, both adjacent to the Monterey-Salinas Highway 68.

Located six miles from downtown Salinas and 13 miles from the Monterey Peninsula, **Toro County Park's** 4,756 acres have provided a haven for thousands of visitors since it first opened in 1971. It is also home to local wildlife including deer, coyote, and a rare mountain lion or golden eagle. The park facilities includes an equestrian staging area and a network of riding trails, two softball fields, playgrounds, horseshoe pits, mountain biking, volleyball courts, and over 20 miles of hiking trails, including a special-needs accessible nature trail. Five large picnic areas can accommodate groups ranging from 50 to 500

people. All are ADA accessible, equipped with a barbeque pit, tables, water and electricity, and depending on the particular group area, offer an ideal setting for weddings, family reunions, company outings and retreats, retirement parties, and other special events. Toro Park hosts a variety of youth activities including high school league and division cross-country meets, Scout day camps, and the City of Monterey's Camp Quien Sabe. The Parks Foundation of Monterey County sponsors an environmental education program at Toro's environmental center, providing learning opportunities about the birds and animals that live in Toro's oak woodlands.

Pacific breezes sweep through the pine-covered ridges of **Jacks Peak Regional Park**, a 950-acre facility spreading across the highest point on the Monterey Peninsula. Family picnic areas border both parking lots, and a group area that accommodates up to 50 people. Nearly ten miles of trails (all but one allows horses) wind through lush cathedral-like forests of pine and oak woodlands, with many leading to breathtaking ridge-top vistas opening onto spectacular views of the Monterey Bay, Carmel Valley and the Santa Lucia Mountain Range. Signs along the Skyline Self-Guided Nature Trail inform hikers about the park's history, geology and plant life.

Just north of King City is **San Lorenzo Park**, nestled along the Salinas River, at the base of the Santa Lucia Mountains. San Lorenzo features immaculate day-use facilities that include picnic areas, a Victorian-style gazebo, playgrounds, horseshoe pits, volleyball courts, softball areas, and a walking trail along the banks of the Salinas River. It offers a perfect haven for weary travelers, with over 90 developed campsites, as well as large group picnic areas and meeting facilities available for rent. San Lorenzo Park is also home to the Monterey County Agricultural and Rural Life Museum, inviting visitors to step back into time through exhibits of artifacts, equipment, and buildings that preserve and share Monterey County's rich agricultural heritage.

Lakes San Antonio and Nacimiento, located in the southern portion of the County, and Laguna Seca Recreation Area/Raceway, located near the Monterey Peninsula, are the County's largest parks, serving not only residents of the central coast, but visitors from throughout California, the nation, and the world.

In addition to San Lorenzo, parks with campgrounds include the Laguna Seca Recreation Area, Lake San Antonio, and Lake Nacimiento.

**Laguna Seca Recreation Area** is just a short drive from the Monterey Peninsula, Salinas Valley, Carmel Valley and Big Sur. Tent camping and RV areas are available in a clean, friendly environment, with a serene view of the Salinas Valley. In addition to great camping facilities, Laguna Seca Recreation Area has a Rifle and Pistol Range, as well as access to miles of mountain bike trails. The new Trackview Pavilion (Red Bull Energy Center) is available for rent and is a beautiful venue for weddings, corporate dinners, conferences, and other group gatherings. The Laguna Seca Recreation Area is also home to the internationally famed Mazda Raceway Laguna Seca, and Skip Barber Racing School. The Sports Car Racing Association of Monterey Peninsula (SCRAMP) sponsors racing events at Mazda Raceway Laguna Seca including the U.S. Sports Car Invitational, Red Bull U.S. Grand Prix, Rolex Monterey Motorsports Reunion, and the Monterey Sports Car Championships. Some of the other renowned events at Laguna Seca include the Sea Otter Classic Sports Festival, Spirit West Coast Christian Music Festival, Cherry's Jubilee Motorsports Festival, Mountain Bike Races, and Redline Time Attack sports car speed races.

The Parks Department acquired the assets for the resorts at both Lake San Antonio and Lake Nacimiento in 2007, and has contracted with Urban Park Concessionaires to manage the Resorts.

**Lake San Antonio** is located on the county line between Monterey County and San Luis Obispo

County. Both North Shore and South Shore parks offer camping, fishing, hiking, swimming, picnicking, boating, and water skiing. Skiers and wake boarders love the morning and late afternoon glass water. North Shore has shoreline camping, an activity area, boat launching facilities, and an outdoor amphitheater. Group facilities are available for family reunions, retreats, and equestrian outings. The South Shore has three developed campgrounds with 482 improved and 500 un-improved campsites, a marina, a museum, a visitor center, a youth activity area, a group building, and barbecue areas. The Parks Department conducts boat patrol and lake navigation maintenance on both lakes to maintain safe operating conditions. The Wildflower Festival/Triathlon, one of the world's largest triathlons, is held at Lake San Antonio. Eagle Watch Tours are also coordinated through the Parks Department.

Unsurpassed beauty awaits you in the Coastal Mountains of San Luis Obispo County at **Lake Nacimiento**, located sixteen miles northwest of Highway 101 in Paso Robles on G-14. The lake spans over 5,000 surface acres surrounded by 165 miles of scenic shoreline, unspoiled wilderness, mountains, river canyons, oak and pine forests, spring waterfalls and abundant wildlife. Clean, warm water, the long open ski areas and slalom course are fantastic. Home of the famous White Bass, there is no fishing experience quite like the one you will have with Nacimiento's feisty fighters.

Monterey County parks also serve as the host facility for numerous world-renowned special events. The Sports Car Racing Association of the Monterey Peninsula holds five racing events at Laguna Seca each year. The Wildflower Triathlon, one of the world's largest triathlons, is held at Lake San Antonio. Major community fundraisers hosted by Monterey County Parks include the annual Cherry's Jubilee, Heart Walk, and St. Jude Bike-a-thon.

As a major component of Monterey County's tourism industry, the Parks system generates a significant amount of local economic activity,

particularly for the Leisure and Hospitality, and Retail Trade sectors. Monterey County Parks also serve as host for numerous major community fundraisers.

It is estimated that visitors using parks facilities or attending special events added more than \$240 million to the Monterey County economy in FY 2008-09. The Department itself is essentially a cost-neutral operation, with the majority of expenses offset by revenues from parks programs. Providing substantial annual returns on investment, it is clear that the Monterey County Parks system contributes to the well-being of Monterey County residents and visitors, and is a vital part of the local economy.

**Population, Income, and Housing**

The 2010 Census data shows Monterey County's population grew by 3.3% in the past ten years, from 401,762 at April 1, 2000 to 415,057 at April 1, 2010.

**Total Population: 2000 and 2010**

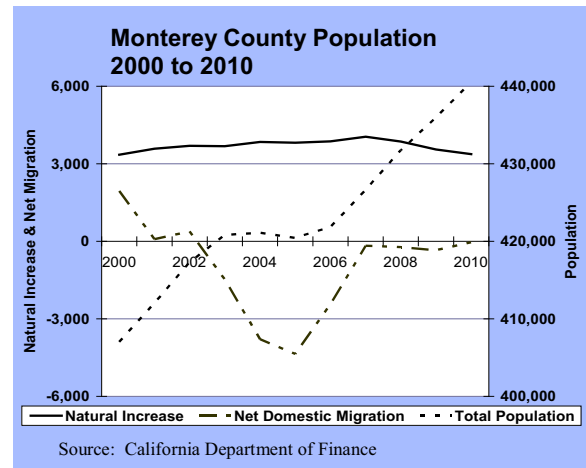
State / County / City	Total Population		Change: 2000 vs 2010	
	April 2000 (2)	April 2010	Amount	%
<b>California</b>	33,871,653	37,253,956	3,382,303	10.0%
<b>Monterey County</b>	401,762	415,057	13,295	3.3%
Carmel-by-the-Sea	4,081	3,722	-359	-8.8%
Del Rey Oaks	1,650	1,624	-26	-1.6%
Gonzales	7,564	8,187	623	8.2%
Greenfield	12,648	16,330	3,682	29.1%
King City	11,204	12,874	1,670	14.9%
Marina	18,925	19,718	793	4.2%
Monterey	29,696	27,810	-1,886	-6.4%
Pacific Grove	15,522	15,041	-481	-3.1%
Salinas	142,685	150,441	7,756	5.4%
Sand City	261	334	73	28.0%
Seaside	33,097	33,025	-72	-0.2%
Soledad	23,015	25,738	2,723	11.8%
<b>Total City Pop.</b>	<b>300,348</b>	<b>314,844</b>	<b>14,496</b>	<b>4.8%</b>
<b>Unincorporated Pop.</b>	<b>101,414</b>	<b>100,213</b>	<b>-1,201</b>	<b>-1.2%</b>

(2) Census 2000 counts include changes from the Count Question Resolution program. Data may not match data published in Census 2000 reports.  
Source: CA Dept. of Finance, Demographic Research Unit - Census 2010

Population growth in the County of Monterey has been fairly constant for the past 30 years, increasing steadily through the 1980s, declining in the early 1990s, and returning to constant growth shortly thereafter.

County Population with Percentage Change Since 2000 Total Population: 2000 and 2010					
State / County / City	Total Population		Pop. Change: 2000 vs 2010		% of State Total
	April 2000	April 2010	Amount	%	
California	33,871,653	37,253,956	3,382,303	10.0%	100%
Alameda County	1,443,741	1,510,271	66,530	4.6%	4.1%
Alpine County	1,208	1,175	-33	-2.7%	0.0%
Amador County	35,100	38,091	2,991	8.5%	0.1%
Butte County	203,171	220,000	16,829	8.3%	0.6%
Calaveras County	40,554	45,578	5,024	12.4%	0.1%
Colusa County	18,804	21,419	2,615	13.9%	0.1%
Contra Costa County	948,816	1,049,025	100,209	10.6%	2.8%
Del Norte County	27,507	28,610	1,103	4.0%	0.1%
El Dorado County	156,299	181,058	24,759	15.8%	0.5%
Fresno County	799,407	930,450	131,043	16.4%	2.5%
Glenn County	26,453	28,122	1,669	6.3%	0.1%
Humboldt County	126,518	134,623	8,105	6.4%	0.4%
Imperial County	142,361	174,528	32,167	22.6%	0.5%
Inyo County	17,945	18,546	601	3.3%	0.0%
Kern County	661,645	839,631	177,986	26.9%	2.3%
Kings County	129,461	152,982	23,521	18.2%	0.4%
Lake County	58,309	64,665	6,356	10.9%	0.2%
Lassen County	33,828	34,895	1,067	3.2%	0.1%
Los Angeles County	9,519,338	9,818,605	299,267	3.1%	26.4%
Madera County	123,109	150,865	27,756	22.5%	0.4%
Marin County	247,289	252,409	5,120	2.1%	0.7%
Mariposa County	17,130	18,251	1,121	6.5%	0.0%
Mendocino County	86,265	87,841	1,576	1.8%	0.2%
Merced County	210,554	255,793	45,239	21.5%	0.7%
Merced County	9,449	9,686	237	2.5%	0.0%
Mono County	12,853	14,202	1,349	10.5%	0.0%
Monterey County	401,762	415,057	13,295	3.3%	1.1%
Napa County	124,279	136,484	12,205	9.8%	0.4%
Nevada County	92,033	98,764	6,731	7.3%	0.3%
Orange County	2,846,289	3,010,232	163,943	5.8%	8.1%
Placer County	248,399	348,432	100,033	40.3%	0.9%
Plumas County	20,824	20,007	-817	-3.9%	0.1%
Riverside County	1,545,387	2,189,641	644,254	41.7%	5.9%
Sacramento County	1,223,499	1,418,788	195,289	16.0%	3.8%
San Benito County	53,234	55,269	2,035	3.8%	0.1%
San Bernardino County	1,709,434	2,035,210	325,776	19.1%	5.5%
San Diego County	2,813,833	3,095,313	281,480	10.0%	8.3%
San Francisco County	776,733	805,235	28,502	3.7%	2.2%
San Joaquin County	563,598	685,306	121,708	21.6%	1.8%
San Luis Obispo County	246,681	269,637	22,956	9.3%	0.7%
San Mateo County	707,163	718,451	11,288	1.6%	1.9%
Santa Barbara County	399,347	423,895	24,548	6.1%	1.1%
Santa Clara County	1,682,585	1,781,642	99,057	5.9%	4.8%
Santa Cruz County	255,602	262,382	6,780	2.7%	0.7%
Shasta County	163,256	177,223	13,967	8.6%	0.5%
Sierra County	3,555	3,240	-315	-8.9%	0.0%
Siskiyou County	44,301	44,900	599	1.4%	0.1%
Solano County	394,542	413,344	18,802	4.8%	1.1%
Sonoma County	458,614	483,878	25,264	5.5%	1.3%
Stanislaus County	446,997	514,453	67,456	15.1%	1.4%
Sutter County	78,930	94,737	15,807	20.0%	0.3%
Tehama County	56,039	63,463	7,424	13.2%	0.2%
Trinity County	13,022	13,786	764	5.9%	0.0%
Tulare County	368,021	442,179	74,158	20.2%	1.2%
Tuolumne County	54,504	55,365	861	1.6%	0.1%
Ventura County	753,197	823,318	70,121	9.3%	2.2%
Yolo County	168,660	200,849	32,189	19.1%	0.5%
Yuba County	60,219	72,155	11,936	19.8%	0.2%

Census 2000 counts include changes from the Count Question Resolution program. Data may not match data published in Census 2000 reports.  
Source: California Department of Finance, Demographic Research Unit - 2010 Census



Of interest is the change in the source of population growth in Monterey County over the last decade. As is usually the case, most of the population gains came from natural increases. However, there has been a significant amount of domestic migration out of the County, with Monterey County posting negative net domestic migration figures for each of the last ten years. Similar trends were seen in the State overall and in the counties of Santa Barbara and Santa Clara; however, San Luis Obispo County has had positive net domestic migration for each year in the last decade. Negative net domestic migration means that more people have been moving out of the County to other U.S. counties than into the region, a trend often driven by a lack of affordability in housing markets. Indeed, home prices in the area increased at a faster rate from 2003 to 2006 than price increases in Santa Barbara County and San Luis Obispo County. Since the peak of the housing bubble in 2006, the number of people migrating out of the County per year to other parts of the United States has decreased.

In the last few years, home prices in Monterey County have fallen more significantly than prices in neighboring counties, such as in San Luis Obispo, which has made the area relatively more attractive and given less incentive for people to leave.

For renters, Monterey County offers less expensive housing than other Central Coast

counties, as measured by rent as a percentage of household income.

### Rent as % of Income, 2005 and 2009

Location	Rent as % of Household Income	
	2005	2009
Monterey County	31.1	32.0
Santa Barbara County	35.0	34.6
San Luis Obispo County	34.9	37.2
California	32.4	32.9

Source: U.S. Census Bureau, 2005 and 2009 American Community Survey

Although both Monterey and Santa Barbara counties have similar population sizes, total personal income for Santa Barbara County is higher than in Monterey, and thus residents of Santa Barbara have higher average incomes. Additionally, the median household income in Monterey County in 2009 was lower than all other comparison areas with the exception of San Luis Obispo County. Following the recent recession, personal income growth has leveled off or decreased in all of the areas of interest. This change in trend was dramatic for the San Jose metropolitan statistical area (MSA)<sup>1</sup>, which saw the largest decrease in personal income growth. However, the San Jose MSA also has much higher levels of income. Since the start of the recession in the fourth quarter of 2007, the County of Monterey is the only area to show an increase in personal income through the fourth quarter of 2009, moving from \$17.2 billion to \$17.3 billion.

In Monterey County, per capita income reached \$23,819 – significantly lower than in any of the other comparison areas and dwarfed by the San Jose MSA per capita income figure for 2009.

### Per Capita & Median Household Income

Location	Rent as % of Household Income	
	2005	2009
Monterey County	\$23,819	\$58,448
Santa Barbara County	\$28,147	\$59,051
San Luis Obispo County	\$28,254	\$56,661
San Jose (MSA)	\$37,212	\$84,483
California	\$27,885	\$58,931

Source: U.S. Census Bureau, 2009 American Community Survey

This low level of per capita income is strongly related to the types and distribution of occupations held by residents of Monterey County. The largest occupational sector is Farming, Fishing, and Forestry, which stood at 16.8% of total employment in May of 2009. Two of the three next-largest occupational sectors are Food Preparation and Serving, and Sales. The Farming, Fishing, and Forestry industry average annual wage is impacted, due to the cyclical nature of the farming industry, with employment declining in December after the fall harvest. This effect is highly visible and much more pronounced in Monterey County than in California in the non-seasonally adjusted unemployment rate numbers, which show consistent yearly peaks in December or January, and troughs in September or October. The difference between these maximum and minimum unemployment rates by month for each year is generally about seven percentage points, a very large margin.

Growth in total employment has been driven entirely by strong growth in farm employment. The long-term trend shows fluctuations over time, but the level of farm employment has remained strong throughout the recession. Considering the cyclical nature of the trend, the farming sector appears to be less affected by economic downturns and more heavily influenced by sector-specific issues, such as growing conditions. In fact, even as some sectors have continued to shed jobs, farm employment in January of 2011 was at its highest level on record, at 49,800 jobs. A weak dollar has led to a boost in agricultural exports from Monterey County, which has translated to demand for agricultural labor.

<sup>1</sup> San Jose MSA contains counties of Santa Clara and San Benito

Following farming and local government, the next largest sectors in employment are leisure and hospitality, and retail trade. The workers in these two sectors support Monterey County's tourism industry, a significant part of the local economy. Informal sector employment in Monterey County grew throughout the recession. This sector includes workers who are employed but not on a company's payroll, such as daycare providers, house cleaners, and gardeners. Considering that growth in payroll employment has been so sluggish, it is not surprising to see a larger number of workers seeking this type of employment.

### Occupational Share of Total Employment

Occupation	Monterey County	California	Difference
Farming, Fishing, Forestry	16.8%	1.3%	15.5%
Office & Admin. Support	13.1%	17.5%	-4.4%
Food Prep/Serving Related	9.3%	8.6%	0.7%
Sales & Related	8.8%	10.1%	-1.2%
Education, Training, & Library	8.0%	6.8%	1.2%
Transportation & Material Moving	6.3%	6.3%	0.0%
Management	4.5%	5.7%	-1.2%
Healthcare Practitioners & Technical	4.0%	4.5%	-0.5%
Building, Grounds, Cleaning & Maintenance	3.5%	3.1%	0.5%
Production	3.5%	6.0%	-2.5%
Protective Services	3.3%	2.5%	0.8%
Business & Financial Ops.	3.1%	5.1%	-2.0%
Construction & Extraction	3.1%	4.1%	-1.1%
Installation, Maintenance, & Repair	2.8%	3.2%	-0.5%
Healthcare Support	2.3%	2.5%	-0.1%
Personal Care & Service	2.1%	2.4%	-0.4%
Computer & Mathematical	1.4%	2.9%	-1.5%
Arts, Design, Entertainment, Sports & Media	1.2%	1.9%	-0.6%
Community & Soc. Service	1.0%	1.4%	-0.4%
Architec. & Engineering	0.7%	2.2%	-1.4%
Life, Physical, & Social Science	0.7%	1.3%	-0.6%
Legal	0.4%	0.8%	-0.5%

Source: California Employment Development Department

Understanding the critical need for economic growth and diversity in the community, during FY 2010-11 the Monterey County Board of Supervisors unanimously approved the creation of an Economic Development Department. The goal of the department is to encourage job creation by

recruiting new businesses to the region and providing training to local workers<sup>2</sup>.

### Housing

Monterey County closely followed statewide trends during the recent boom-and-bust cycle, with total new home sales (including those not part of major subdivisions) last peaking at 263 sales in the third quarter of 2005. Between that quarter and the second quarter of 2009 — with a few quarterly exceptions — new home sales declined by 90%. Although new home sales did rise to nearly 50 units per quarter as various State and Federal tax credits caused the market to spike, by the last half of 2010, quarterly sales had again fallen to just 16 units. From the fourth quarter of 2009 to the fourth quarter of 2010, new homes sales fell more sharply in Monterey County (68%) than in Santa Barbara County (48%) and in San Luis Obispo County (40%).

After peaking during the middle of 2004 at nearly 1,400 units, sales of existing single-family homes in Monterey County continued to mostly slide through the fourth quarter of 2007, reaching a trough of 332 sales. Although sales did begin to rise steadily through the first quarter of 2009 — nearly tripling to over 1,200 units — that increase was due to two factors: rapidly falling home prices and Federal tax credit programs favoring homebuyers. When price declines started to flatten out, and when the initial tax credit programs expired, sales began to erode once again. Fortunately, this time the decline was more gradual, settling in at 835 units during the fourth quarter of 2010.

From the fourth quarter of 2009 to the fourth quarter of 2010, as sales of single-family homes throughout the State fell by just under 15%, sales in Monterey County dropped off more significantly, by 21%. In fact, sales in the County fell more steeply than in San Luis Obispo County (4.7%), Santa Barbara County (15.4%), and Santa Cruz County (18.4%).

<sup>2</sup> Sara Rubin, "Monterey County Commits to Economic Development, Creates a New Department," Monterey County Weekly, March 3, 2011.

Median prices for existing single-family homes in Monterey County last peaked at nearly \$655,000 in the first quarter of 2006, nearly doubling from the levels seen in 2002. But as the housing bubble burst, prices began to steadily decline, falling below the \$600,000 level in late 2007 and below \$400,000 just two quarters later. By the second quarter of 2009, the median sales price had fallen to just under \$199,000, or close to what it had been in the third quarter of 1999. While single-family home prices did begin to rise throughout 2009 and into 2010 — rebounding to nearly \$260,000 — much of that rise was due to buyers taking advantage of tax credit programs. As of the fourth quarter of 2010, the median sales price for single-family homes in Monterey County had fallen back to \$226,602, representing declines of 5.0% from the previous quarter and 10.1% from the same quarter of 2008.

Since the fourth quarter of 2009, however, prices have remained stable, falling by just 0.3%, or very close to the decline of 0.2% noted statewide. During that same period, median prices fell by 6.6% in San Luis Obispo County, 2.6% in Santa Cruz County, and 1.3% in Santa Barbara County.

### Education

The County of Monterey has its share of challenges in common measures of educational success for students in kindergarten through high school compared to its Central Coast counterparts. National budget problems could make educational challenges in the County even worse. For example, the future of the Head Start program is uncertain. Head Start is a national program that provides grants for child development services to low-income families, promoting school readiness and engaging parents in helping their children make progress toward educational goals<sup>3</sup>.

Compared to neighboring counties, Monterey County has seen mediocre enrollment growth — coming in below California and nearby counties, except San Luis Obispo, in enrollment growth

from 2000 to 2008 for both total enrollment and high school enrollment. After experiencing declines in total enrollment from 2004 to 2008, the County has seen increases over the last two years. These previous decreases came largely from grades three to eight, which collectively fell by about 9% from 2004 to 2008. High school enrollment for the County of Monterey has been relatively flat since 2003. There will likely be a drop in high school enrollment in the near future owing to major declines in lower grade levels.

After previously overtaking the graduation rate in Santa Barbara, Monterey County's rate again fell behind in 2009, hitting 81.5%. Though lagging behind rates in neighboring counties, the graduation rate in Monterey County still exceeded the State's rate of 78.5% in 2009.

Educational trends in Monterey County can also be assessed using data on English and language arts (ELA) proficiency and math proficiency as measured by standardized tests. Monterey County's average test scores by school in recent years has shown improvement, the gap has been closed significantly and students in Monterey County have all but caught up with those in Santa Barbara. Math scores in Monterey County still lag compared to scores in California and other surrounding counties. Nonetheless, they have been trending upward in recent years.

Improving proficiency in language arts and math is important because stronger scores will push college attendance rates and result in a more highly educated workforce, which in turn will draw higher-paying employers. The County of Monterey still has work to reach the math proficiency levels of its neighboring counties and California, but the good news is that it has been closing the gap over the past few years.

According to the U.S. Census Bureau's 2009 American Community Survey, Monterey County is behind the State and other Central Coast counties with respect to the percentage of the population holding a bachelor's degree or higher, at 21.5%. Efforts are being made to encourage

---

<sup>3</sup> Source: U.S. Department of Health and Human Services, Administration for Children & Families

college enrollment in Monterey County. Everett Alvarez High School recently opened a new Agriculture Education Center in hopes of giving "students a head start in areas now a major concern to the industry, such as food safety."<sup>4</sup> This new center will give those involved more resources to expand on agricultural biology and will "be a natural launching pad to the Agricultural Center at Hartnell College." Programs such as these encourage college attendance by exposing students to occupational sectors such as Agriculture, a crucial industry for many residents in Monterey County.

### Social Services and Poverty

Though the recession is officially over, its effects are still being felt in Monterey County, which has experienced a large increase in the need for social services. The bump in the need for government support has occurred across California and the Central Coast, with a large surge in applications for both the CalFresh Program, formerly known as Food Stamps, and for CalWORKs (California Work Opportunities and Responsibility to Kids). The CalFresh program subsidizes household spending on basic food needs for low-income families and individuals. The CalWORKs program aims to assist families with children who have been deprived of parental support, helping to pay for housing, food, and other necessities.

In Monterey County, the number of approved CalFresh applications jumped by 1,781, more than doubling from the second quarter of 2007 through the fourth quarter of 2010. Monterey County and Santa Barbara County have roughly equal numbers of residents, but Monterey has consistently posted higher numbers of approved applications since the recession began. This is likely due to the area's lower income levels and the subsequently greater needs for support. Budget issues in Monterey County are also a cause for concern as "dropping revenue from hotel, property and sales taxes are pressuring County revenues, which funds social services,

foster care services, courts and rural planning."<sup>5</sup> Such budget challenges, also taking place across the nation, are worrisome, as Monterey County has not yet seen declines in approved Cal-Fresh applications as of the fourth quarter of 2010.

On the brighter side, there has been a change in trend in the number of approved CalWORKs applications, with applications remaining flat or even declining a bit during the past few quarters. This trend is seen across the Central Coast. Although the need for CalWORKs has been on the decline, the program has consistently been targeted for cuts in the Governor's recent budget proposals. If the most recent proposal goes through, a family of three will see its CalWORKs grant drop 13% in addition to the 4% hit that was taken in a previous cut<sup>6</sup>.

The state of the economy in Monterey County can be further assessed by looking at health insurance coverage rates and poverty rates. Monterey County has a higher poverty rate (17.8%) than the State as a whole (14.2%). A slightly lower percentage of County residents possess health insurance coverage (78.9%) than in California (82%). However, there is less income inequality in the area, as shown by the Gini index. (A score of 1 on the Gini index indicates perfect income inequality and 0 indicates perfect equality.) The number of residents with health care plans could increase in the future as the Obama Administration seeks to improve access to health insurance. As these data show, Monterey County still has a strong need for programs that provide a safety net. Educational and social service cuts are likely to do more harm to lower-income areas since low-income residents need help the most. As state and local governments strive to balance their budgets, those in need will find it harder to cope with the aftershocks of the recent recession.

---

<sup>4</sup> Claudia Melendez Salinas, "Everett Alvarez High School's new ag center opens," *Monterey County Herald*, February 21, 2011

---

<sup>5</sup> Monterey County to receive clear picture of future budget," *Salinas Californian*, February 28, 2011

<sup>6</sup> Amy Yannello, "This is going to hurt," *Sacramento News and Review*, February 10, 2011



# Table of Contents

<b>County Electorate Organization Chart</b> .....	<b>1</b>	<b>County Administrative Office</b> .....	<b>135</b>
<b>County Administrative Officer’s Message</b> .....	<b>3</b>	CAO Departmental .....	140
<b>Executive Summary</b> .....	<b>7</b>	Administration & Finance .....	144
<b>Recommendations</b> .....	<b>22</b>	Budget & Analysis .....	146
<b>Strategic Initiatives</b> .....	<b>23</b>	Contracts/Purchasing .....	148
<b>General Financial Guidelines</b> .....	<b>27</b>	Employee Relations .....	150
<b>FY 2011-12 Forecast</b> .....	<b>47</b>	Human Resources .....	152
<b>Schedule 1</b> .....	<b>63</b>	Human Resources/Training .....	154
<b>Schedule 2</b> .....	<b>64</b>	Compliance .....	156
<b>Schedule 3</b> .....	<b>65</b>	Risk Management .....	157
<b>Schedule 4</b> .....	<b>66</b>	Intergovernmental & Legislative Affairs .....	159
<b>Schedule 5</b> .....	<b>68</b>	Office of Emergency Services .....	161
<b>Schedule 6</b> .....	<b>69</b>	Employee Benefits .....	163
<b>Schedule 7</b> .....	<b>80</b>	CAO Non-Departmental .....	165
<b>Schedule 8</b> .....	<b>82</b>	Contributions - Proposition 172 .....	168
<b>Schedule 12</b> .....	<b>87</b>	Contributions-Other Agencies .....	169
<b>Schedule 13</b> .....	<b>91</b>	Grand Jury .....	170
<b>Analysis of Revenues by Fund</b> .....	<b>95</b>	Trial Courts .....	171
<b>Analysis of Expenditures by Fund</b> .....	<b>98</b>	General Liability .....	173
<b>Analysis of Revenues by Object and Subobject</b> .....	<b>101</b>	Workers Compensation .....	174
<b>Analysis of Expenditures by Object and Subobject</b> .....	<b>104</b>	Contingencies .....	175
<b>Adopted 2011 to Recommended 2012 Positions</b> .....	<b>110</b>	County Memberships .....	176
<b>Board of Supervisors</b> .....	<b>131</b>	Insurance .....	177
		Medical Care Services .....	178
		Other Financing Uses .....	179
		Other General Expenditures .....	180
		Non-Program Revenue .....	181
		Cluster Loans .....	182
		Development Set-Aside .....	183
		Revolving Loan Program .....	184
		Dental .....	185
		Vision .....	186
		Employee Assistance Program .....	187
		Disability .....	188
		Unemployment .....	189
		Misc. Benefits .....	190

Table of Contents

<b>Equal Opportunity Office</b> .....	<b>191</b>	<b>Sheriff-Coroner</b> .....	<b>293</b>
<b>Auditor-Controller</b> .....	<b>195</b>	Alarm Unit .....	300
Auditor-Controller Departmental .....	198	Fiscal Division .....	301
Auditor Controller .....	199	Civil Unit .....	302
Debt Management .....	201	Coroner Division .....	304
Disbursements .....	202	Professional Standards Division .....	306
Systems Management .....	205	IT System Support Unit .....	307
General Accounting .....	207	Records Unit .....	308
Internal Audit .....	209	Warrants Unit .....	310
Auditor-Controller Non-Departmental .....	212	Training Division .....	311
County Overhead Recovered .....	213	Custody Administration .....	312
Enterprise Resource Project .....	214	Court Services .....	313
PIC Debt Service .....	215	Transportation Unit .....	314
Short Term Borrowing .....	216	Work Alternative Program .....	315
Annual County Audit .....	217	Inmate Medical Services .....	316
<b>Treasurer-Tax Collector</b> .....	<b>219</b>	Jail Operations .....	317
Property Tax .....	222	Inmate Welfare Programs .....	318
Revenue .....	224	Support Services Unit .....	319
Treasury .....	226	Crime Prevention Specialists .....	321
<b>Assessor-County Clerk-Recorder</b> .....	<b>229</b>	Enforcement Operations Administration .....	322
Assessor .....	232	Vehicle Maintenance Unit .....	323
Clerk/Recorder .....	235	Investigations Division .....	324
<b>County Counsel</b> .....	<b>237</b>	Narcotics Division .....	325
<b>Clerk of the Board</b> .....	<b>241</b>	Central Patrol Station .....	326
Assessment Appeals Board .....	244	Coastal Patrol Station .....	327
Clerk of the Board .....	245	South County Patrol Station .....	329
<b>Elections</b> .....	<b>247</b>	Special Operations Division .....	330
<b>Emergency Communications</b> .....	<b>255</b>	Special Weapons and Tactics Team .....	331
Emergency Communication .....	259	SO Administration .....	332
Emergency Communication .....	260	Crime Lab/Property Room .....	334
<b>Information Technology</b> .....	<b>261</b>	SO Human Resources .....	335
IT Systems .....	264	Background Investigations Unit .....	336
Printing /Graphics .....	266	Gang Task Force .....	337
Records Retention .....	268	<b>Probation</b> .....	<b>339</b>
Telecommunication .....	269	Alternative Programs .....	346
<b>District Attorney</b> .....	<b>271</b>	Juvenile Hall .....	348
<b>Child Support Services</b> .....	<b>277</b>	Youth Center .....	350
<b>Public Defender</b> .....	<b>283</b>	Adult Probation .....	352
Alternate Defenders Office .....	289	Juvenile Probation .....	354
Public Defender .....	291	Probation Administration .....	356
		<b>Agricultural Commissioner</b> .....	<b>359</b>
		Agriculture .....	362
		Produce Inspection .....	364
		<b>Resource Management Agency</b> .....	<b>365</b>
		RMA Administration .....	372
		Building Services .....	375
		Building Services .....	377
		Code Enforcement .....	379

Planning Services .....	380	Clinical Services IT .....	467
Public Works/Countywide Services .....	383	Finance/Budgeting - Clinic .....	468
County Sanitation District .....	385	Alisal Health Center .....	470
County Service Areas .....	387	FQHC Billing .....	472
San Jerardo Filtration .....	388	Laurel Family Clinic .....	474
Public Works .....	389	Laurel Internal Medicine .....	476
Architectural Services .....	392	Laurel Pediatrics Clinic .....	478
Capital Projects .....	394	Laurel Women's Health Clinic .....	480
County Disposal Sites .....	396	Marina Health Center .....	482
Admin Facilities .....	397	Public Health .....	483
Courier .....	399	Seaside Family Health Center .....	485
Mail .....	400	Laurel Admin .....	487
Grounds .....	401	Ambulance Service .....	488
Utilities .....	403	EMS Operating .....	489
Real Property .....	404	EMS Training .....	491
Facilities Maintenance Projects .....	406	Uncompensated Care .....	492
Fleet Administration .....	408	Consumer Health Protection .....	493
Shuttle .....	410	Recycling & Resource Recovery .....	495
Vehicle Replacement Program .....	411	Solid Waste Management .....	497
Litter & Environmental Control .....	412	Environmental Health Review .....	499
Roads & Bridges .....	414	Hazardous Materials Management .....	501
Development Services .....	418	Environmental Health Fiscal/Admin .....	503
Redevelopment and Housing Office .....	420	Conservator .....	505
Community Development Reuse .....	424	Public Administrator .....	507
Community Development Grant .....	425	Public Guardian .....	508
FORA/ EG PFA/ CSD .....	426	Children's Medical Services .....	509
Boronda HS-A .....	427	Public Health .....	511
Castro/Paj HS-A .....	428	Health Administration .....	514
E Garrison HS-A .....	429	Drinking Water Protection Service .....	516
Fort Ord HS-A .....	430		
Inclusionary Housing .....	431	<b>Social &amp; Employment Services .....</b>	<b>519</b>
Boronda Capital Fund .....	433	CalWORKS / TANF .....	528
Castro/Paj Capital Fund .....	434	General Assistance .....	529
E Garrison Capital Fund .....	436	IHSS Wages / Benefits .....	530
Ft Ord Capital Fund .....	437	Out of Home Care .....	531
Boronda Debt Service .....	438	Child Care Planning Council .....	533
Castro/Paj Debt Service .....	439	Community Action Partnership .....	535
E Garrison Debt Service .....	440	Community Programs .....	537
Ft Ord Debt Service .....	441	IHSS Public Authority .....	538
RHO Admin .....	442	Military & Veterans Services .....	539
		Office of Employment & Training .....	541
<b>Health .....</b>	<b>445</b>	Social Services .....	543
Animal Clinic .....	453	Area Agency on Aging .....	547
Animal Field Services .....	454	Multipurpose Senior Services Program .....	549
AS Admin .....	455		
Licensing .....	456	<b>Library .....</b>	<b>551</b>
Shelter .....	457		
Adult Mental Health Services .....	459	<b>Cooperative Extension Service .....</b>	<b>557</b>
Alcohol and Drug Services .....	461	Cooperative Extension .....	561
Behavioral Health Administration .....	463	Cooperative Ext -Reimbursed Projects .....	564
Children Mental Health Services .....	465		

<b>Parks</b> .....	<b>565</b>	Parks Resorts .....	589
Parks (General Fund) .....	569	Resort at Nacimiento Lake.....	591
Jacks Peak .....	571	Resort at San Antonio Lake.....	593
Laguna Seca Park .....	572	Nacimiento Boat Patrol .....	594
Laguna Seca Rifle Range .....	574	North Shore Lake San Antonio .....	595
Laguna Seca Track.....	575	South Shore Lake San Antonio .....	597
Manzanita Park.....	576	Lakes Events .....	599
Royal Oaks .....	577	Lakes Administration .....	600
San Lorenzo County Park .....	578	<b>Water Resources Agency</b> .....	<b>603</b>
Special Events .....	579	<b>Natividad Medical Center</b> .....	<b>609</b>
Toro Park .....	580	<b>FY 2011-12 County Contributions/Obligations, Liabilities and</b>	
Historian .....	582	<b>Other</b> .....	<b>617</b>
Marketing .....	584	<b>FY 2011-12 Capital Budget Summary</b> .....	<b>635</b>
Park Administration .....	585	<b>Forecast and Budget Development Process</b> .....	<b>641</b>
North County Administration .....	587	<b>Glossary of Budget and Accounting Terms</b> .....	<b>645</b>
Parks (Fish and Game).....	588	<b>Glossary of Funds</b> .....	<b>647</b>

# COUNTY OF MONTEREY

## ELECTORATE

### BOARD OF SUPERVISORS

**DISTRICT 1**  
Fernando Armenta

**DISTRICT 2**  
Lou Calcagno

**DISTRICT 3**  
Simón Salinas

**DISTRICT 4**  
Jane Parker

**DISTRICT 5**  
Dave Potter

COUNTY ADMINISTRATIVE OFFICE  
Lew Bauman, CAO

COUNTY COUNSEL  
Charles McKee

EQUAL OPPORTUNITY OFFICE  
Irma Ramirez-Bough  
(DBE Liaison)

NATIVIDAD MEDICAL CENTER  
Board of Trustees

NATIVIDAD MEDICAL CENTER  
Harry Weis, CEO

WATER RESOURCES AGENCY  
Board of Directors

WATER RESOURCES AGENCY  
Curtis Weeks, General Manager

### COUNTY ELECTED OFFICIALS

ASSESSOR-COUNTY CLERK-RECORDER  
Steve Vagnini

AUDITOR-CONTROLLER  
Michael J. Miller, CPA, CISA

DISTRICT ATTORNEY  
Dean Flippo

SHERIFF-CORONER  
Scott Miller

TREASURER-TAX COLLECTOR  
Mary Zeeb

### SUPERIOR COURT -- Judges

COURT EXECUTIVE OFFICER  
Connie Mazzei

PROBATION  
Manuel Real

AGRICULTURAL COMMISSIONER  
Eric Lauritzen

CHILD SUPPORT SERVICES  
Stephen Kennedy

COOPERATIVE EXTENSION  
Sonya Hammond

ELECTIONS  
Linda Tulett

EMERGENCY COMMUNICATIONS  
Lynn Diebold

HEALTH SERVICES-PUBLIC ADMINISTRATOR  
Raymond Bullick

INFORMATION TECHNOLOGY  
Richard Lange, Acting

LIBRARY  
Jayanti Addleman

MILITARY & VETERANS AFFAIRS  
Thomas H. Griffin

PARKS  
John Pinio

PUBLIC DEFENDER  
James Eggar

RESOURCE MANAGEMENT AGENCY  
Gene Rogers, Acting

SOCIAL & EMPLOYMENT SERVICES  
Elliott Robinson

CLERK OF THE BOARD  
Gail Borkowski

PLANNING  
Mike Novo

BUILDING SERVICES  
Vacant

PUBLIC WORKS  
Yazdan Emrani



This page intentionally left blank.

---

# County Administrative Officer's Message

---

## MONTEREY COUNTY

### COUNTY ADMINISTRATIVE OFFICE

LEW C. BAUMAN  
COUNTY ADMINISTRATIVE OFFICER



COUNTY ADMINISTRATIVE OFFICE  
168 W. Alisal Street, 3<sup>rd</sup> Floor  
Salinas, CA 93901-2680  
(831) 755-5115  
[www.co.monterey.ca.us](http://www.co.monterey.ca.us)

May 20, 2011

Honorable Board of Supervisors  
County of Monterey  
Salinas, California 93901

**SUBJECT: FISCAL YEAR 2011-12 RECOMMENDED BUDGET**

The County Administrative Office (CAO) respectfully submits the Fiscal Year (FY) 2011-12 Recommended Budget for review by the Board of Supervisors and the public. Your Board is scheduled to consider details of the Recommended Budget during Budget Hearings commencing on June 6, 2011.

The FY 2011-12 Recommended Budget is balanced after a fourth consecutive year of increasingly difficult expenditure reductions in all General Fund areas. Recommended appropriations for all functional areas, including the General Fund, Natividad Medical Center (NMC), Water Resources Agency, and Special Districts total \$935.3 million, an overall reduction of \$31.2 million (3.2%) compared to FY 2010-11 adopted appropriations. Recommended revenues for all funds are estimated at \$888.5 million, an increase of \$31.2 million (3.6%). Recommended appropriations in the General Fund total \$533.8 million, \$12.5 million (2.3%) less than FY 2010-11 approved appropriations. General Fund estimated revenues are \$522.4 million, declining by \$8.0 million (1.5%) compared to budgeted revenues for FY 2010-11. The Recommended Budget includes funding for 4,308.5 positions, a reduction of 322.5 positions or 7.0% across all funds. The General Fund includes 3,131.5 positions, dropping by 274.4 or 8.1% compared to FY 2010-11.

Although the nation's economic experts declared that the Great Recession of 2007 officially ended in June of 2009, local revenues have continued to decline. The downturn in the housing market heavily impacts the County's budget, as property taxes provide over 69% of total General Fund discretionary revenues. Property tax revenues are estimated to decrease another \$1.8 million (1.6%) in FY 2011-12. Estimated property tax revenues for FY 2011-12 total \$112.3 million, \$19.1 million less than at their peak of \$131.4 million in FY 2008-09. Other sources of discretionary revenues including sales tax, vehicle license fees (VLF), and hotel transient occupancy tax (TOT), also continue to reflect the impacts of the recession. In dollars and cents, Monterey County's non-program discretionary funds for FY 2011-12 are nearly \$24 million lower than they were in FY 2007-08. The FY 2011-12 Recommended Budget includes \$162.3 million in non-program revenues

– the lowest level of discretionary funding for Monterey County since FY 2004-05. Though the economy is beginning to offer optimistic signs that economic conditions are trending better, forecasted local revenue levels reflect that true recovery from the worst recession this country has experienced since World War II will be sluggish and prolonged.

Compounding the situation, costs of doing business in the local government sector are on the rise. Employee healthcare insurance costs in FY 2011-12 reflect a \$7.8 million (17.0%) increase over those budgeted in FY 2010-11. Unemployment Insurance costs are almost doubling at nearly a million dollars higher, and Workers' Compensation charges will increase by \$6.7 million (56.2%). Other cost increases in areas such as General Liability Insurance, fuel, and inmate medical care costs are also challenging departmental efforts to fund operational needs with reduced revenues.

In preparation for a challenging budget year, your Board in April 2011 transferred \$14.2 million in unreserved fund balance from NMC to the General Fund Strategic Reserve, establishing a strategic reserve for the benefit of NMC. This transfer brings the Strategic Reserve close to the fully funded level, ensuring that both the General Fund and NMC are positioned to quickly respond to unexpected or emergent situations such as natural disasters or economic downturns. The commitment to funding reserves is viewed positively by credit rating agencies, in support of favorable lending rates for both short and long-term funding needs. Additionally, weighing the benefits of a fully funded Workers' Compensation program against the budgetary pressures exerted on County operations and services, your Board approved extension of the fund-up period for the Workers' Compensation fund, providing budgetary relief to departments. By extending the fund-up period, the County maintains its commitment to funding its Workers' Compensation liability, while mitigating the acute operational impacts of reduced revenues.

Throughout this recessionary period, the Board of Supervisors, Department Heads, and the entire County workforce have demonstrated a strong commitment to maintaining essential government services within the limits of shrinking resources. In the face of yet another year of significant budget reductions, County departments continue to reflect this commitment. In this regard, I want to extend special thanks to those County departments that contributed their FY 2011-12 Workers' Compensation relief funds back to the General Fund, providing for larger needs outside of their own departments. Combined relief funds contributed by the Agricultural Commissioner, Auditor-Controller, Clerk of the Board, County Administrative Office, Elections, Equal Opportunity Office, Parks Department, and Treasurer-Tax Collector provided close to a quarter of a million dollars for County departments with less capacity to absorb further revenue losses.

Development of the FY 2011-12 Recommended Budget has been a collaborative effort by staff and Department Heads under the guidance of the Board of Supervisors. The budgeting process was guided by the Board's Strategic Initiatives and Financial Guidelines, and strives to align available resources with Board-established priorities. Throughout the year the Board of Supervisors and the Board's Budget Committee were actively involved with the ongoing fiscal management of the County, responding to new or changing circumstances, and providing strategic direction forward.

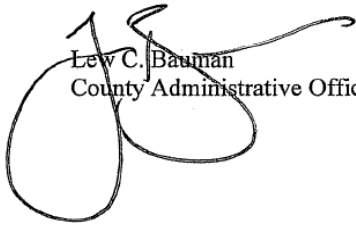
Through the process, the County Department Heads collaborated and operated effectively as a team. Their leadership focused on delivery of critical services despite financial constraints.



In preparation of this document, I would like to recognize the contribution of the County's Budget and Analysis team as well as the County's Human Resources staff members serving individual departments and central Human Resources. Collectively, these individuals provide a critical role particularly during times of expenditure reductions. Monterey County has been forced to reduce positions through each budget year since FY 2008-09, a difficult task for Human Resources professionals that share the emotion-laden process of sometimes eliminating unfunded positions. Human Resources managers worked long hours, collaborating with employee bargaining groups to explore mutually acceptable alternatives to lay-offs to minimize the impacts on our employees. Similarly, the Budget and Analysis team worked long exhausting hours in collaboration with County departments to craft a balanced budget that provides a foundation for the County's ongoing financial stability. We are proud of these individuals as important partners in the process of building a balanced budget.

We acknowledge the employees of Monterey County – the many individuals that pull together everyday to successfully accomplish all that we are tasked to perform. Their service in times of uncertainty is recognized and much appreciated as we again ask them to “do more with less.”

In closing, I want to thank your Board of Supervisors for your collective vision and stewardship of County resources and, ultimately, for your leadership throughout the recession, and continuing commitment to the County's long-term fiscal integrity.



Lew C. Bauman  
County Administrative Officer



This page intentionally left blank.

# Executive Summary

## Executive Summary Fiscal Year 2011-12 Recommended Budget

### INTRODUCTION

The Fiscal Year (FY) 2011-12 Recommended Budget is balanced and sets forth a responsible spending plan within the levels of available financing. As the County's primary policy and budget document, the Recommended Budget represents the Board of Supervisors' priorities on behalf of the citizens of Monterey County. Recommendations focus on providing for essential core services and minimizing adverse impacts to the community due to reductions necessary to match expenditures with available funding. The Board of Supervisors adopted Strategic Initiatives and Key Objectives to provide a framework to guide overall County operations. The Recommended Budget strives to align departmental operating plans to these initiatives and objectives, and provides details on how available County resources are targeted to achieve them.

Though the recession officially ended in June of 2009, Monterey County, like communities across the nation, is adapting to a new economic reality. The FY 2011-12 Recommended Budget continues to highlight the "new normal" for governmental operations – that the ability to assure delivery of essential services within the levels of limited financial resources requires long-term and sustainable structural changes. Details provided throughout the Recommended Budget reflect Monterey County's ongoing commitment to these efforts.

### RECOMMENDED BUDGET – SUMMARY

Recommended appropriations for all funds, departments and programs total \$935.3 million. This total reflects an overall decrease of \$31.2 million (3.2%) compared to the FY 2010-11 adopted budget. Beginning Fund Balance carried forward from prior years is \$35.3 million. Total financing sources include \$888.5 million in revenues and \$11.5 million in cancellations of prior year encumbrances and designations. Countywide staffing is recommended at 4,308.5 positions.

### Budget-at-a-Glance

All Funds	FY 2010-11		FY 2011-12
	Adopted	Year-End Estimate	Recommend
<b>Available Financing:</b>			
Beginning Fund Balance	\$ 97.3	\$ 28.9	\$ 35.3
Canc'l. Designns/Encmbrncs	11.9	11.2	11.5
Revenues	857.3	888.7	888.5
<b>Total Financing Sources</b>	<b>\$ 966.5</b>	<b>\$ 928.8</b>	<b>\$ 935.3</b>
<b>Financing Uses:</b>			
Provisions for Resrvs/Designns	\$ -	\$ -	\$ -
Expenditures	966.5	928.8	935.3
<b>Total Financing Uses</b>	<b>\$ 966.5</b>	<b>\$ 928.8</b>	<b>\$ 935.3</b>
<b>Ending Fund Balance</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Full-time Equivalent Positions</b>	<b>4,631.0</b>	<b>4,678.9</b>	<b>4,308.5</b>

Dollars shown in millions.  
Numbers may not total due to rounding.

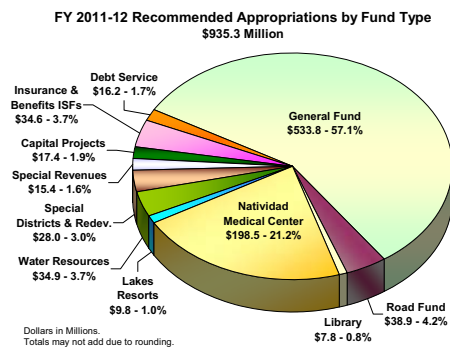
Key elements in the recommended budget for all County funds include the following:

- Appropriations are \$31.2 million (3.2%) lower than the FY 2010-11 Budget.
- Estimated revenues are \$31.2 million (\$3.6%) higher than FY 2010-11.
- Countywide staffing has 322.5 (7.0%) fewer positions compared to FY 2010-11.
- Includes \$51.5 million in the Strategic Reserve, reflecting the \$14.2 million increase for the Natividad Medical Center Reserve approved by the Board of Supervisors in April 2011. The Strategic Reserve funding level is 9.9% of FY 2011-12 estimated General Fund Revenues, approximately \$0.7 million less than the Board adopted reserve policy for 10% of estimated General Fund revenues.
- Continues funding the Workers' Compensation Liability Fund within the extended time period approved by the Board of Supervisors in April 2011, to achieve the 70% confidence level of funding by FY 2018-19.
- Maintains the General Liability Fund at the 70% confidence level.
- Strives to align recommended expenditures with the Board adopted Strategic Initiatives and Key Objectives.

Monterey County FY 2011-12 Recommended Budget – Executive Summary

- Funds mandated programs at the level specified by the mandate, or higher, depending on available mandate-related funding. Specific programs include health and welfare, State Program Realignment requirements, Health Maintenance of Effort (MOE) funding levels, Public Safety Sales Tax MOE, State MOE requirements for Trial Courts.
- Funds cost-effective programs where revenues at least offset operational costs.
- Maintains salary and benefit commitments as established by employee bargaining unit agreements.

**Appropriations**



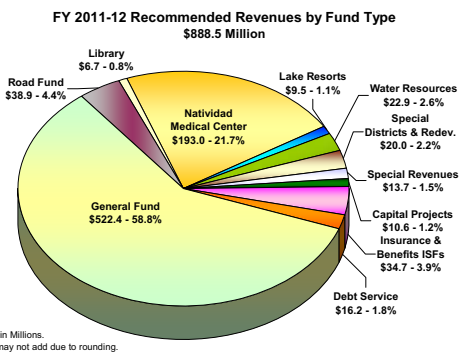
Recommended appropriations are budgeted across approximately 140 County Funds and agencies governed by the Board of Supervisors. The pie chart above shows each of the County’s major fund types as a percentage of the \$935.3 million total budgeted appropriations. As shown, appropriations for the General Fund are 57.1% of total recommended appropriations. Appropriations for the Natividad Medical Center (NMC) Enterprise Fund are 21.2%. The remaining 21.7% is contained in all other funds, including the Road Fund, County Library, Water Resources Agency (WRA), all other Special Districts, Special Revenue, Debt Service, Capital Projects and Insurance Internal Service Funds (ISFs), and the Parks Lake and Resort Operations established by the Board of Supervisors in FY 2010-11 as a self-supporting enterprise fund.

The following worksheet summarizes FY 2011-12 changes in recommended appropriations by fund type compared to the prior year Adopted Budget. In this breakdown, appropriations for the WRA, Insurance and Benefits ISFs, and the County’s Enterprise Funds for NMC and Lake Resort Operations are increasing by a combined total of \$33.9 million (13.9%). Appropriations in the General Fund, Special Districts, Special Revenue, Capital Projects, and Debt Service Funds reflect decreases necessary to align expenditures with reductions in available financing, with a combined reduction of \$65.1 million (9.0%). Appropriations changes across all funds equate to an overall FY 2011-12 appropriations reduction of \$31.2 million (3.2%). Primary factors related to these changes, increases and decreases in available funding and costs are discussed in more detail throughout the departmental sections of the Recommended Budget.

Fund Type	FY 2010-11 Adopted	FY 2011-12 Recommend	Increase/(Decrease) Amount	%
General Fund	\$ 546.4	\$ 533.8	\$ (12.5)	-2.3%
Road Fund (Special Revenue)	47.1	38.9	(8.1)	-17.3%
County Library (Special Revenue)	7.8	7.8	(0.1)	-0.7%
Natividad Medical Center (Enterprise)	191.1	198.5	7.4	3.9%
Parks - Lake & Resort Ops (Enterprise)	6.2	9.8	3.7	59.4%
Water Resources Agency (Spec. Dist.)	26.4	34.9	8.5	32.2%
Special Districts and Redevelopment	33.7	28.0	(5.8)	-17.2%
Special Revenue Funds*	16.2	15.4	(0.9)	-5.3%
Capital Projects Funds	46.6	17.4	(29.2)	-62.6%
Insurance & Benefits ISFs	20.3	34.6	14.4	70.7%
Debt Service Funds	24.8	16.2	(8.7)	-34.9%
<b>Total - All Fund Types</b>	<b>\$ 966.5</b>	<b>\$ 935.3</b>	<b>\$ (31.2)</b>	<b>-3.2%</b>

\*Road and Library Funds shown separately from other Special Revenue Funds.

**Available Financing**



The Recommended Budget includes estimated revenues of \$888.5 million, detailed by fund in the above pie chart.

Monterey County FY 2011-12 Recommended Budget – Executive Summary

The changes in appropriations discussed in the previous section generally correspond with increases and decreases in available funding. Detailed in the next chart, funds experiencing revenue declines in the past year include the General Fund, County Library and Special District and Special Revenue Funds, all of which share a particular reliance on revenues from taxes. The combined revenue decline for these funds is \$18.1 million (2.9%). Increased revenues for the Insurance and Benefits Internal Service Funds, which include Workers' Compensation, General Liability, and the County's Self-Insurance funds, reflect cost recovery from all County functions sharing in the expense of these programs. Increases in costs for these funds continue to challenge departmental budgets as limited fiscal resources are shifted from service delivery needs to pay for insurance charges. Revenue increases are also reflected in the NMC and Parks Lake and Resort Operations Enterprise Funds, WRA, Capital Projects, and Debt Service Funds. The combined increase for these funds totals \$49.4 million (2.8%). Changes in revenues across all funds equate to an overall FY 2011-12 increase of \$31.2 million (3.6%). Primary factors related to revenue increases and decreases in all County funds are discussed in more detail throughout the departmental sections of the Recommended Budget.

FY 2011-12 Recommended Revenues by Fund Type				
Fund Type	FY 2010-11		FY 2011-12	
	Adopted	Recommend	Amount	%
General Fund	\$ 530.4	\$ 522.4	\$ (8.0)	-1.5%
Road Fund (Special Revenue)	47.3	38.9	(8.4)	-17.7%
County Library (Special Revenue)	6.9	6.7	(0.2)	-2.4%
Natividad Medical Center (Enterprise)	174.6	193.0	18.4	10.5%
Parks - Lake & Resort Ops (Enterprise)	6.7	9.5	2.9	42.8%
Water Resources Agency (Spec. Dist.)	19.5	22.9	3.4	17.5%
Special Districts and Redevelopment	20.3	20.0	(0.3)	-1.5%
Special Revenue Funds*	14.9	13.7	(1.2)	-8.3%
Capital Projects Funds	1.1	10.6	9.5	885.3%
Insurance & Benefits ISFs	20.3	34.7	14.4	70.8%
Debt Service Funds	15.4	16.2	0.8	5.1%
<b>Total - All Fund Types</b>	<b>\$ 857.3</b>	<b>\$ 888.5</b>	<b>\$ 31.2</b>	<b>3.6%</b>

\*Road and Library Funds shown separately from other Special Revenue Funds.

**GENERAL FUND**

The largest of the County's operating funds is the General Fund, which supports basic governmental functions including public safety and criminal justice services, health, public assistance, land use, recreation, environment,

administration and finance. The vast majority of County departments rely on the General Fund at some level, if not entirely, for budgeting necessary functions and services.

**Budget-at-a-Glance**

General Fund	FY 2010-11		FY 2011-12
	Adopted	Year-End Estimate	Recommend
<b>Available Financing:</b>			
Beginning Fund Balance	\$ 11.7	\$ 9.9	\$ -
Canc'l. Designtns/Encmbmcs	4.3	3.4	11.5
Revenues	530.4	533.9	522.4
<b>Total Financing Sources</b>	<b>\$ 546.4</b>	<b>\$ 547.2</b>	<b>\$ 533.8</b>
<b>Financing Uses:</b>			
Provisions for Resrvs/Designtns	\$ -	\$ -	\$ -
Expenditures	546.4	547.2	533.8
<b>Total Financing Uses</b>	<b>\$ 546.4</b>	<b>\$ 547.2</b>	<b>\$ 533.8</b>
<b>Ending Fund Balance</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Full-time Equivalent Positions</b>	<b>3,405.9</b>	<b>3,426.2</b>	<b>3,131.5</b>

Dollars shown in millions.  
Numbers may not total due to rounding.

Recommended appropriations for the General Fund total \$533.8 million, \$12.5 million (2.3%) less than the FY 2010-11 approved budget. General Fund estimated revenues of \$522.4 million reflect a decline of \$8.0 million (1.5%) compared to FY 2010-11 budgeted revenues. General Fund staffing includes 3,131.5 positions, dropping by 274.4 or 8.1% compared to FY 2010-11.

Key elements in the General Fund FY 2011-12 Recommended Budget are listed below:

- Estimated revenues are \$8.0 million or 1.5% less than the FY 2010-11 Adopted Budget.
- Expenditures are reduced by \$12.5 million or 2.3% compared to the FY 2010-11 Adopted Budget.
- The Recommended Budget for the General Fund includes 274.4 fewer positions than FY 2010-11. The recommended total of 3,131.5 reflects an 8.1% reduction in workforce. Monterey County's General Fund staffing level has not been this low since FY 1999-00.
- Includes negotiated levels of Proposition 172 contributions to County fire districts and as an offset to service charges for emergency communications user agencies.

Monterey County FY 2011-12 Recommended Budget – Executive Summary

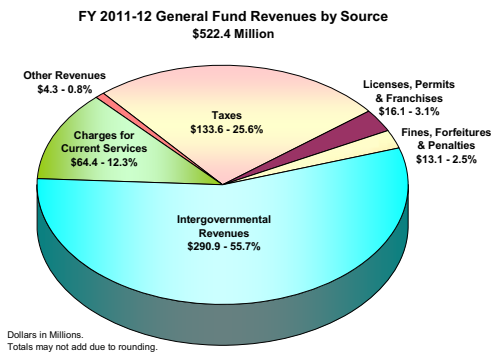
- Includes contributions to the Convention & Visitors’ Bureau (MCCVB), Arts Council, and Film Commission based on negotiations and the formula adopted by the Board of Supervisors in FY 2008-09.
- Includes the Board established level of Contingency funding, totaling one-percent of estimated General Fund revenues, \$5.2 million.
- Continues the Board’s policy, approved during adoption of the FY 2009-10 Budget, to utilize the final amount of prior year fund balance as an offset against the FY 2011-12 estimated budget gap.

Franchises, Fines, Forfeitures and Penalties, and Other Revenues provides 6.4%.

The next worksheet outlines changes in General Fund Revenues since adoption of the prior year’s budget. As indicated, most major sources of General Fund Revenues are estimated to decline again in FY 2011-12.

FY 2011-12 General Fund Recommended Revenues by Source				
Revenue Source	FY 2010-11	FY 2011-12	Change	
	Adopted	Recommend	Amount	%
Taxes	\$ 132.9	\$ 133.6	\$ 0.7	0.5%
Licenses, Permits & Franchises	16.6	16.1	(0.5)	-3.2%
Fines, Forfeitures & Penalties	15.0	13.1	(1.9)	-12.4%
State & Federal Aid	300.0	290.9	(9.1)	-3.0%
Charges for Current Services	59.9	64.4	4.6	7.7%
Other Revenues	6.1	4.3	(1.8)	-29.9%
<b>Total</b>	<b>\$ 530.4</b>	<b>\$ 522.4</b>	<b>\$(8.0)</b>	<b>-1.5%</b>

**General Fund Revenues**

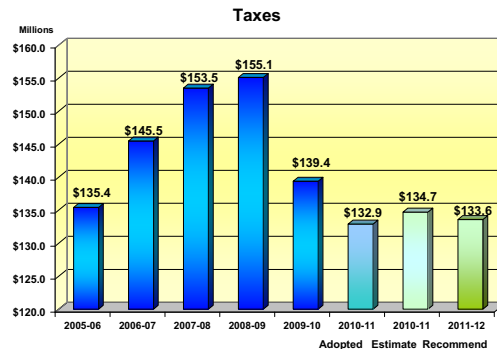


The FY 2011-12 Recommended Budget includes \$522.4 million in General Fund revenues. This total reflects a decline of \$8.0 million (1.5%) compared to the General Fund FY 2010-11 Adopted Budget.

The pie chart above shows General Fund revenues by source. Intergovernmental Revenues from Federal and State sources provide over half of the funding in the General Fund. FY 2011-12 estimated revenues from Federal and State sources are \$290.9 million, 55.7% of the total General Fund. The next largest source is Taxes, estimated at \$133.6 million or 25.6% of total General Fund revenues. Charges for Current Services, totaling \$64.4 million, provides 12.3% of General Fund revenues, and the combined total of \$33.5 million from Licenses, Permits and

**Taxes**

As the County’s second largest category of revenue, taxes provide the largest portion of the County’s local discretionary funding. This revenue source primarily includes property taxes, transient occupancy tax (TOT), and sales and use tax. These funds have historically provided significant resources to the County treasury, allowing for some flexibility to maintain and in some cases expand service levels, fund capital projects, and support employee salary and benefit raises.



This chart shows a period of solid growth in revenues from taxes prior to the downturn in the economy. Revenues from taxes have remained relatively flat since the steep decline in FY 2009-10.

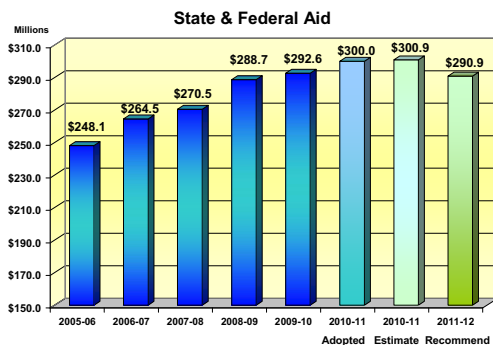
The FY 2011-12 Recommended Budget includes \$133.6 million in Tax revenues. Total Tax revenues reflect an increase of \$0.7 million

(0.5%) based on year-end estimates for FY 2010-11 and projections for modest growth in revenues from Sales and Use Taxes and TOT.

**Federal and State Aid**

More than half of the County’s FY 2010-11 General Fund revenues is derived from Federal and State aid. Local health and public assistance programs receive the bulk of their funding from Federal assistance passed down through State agencies along with matching State funds.

As indicated in the following chart, Federal and State aid payments have generally increased each year as costs for providing services increased. Even so, funding levels to counties for requirements to deliver State services have not kept pace with the related local costs.



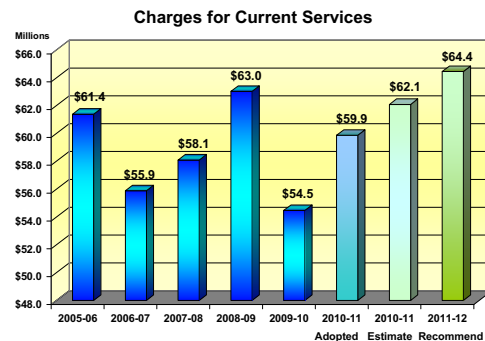
The County’s social services and health programs are the largest recipients of Federal and State aid, relying heavily on these funds as the primary means of supporting the costs of the services they provide. Total Federal and State aid revenues grew from \$242.3 million in FY 2004-05 to \$288.7 million in FY 2008-09, an increase of \$46.4 million or 19.2% over a four-year period. While a four-year increase of this amount seems significant, much of this growth was for direct entitlement (aid) payments to an expanding number of eligible social services clients in the CalWORKS, child welfare, and in-home supportive services programs. The State has not provided a cost of living adjustment to help fund the staffing and operations costs of serving these populations since FY 2001-02, compounding the financial

burden to counties for providing services on behalf of the State.

The FY 2011-12 Recommended Budget includes \$290.9 million from Federal and State aid, \$9.1 million (3.0%) less than the FY 2010-11 Adopted Budget. The bulk of this reduction occurs in reimbursements for County administration of Public Assistance programs.

**Charges for Current Services**

Annual revenues from Charges for Current Services are shown in the chart below. These revenues include Medi-Cal patient reimbursements, clinic fees, parks and recreation fees, court fees, and various other service charges. The FY 2011-12 Recommended Budget includes \$64.4 million from this revenue source, increasing by \$4.6 million (7.7%).

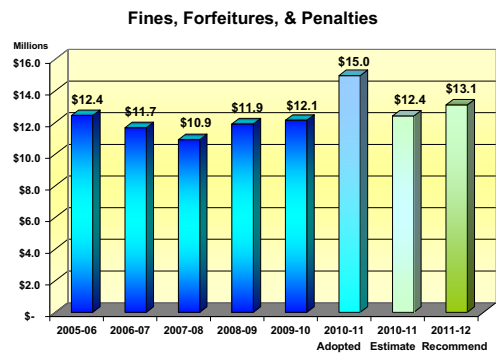
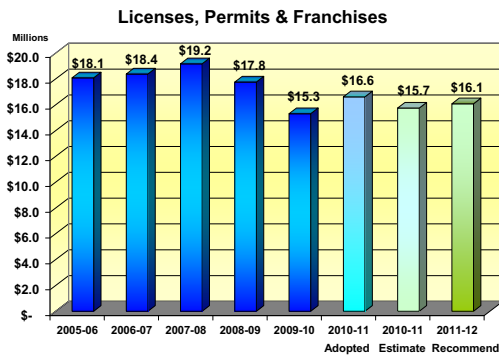


Major factors in the recommended revenue increase include additional charges for elections services in FY 2011-12, and charges for countywide deployment of the Next Generation Radio System Project (NGEN), budgeted in the Emergency Communications department. These changes are discussed in more detail within the related departmental narratives of the Recommended Budget.

**Licenses, Permits, and Franchises**

The County assesses various fees for building permits, zoning permits, environmental health permits, and utilities franchises. As shown in the next chart, these revenues reflect a decline of \$0.5 million (3.2%) in FY 2011-12 compared to the FY 2010-11 Adopted Budget.

Monterey County FY 2011-12 Recommended Budget – Executive Summary



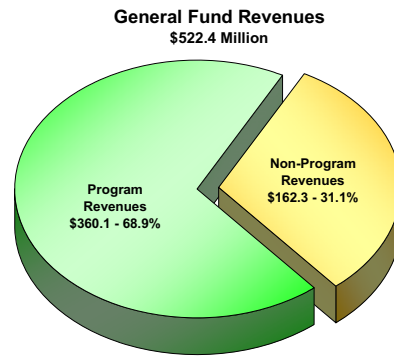
Reduced levels for both the FY 2010-11 year-end estimate and the FY 2011-12 Recommended Budget are directly related to declines in utility franchise fees. This revenue declined sharply in FY 2009-10, ending the year 40.1% lower than budget. Historically, approximately three-quarters of the County’s revenue from franchise fees is generated by Pacific Gas & Electric, primarily through natural gas commodity prices, and is highly sensitive to weather and economic conditions. This source of revenue may also be receding due to green initiatives and emphasis on energy conservation. Economic difficulties that have impacted family incomes may be providing additional incentive for increased conservation efforts in this area.

**Non-Program Revenues**

Shown as a percentage of total General Fund revenues in the chart below, non-program revenues account for just under one-third of the County’s General Fund budget. FY 2011-12 General Fund revenues are \$522.4 million. Of this total, \$360.1 million (68.9%) is program specific. Non-program revenues are the County’s only true source of discretionary revenues, and include property taxes, TOT, sales and use tax, vehicle license fees (VLF), and a number of other smaller revenue sources that support local government. Estimated at \$162.3 million, Non-Program Revenues provide 31.1% of total FY 2011-12 General Fund revenues.

**Fines, Forfeitures, and Penalties**

Revenues from Fines, Forfeitures, and Penalties total \$13.1 million, declining by \$1.9 million (12.4%). This reduction is primarily related to declining revenues for penalties and costs for delinquent taxes. Budgeted at \$3.4 million in FY 2010-11, the “penalties and costs for delinquent taxes” portion of Fines, Forfeitures, and Penalties reflects a decline of approximately \$2.0 million (57.5%) in the FY 2010-11 year-end estimate. This reduction is attributable to recent year declines in assessed property values. Also, as foreclosures and bank owned homes have increased, delinquent payments have decreased.



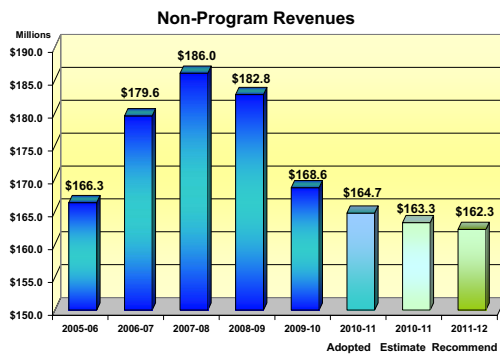
Unlike program revenues, which are primarily provided through Federal and State government and must by law be spent on designated activities (health, social services, etc.), Non-Program Revenues provide the County with a level of flexibility to address local priorities. Monterey County historically uses its discretionary revenues to support public safety



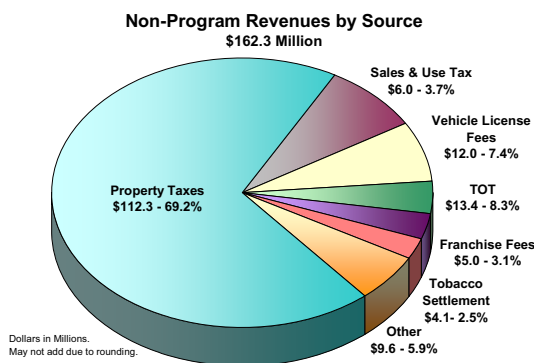
Monterey County FY 2011-12 Recommended Budget – Executive Summary

and County administrative functions, and to meet matching requirements as a condition for receiving Federal and State assistance.

The County’s discretionary revenues continue to reflect the adverse impacts of the 2007-2009 recession. The following chart provides a clear picture of how Monterey County’s ability to fund essential local programs and services has been diminished on a year-by-year basis since FY 2008-09.



The FY 2011-12 Recommended Budget includes \$162.3 million in revenue from non-program sources, \$2.5 million (1.5%) less than the prior year. Counting up the losses, the FY 2011-12 recommended total is \$23.8 million (12.8%) lower than total discretionary funding received in FY 2007-08. With a fourth consecutive year of reductions in non-program revenues, the County’s FY 2011-12 discretionary funding is at its lowest level since FY 2004-05.



The Non-Program Revenues by Source pie chart highlights the County’s particular reliance on revenues from Property Taxes. The Recommended Budget includes \$112.3 million in Property Taxes, providing 69.2% of the County’s FY 2011-12 total discretionary funding.

Changes in FY 2011-12 non-program revenues since adoption of the FY 2010-11 Budget are summarized by revenue source in the next worksheet.

Source	FY 2010-11 Adopted	FY 2011-12 Recommend	Difference	
			\$	%
Property Taxes	113.1	112.3	(0.8)	-0.7%
Transient Occupancy Tax	12.4	13.4	1.0	7.7%
Vehicle License Fees	11.9	12.0	0.1	0.7%
Sales & Use Tax	5.7	6.0	0.4	6.3%
Franchise Fees	7.1	5.0	(2.1)	-29.9%
Tobacco Settlement	4.5	4.1	(0.4)	-9.9%
Other	10.0	9.6	(0.5)	-4.7%
	<b>164.7</b>	<b>162.3</b>	<b>(2.5)</b>	<b>-1.5%</b>

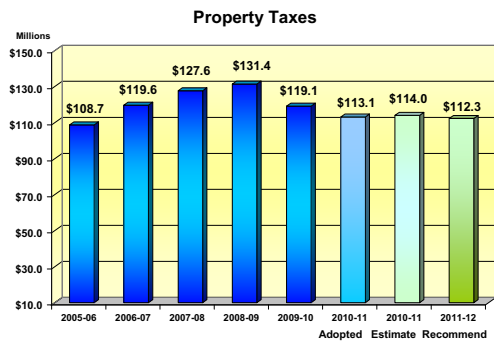
Dollars shown in millions.  
Numbers may not total due to rounding.

Declines occur in Property Taxes, Franchise Fees, Tobacco Settlement revenues, and Other sources. The combined decrease in these revenues is \$3.9 million (2.9%). Providing some offset to declines in these sources, revenues from TOT, VLF, and Sales and Use Tax are beginning to reflect modest increases over FY 2010-11, with a combined increase of \$1.4 million (0.5%).

**Property Tax**

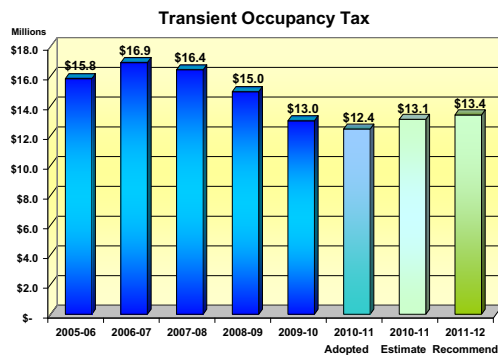
Reflecting continuing uncertainty in the local housing market and the adverse impact on property values, Property Taxes are estimated to decline by \$0.8 million (0.7%) in FY 2011-12. At its peak in FY 2008-09, Monterey County’s revenue from property taxes totaled \$131.4 million, increasing by \$22.6 million in a three-year period. The FY 2011-12 Recommended Budget total, \$112.3 million, reflects a decrease of nearly \$20 million in the subsequent three-year period following the revenue peak in FY 2008-09.

Monterey County FY 2011-12 Recommended Budget – Executive Summary



**Transient Occupancy Tax (TOT)**

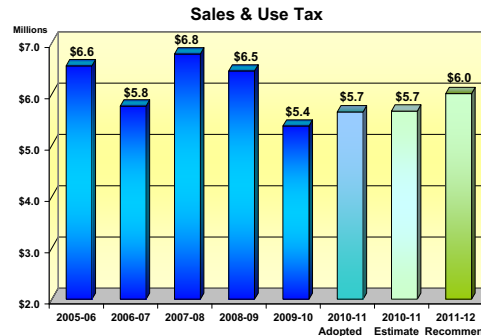
Monterey County relies on Transient Occupancy Tax (TOT) as another key source of discretionary revenue. TOT, often referred to as the “hotel tax,” is the tax applied on hotel/motel accommodations. The rate for Monterey County is 10.5%. As seen in the next chart, revenues from TOT have suffered from the recession as occupancy and room rates have fallen due to reduced numbers of visitors to the County. One of the more optimistic indicators that the local economy is heading into some level of recovery after recent years of downturn, FY 2010-11 TOT revenues are trending above budget, and are estimated to end the year approximately \$0.6 million higher. With recent forecasts projecting continuing growth in this sector in the coming year, the FY 2011-12 Recommended Budget includes a modest increase for TOT. The recommended total of \$13.4 million reflects nearly \$1.0 million (7.7%) in growth over the prior year adopted budget.



**Sales and Use Tax**

Sales tax is collected from retailers selling products in California, while a use tax is

imposed on purchases from outside the State delivered for use in California. Sales and use tax revenues are regionalized and vary based on the specific character of the jurisdiction and local tax base. Monterey County’s sales and use tax revenues are generally based on sales in the unincorporated area, where the biggest contributors are restaurants, hotels, and service stations.



Indicated in the chart above, sales and use tax revenues are reflecting growth following the FY 2008-09 and 2009-10 declines. The FY 2011-12 Recommended Budget includes \$6.0 million for this revenue source, increasing by \$0.4 million (6.3%) over the FY 2010-11 Adopted Budget.

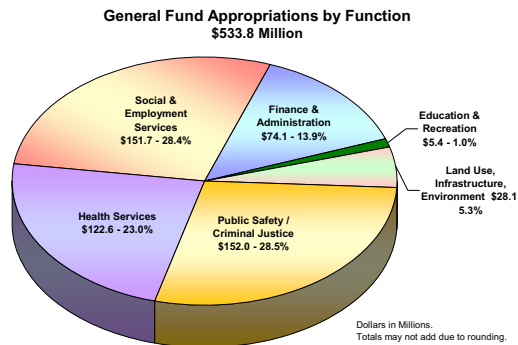
**General Fund Appropriations**

Recommended appropriations in the General Fund are budgeted in 24 departments with a combined total of approximately 200 budget units, established for various departmental requirements, programs, and functions. For general discussion purposes, this summary reflects General Fund departmental budgets by primary functional area, as follows:

- Social and Employment Services
- Health Services
- Public Safety and Criminal Justice, including Emergency Communications, Sheriff-Coroner, District Attorney, Public Defender, Probation, and Child Support Services
- Land Use, Infrastructure, and Environment, including Agricultural Commissioner and Resource Management Agency budgets

Monterey County FY 2011-12 Recommended Budget – Executive Summary

- Education and Recreation, including the County Library, Cooperative Extension, and Parks
- Finance and Administration, including General Government functions: Board of Supervisors, Clerk of the Board, County Administrative Office, Equal Opportunity Office, Auditor-Controller, Assessor-County Clerk/Recorder, Treasurer-Tax Collector, County Counsel, Elections, and Information Technology.



This pie chart shows FY 2011-12 General Fund Recommended Budget appropriations by functional area. Appropriations for Public Safety and Criminal Justice departments represent the largest portion of General Fund appropriations at \$152.0 million, or 28.5% of total appropriations. Appropriations in Social and Employment Services are recommended at a similar level, totaling \$151.7 million, 28.4% of total General Fund appropriations. Health Services appropriations, recommended at \$122.6 million, are 23.0% of the General Fund. Combined total appropriations for Finance and Administration, Education and Recreation, and Land Use, Infrastructure, and Environment functions are \$107.6 million, 20.2% of General Fund appropriations in FY 2011-12.

The following worksheet summarizes changes in recommended appropriations by department for FY 2011-12 compared to the FY 2010-11 Adopted Budget. Primary factors related to departmental changes, including increases and decreases in available funding and costs are discussed in more detail throughout the

departmental sections of the Recommended Budget.

FY 2011-12 RECOMMENDED APPROPRIATIONS - GENERAL FUND				
Functional Area/Departments	FY 2010-11		FY 2011-12	
	Adopted	Recommend	Change Amount	%
<b>Finance and Administration</b>				
Board of Supervisors	\$ 3.1	\$ 3.0	\$(0.1)	-2.3%
County Administrative Office <sup>(1)</sup>	46.9	46.3	(0.6)	-1.2%
Equal Opportunity Office	0.6	0.5	(0.0)	-5.6%
Auditor/Controller <sup>(2)</sup>	(0.6)	(0.7)	(0.1)	9.3%
Treasurer/Tax Collector	6.6	6.9	0.3	4.7%
Assessor/County Clerk/Recorder	7.2	7.1	(0.1)	-1.7%
County Counsel	3.3	3.2	(0.2)	-4.9%
Clerk of the Board	0.7	0.7	0.0	2.6%
Elections	3.3	5.1	1.9	57.2%
Information Technology	2.1	1.9	(0.1)	-5.8%
<b>Total Finance and Administration</b>	<b>\$ 73.0</b>	<b>\$ 74.1</b>	<b>\$ 1.1</b>	<b>1.4%</b>
<b>Land Use, Infrastructure, Environment</b>				
Agricultural Commissioner	\$ 8.6	\$ 9.3	\$ 0.7	8.2%
Resource Management Agency	19.7	18.8	(0.9)	-4.5%
<b>Total Land Use/Infrastructure/Environment</b>	<b>\$ 28.3</b>	<b>\$ 28.1</b>	<b>\$(0.2)</b>	<b>-0.6%</b>
<b>Public Safety / Criminal Justice</b>				
Emergency Communications	\$ 9.0	\$ 9.6	\$ 0.6	7.1%
District Attorney	17.1	17.9	0.8	4.7%
Child Support Services	11.0	10.9	(0.1)	-1.3%
Public Defender	9.3	9.2	(0.0)	-0.5%
Sheriff/Coroner	73.0	71.9	(1.1)	-1.5%
Probation	34.6	32.5	(2.1)	-6.1%
<b>Total Public Safety / Criminal Justice</b>	<b>\$ 154.0</b>	<b>\$ 152.0</b>	<b>\$(2.0)</b>	<b>-1.3%</b>
<b>Education &amp; Recreation</b>				
Cooperative Extension	\$ 0.6	\$ 0.6	\$(0.0)	-3.1%
Parks Department	5.5	4.8	(0.7)	-12.3%
<b>Total Education &amp; Recreation</b>	<b>\$ 6.1</b>	<b>\$ 5.4</b>	<b>\$(0.7)</b>	<b>-11.4%</b>
<b>Health &amp; Social Services</b>				
Health Department	\$ 124.4	\$ 122.6	\$(1.8)	-1.5%
Social & Employment Services	160.6	151.7	(8.9)	-5.5%
<b>Total Health &amp; Social Services</b>	<b>\$ 285.0</b>	<b>\$ 274.3</b>	<b>\$(10.7)</b>	<b>-3.8%</b>
<b>Total General Fund Appropriations</b>	<b>\$ 546.4</b>	<b>\$ 533.8</b>	<b>\$(12.5)</b>	<b>-2.3%</b>

<sup>(1)</sup>Appropriations include Trial Court funding, MIA funding, Contingencies, Contributions.  
<sup>(2)</sup>Appropriations include County costs for Short Term Borrowing, and recovery of County overhead costs.

**General Fund Contribution (GFC)**

Non-program Revenues are Monterey County’s discretionary funds. Unlike Program Revenues, these funds may be used for any purpose that is a legal expenditure of County funds, providing the Board of Supervisors with its greatest level of flexibility in allocating funds. The Board appropriates these discretionary monies through the annual budget to fund operational requirements that do not directly generate revenues related to the required function, or to supplement departmental and program-specific revenues. As such, allocated discretionary revenues are the County’s “General Fund Contribution” (GFC) to departmental budgets.

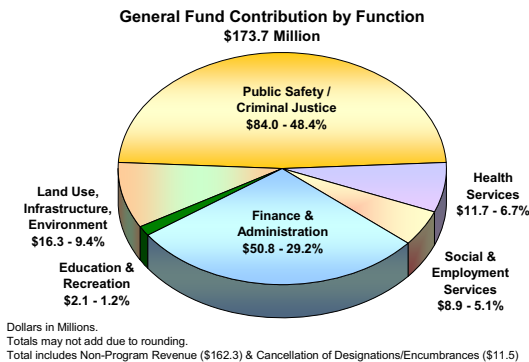
In recent years, the Board’s flexibility to fund County required functions and to supplement essential programs and services has been substantially diminished by declines in the County’s discretionary funds. As discussed

Monterey County FY 2011-12 Recommended Budget – Executive Summary

previously in the “Non-Program Revenues” section of this Summary, Monterey County’s non-program discretionary funds for FY 2011-12 are nearly \$24 million lower than they were in FY 2007-08. The County’s discretionary funding, budgeted at \$162.3 million, is at its lowest level since FY 2004-05.

With forecasts reflecting FY 2011-12 declines in both Program and Non-Program revenues, County Departments and the County Administrative Office Budget and Analysis Division worked collaboratively to develop initial budget requests in line with revenue estimates. As an important first step, departments were given “baseline” GFC totals, based on the prior year contribution allocated by the Board of Supervisors through the Adopted Budget. Assuming the annual Adopted Budget level of GFC for departmental budgets represents the Board’s priority for allocation of discretionary monies in a given year, baseline GFC allocations were developed through a pro-rata share of estimated total FY 2011-12 discretionary revenues. These allocations served as a starting point for building the FY 2011-12 Recommended Budget.

The following pie chart shows the FY 2011-12 Recommended Budget GFC allocations by functional area.



The following worksheet provides a summary of FY 2011-12 Recommended Budget appropriations, revenues, and GFC for General Fund departments by functional area. Primary factors related to recommended appropriations

and revenues are discussed in more detail throughout the departmental sections of the Recommended Budget.

FISCAL YEAR 2011-12 RECOMMENDED BUDGET - GENERAL FUND						
Functional Area/Departments	FY 2011-12 Recommended					
	Appropriations		Program Revenues		GFC	
	\$	%	\$	%	\$	%
<b>Finance &amp; Administration</b>						
Board of Supervisors	\$ 3.0	0.6%	\$ -	0.0%	\$ 3.0	1.7%
County Administrative Office <sup>(1) (2)</sup>	46.3	8.7%	9.0	2.5%	37.3	21.5%
Equal Opportunity Office	0.5	0.1%	-	0.0%	0.5	0.3%
Auditor/Controller <sup>(3)</sup>	(0.7)	-0.1%	1.0	0.3%	(1.7)	-1.0%
Treasurer/Tax Collector	6.9	1.3%	5.4	1.5%	1.5	0.8%
Assessor/County Clerk/Recorder	7.1	1.3%	3.4	0.9%	3.6	2.1%
County Counsel	3.2	0.6%	0.4	0.1%	2.8	1.6%
Clerk of the Board	0.7	0.1%	-	0.0%	0.7	0.4%
Elections	5.1	1.0%	2.1	0.6%	3.0	1.7%
Information Technology	1.9	0.4%	1.9	0.5%	-	0.0%
<b>Total Finance &amp; Administration</b>	<b>\$ 74.1</b>	<b>13.9%</b>	<b>\$ 23.3</b>	<b>6.5%</b>	<b>\$ 50.8</b>	<b>29.2%</b>
<b>Land Use, Infrastructure, Environment</b>						
Agricultural Commissioner	\$ 9.3	1.7%	\$ 6.5	1.8%	\$ 2.7	1.6%
Resource Management Agency	18.8	3.5%	5.3	1.5%	13.5	7.8%
<b>Total Land Use, Infrastructure, Env.</b>	<b>\$ 28.1</b>	<b>5.3%</b>	<b>\$ 11.9</b>	<b>3.3%</b>	<b>\$ 16.3</b>	<b>9.4%</b>
<b>Public Safety/Criminal Justice</b>						
Emergency Communications	\$ 9.6	1.8%	\$ 8.2	2.3%	\$ 1.4	0.8%
District Attorney	17.9	3.4%	9.2	2.6%	8.7	5.0%
Child Support Services	10.9	2.0%	11.3	3.1%	(0.4)	-0.2%
Public Defender	9.2	1.7%	0.3	0.1%	9.0	5.2%
Sheriff/Coroner	71.9	13.5%	22.7	6.3%	49.2	28.3%
Probation	32.5	6.1%	16.3	4.5%	16.2	9.3%
<b>Total Public Safety/Criminal Justice</b>	<b>\$ 152.0</b>	<b>28.5%</b>	<b>\$ 68.0</b>	<b>18.9%</b>	<b>\$ 84.0</b>	<b>48.4%</b>
<b>Education &amp; Recreation</b>						
Cooperative Extension	\$ 0.6	0.1%	\$ 0.1	0.0%	\$ 0.5	0.3%
Parks Department	5	0.9%	3	0.9%	1.7	1.0%
<b>Total Education &amp; Recreation</b>	<b>\$ 5.4</b>	<b>1.0%</b>	<b>\$ 3.3</b>	<b>0.9%</b>	<b>\$ 2.1</b>	<b>1.2%</b>
<b>Health &amp; Social Services</b>						
Health Department	\$ 122.6	23.0%	\$ 110.9	30.8%	\$ 11.7	6.7%
Social & Employment Services	152	28.4%	143	39.7%	8.9	5.1%
<b>Total Health &amp; Social Services</b>	<b>\$ 274.3</b>	<b>51.4%</b>	<b>\$ 253.7</b>	<b>70.5%</b>	<b>\$ 20.6</b>	<b>11.8%</b>
<b>FY 2011-12 Recommended Budget</b>	<b>\$ 533.8</b>	<b>100.0%</b>	<b>\$ 360.1</b>	<b>100.0%</b>	<b>\$ 173.7</b>	<b>100.0%</b>

<sup>(1)</sup>Revenues exclude non-program revenue, budgeted as GFC throughout General Fund departments.  
<sup>(2)</sup>Includes expenditures for Trial Court & MIA funding, Contingencies, and Contributions to Outside and County Agencies.  
<sup>(3)</sup>Appropriations include non-departmental costs for Short Term Borrowing, and recovery of cost allocation funding.  
 Note: \$173.7 GFC total includes Cancellation of Designations/Encumbrances of \$11.5 million.

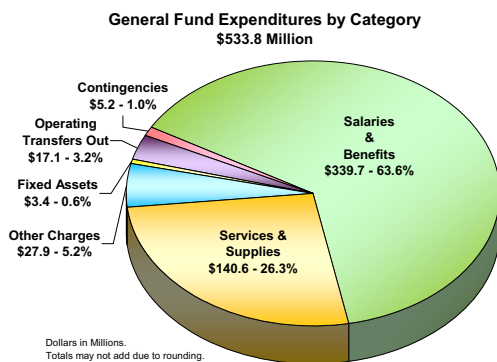
**General Fund Expenditures**

Recommended General Fund expenditures for FY 2011-12 total \$533.8 million, declining \$12.5 million (2.3%) below the FY 2010-11 Adopted Budget.

The next pie chart shows the major components of FY 2011-12 Recommended Budget General Fund expenditures. Salaries and Benefits expenditures of \$339.7 million are the largest portion of General Fund expenditures, accounting for 63.6% of FY 2011-12 recommended expenditures. Expenditures for Services and Supplies, including equipment, building maintenance, utilities, insurance, data

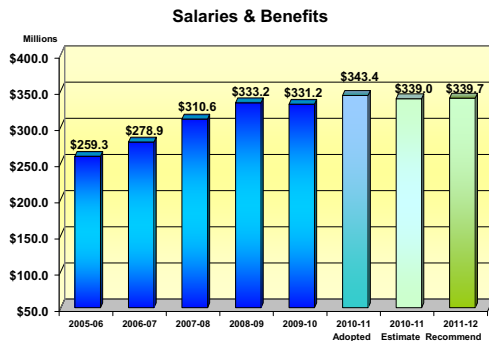
Monterey County FY 2011-12 Recommended Budget – Executive Summary

processing, and other day-to-day business and service-related expenses, total \$140.6 million, 26.3% of General Fund expenditures. Other Charges totaling \$27.9 million, 5.2% of expenditures, primarily provide public assistance benefit payments. Operating Transfers Out to other agencies and funds are \$27.9 million, 5.2% of the General Fund, and Fixed Assets costs are \$3.4 million, representing less than 1.0% of General Fund expenditures. Consistent with adopted policy, Contingencies are budgeted at \$5.3 million, 1.0% of General Fund revenues.



**Salaries and Benefits**

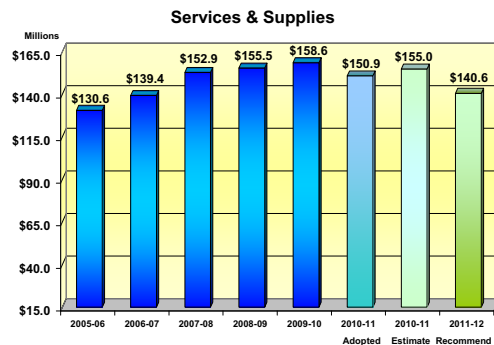
Recommended Salaries and Benefits expenditures of \$339.7 million reflect a 1.1% decrease from the FY 2010-11 Adopted Budget. Efforts to balance the FY 2011-12 budget with available funding levels require a staffing reduction of 294.7 positions, 8.6% of Monterey County’s General Fund workforce.



**Services and Supplies**

Services and Supplies, the second largest component of General Fund expenditures, includes various types of contracted services, including contracts with community providers for health and social services, agreements with medical and other health professionals to meet staffing shortages in clinics, basic overhead costs such as building rent, maintenance, and utilities, and an array of other types of services and materials.

Total recommended funding for services and supplies is \$140.6 million, dropping by \$10.3 million compared to the prior year Adopted Budget.

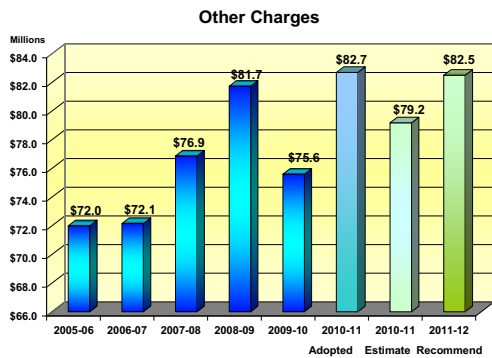


**Other Charges**

This category of expenditures is used primarily for public assistance payments to CalWORKS recipients, foster care providers, and in home supportive service workers. The majority of these funding needs are supported by Federal and State aid. The County provides matching funds as a condition for receiving these funds.

As shown in the chart below, Other Charges declined earlier in the decade due in large part to welfare reforms approved in 1996. Caseload expenditures bottomed-out in FY 2005-06 and FY 2006-07 and began rising in FY 2007-08 as the economy began to deteriorate.

Monterey County FY 2011-12 Recommended Budget – Executive Summary



The FY 2011-12 Recommended Budget includes \$82.5 million in Other Charges, dropping by \$0.2 million from the FY 2010-11 Adopted Budget.

**County Staffing**

As political subdivisions of the State (per California Constitution, Article XI, Section 1), counties are charged with delivering a multitude of services, mandated by federal/state laws and/or local priorities. By their nature, County programs and services require a dedicated workforce to address a vast and diverse combination of responsibilities:

- As prescribed by law – Adult Detention (jails), Juvenile Detention, Juvenile Justice Programs, Probation (juvenile & adult), Coroner/Medical Examiner, Forensic Labs, District Attorney (prosecutions), Indigent Defense, Law Library, Elections, Veterans’ Services, Agricultural Commissioner, Weights and Measures, Cooperative Extension, Assessor, Treasurer-Tax Collector, Auditor-Controller, Landfill, Homeless Shelters, Communicable Disease Control, Immunizations, Environmental Health, Indigent Burials
- On behalf of the State – CalWORKS, Adult and Child Protective Services, Food Stamps, Foster Care, Public Administrator, Public Guardian-Conservator, Recorder/Vital Statistics, Regional Parks, Drug and Alcohol Abuse Services, In-Home Supportive Services, Medical Care Services, Mental Health Services, Public Health/Laboratory Services, Women, Infants & Children (WIC)

- Local priorities for public health and safety: Unincorporated municipal services (24% of Monterey County population lives in unincorporated areas<sup>1</sup>), building inspection and code enforcement, planning and zoning, police protection, economic development, emergency services, fire protection, housing, library services, parks and recreation, pest control, streets/roads/highways, sewers, storm drains, water delivery, weed abatement

Monterey County’s ability to adequately deliver the multitude of services represented in each of these categories depends heavily on its workforce. The County’s employees are its most critical resource for delivering services to the community.

Expenditures reductions in response to the revenue declines in recent fiscal years have had a profound impact on the County’s staffing levels. As reductions in expenditures have been necessary over the past few years, County departments and the CAO’s office have taken efforts to maximize opportunities for programs that are highly leveraged with secure funding sources as a strategy to mitigate impacts to the County’s workforce and subsequently, its citizens. Development of the FY 2011-12 Recommended Budget included any available opportunities to maintain the FY 2010-11 total work force. Reductions have been taken through vacant positions to every extent organizationally and financially practical. Nonetheless, it is important to note that though this strategy helped minimize employee job losses in prior years, the nature of remaining vacancies at this point provided less opportunity for expenditures savings than in prior year reductions. Lacking other alternatives for bringing expenditures in line with revenues, Monterey County will be unable to avoid lay-offs of existing employees to balance the FY 2011-12 budget.

The following worksheet reflects position changes by department for all County

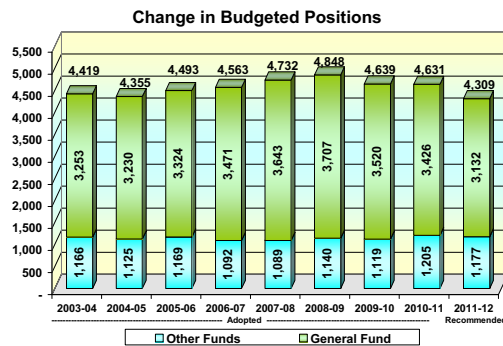
<sup>1</sup> California Department of Finance, Census 2010

Monterey County FY 2011-12 Recommended Budget – Executive Summary

functions. The Recommended Budget includes 4,308.5 positions, reducing total FY 2010-11 approved positions, including budget year modifications, by 370.5 (7.9%). At the time that budgeted totals were being tallied, approximately 53% of eliminated positions were reported as vacant.

FY 2011-12 Recommended Full-Time Equivalent (FTE) Positions					
FUND	FY 2010-11 Adopted	FY 2010-11 Modified	FY 2011-12 Recommend	Total Additional/ (Deleted)	% Change
Board of Supervisors	21.00	21.00	21.00	-	0.0%
County Administrative Office	97.00	96.50	88.50	(8.00)	-8.3%
Equal Opportunity Office	4.00	4.00	3.80	(0.20)	-5.0%
Auditor-Controller	46.00	47.00	43.00	(4.00)	-8.5%
Treasurer-Tax Collector	47.00	47.00	47.00	-	0.0%
Assessor-Recorder	69.00	68.00	64.75	(3.25)	-4.8%
County Counsel	30.50	30.50	31.00	0.50	1.6%
Clerk of Board	5.00	5.00	4.00	(1.00)	-20.0%
Economic Development	-	-	2.00	2.00	-
Elections	10.00	10.00	12.00	2.00	20.0%
Emergency Communications	65.00	65.00	62.00	(3.00)	-4.6%
Information Technology	131.00	131.00	118.00	(13.00)	-9.9%
District Attorney	125.00	125.00	121.00	(4.00)	-3.2%
Child Support Services	112.00	112.00	105.00	(7.00)	-6.3%
Public Defender	47.50	48.00	44.00	(4.00)	-8.3%
Sheriff	450.50	449.50	388.50	(61.00)	-13.6%
Probation	291.00	291.00	242.00	(49.00)	-16.8%
Agricultural Commissioner	87.00	92.00	87.00	(5.00)	-5.4%
Resource Management Agency	306.00	306.00	277.50	(28.50)	-9.3%
Health	790.35	786.68	752.25	(34.43)	-4.4%
Social & Employment Services	850.00	851.00	752.16	(98.84)	-11.6%
County Library	69.00	70.00	70.00	-	0.0%
Cooperative Extension	4.00	4.00	4.00	-	0.0%
Parks	70.00	71.00	66.00	(5.00)	-7.0%
Water Resources Agency	63.00	63.00	63.00	-	0.0%
NMC	840.10	884.75	839.00	(45.75)	-5.2%
<b>Total FTE - All Funds</b>	<b>4,630.95</b>	<b>4,678.93</b>	<b>4,308.46</b>	<b>(370.47)</b>	<b>-7.9%</b>

The following chart shows the County’s budgeted workforce during each budget year since FY 2003-04. The impacts from reduced revenues and increased costs have forced Monterey County’s staffing to its lowest level since FY 1999-00, when budgeted positions totaled 4,079.



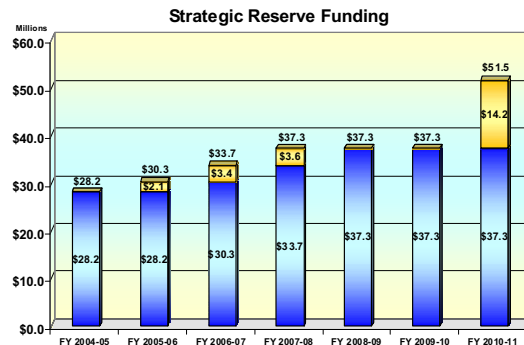
**Strategic Reserve**

Existing policy established provisions for a Strategic Reserve equal to 10% of General Fund revenues, with plans to fund the reserve up over an eight-year period beginning in FY

2005-06. The Strategic Reserve was established for the following purposes:

- To build the County’s capacity for funding settlement of legal judgments that exceed reserves normally designated for litigation; and
- To offset short-term revenue reductions due to economic downturns, and natural disasters as determined by the County Administrative Officer or the Board.

Subsequent Adopted Budgets made progress toward building the Strategic Reserve through FY 2007-08, bringing the total reserve balance to \$37.3 million. Since FY 2008-09 the Strategic Reserve has been held at the FY 2007-08 level, allowing diversion of previously anticipated contributions to offset otherwise anticipated contributions to programs and services that rely on the General Fund. Due to the positive fund balance achieved by NMC in the past two years, the Board of Supervisors and NMC Board of Trustees agreed to a transfer of \$14.2 million to provide a reserve on behalf of NMC, included in the General Fund Strategic Reserve. This increase funds the Strategic Reserve at \$51.5 million effective in FY 2010-11. This transfer brings the Strategic Reserve funding level to 9.9% of FY 2011-12 estimated General Fund Revenues, approximately \$0.7 million less than the Board adopted reserve policy requiring 10% of estimated General Fund revenues.



**OTHER FUNDS**

**Road Fund**

The Road Fund derives its sources of revenue for road and bridge maintenance and construction activities primarily from the State Highway Users Tax (Gasoline Tax), State Local Transportation Fund (LTF), Regional Surfacing Transportation Program (RSTP) Exchange, which is an optional RSTP Federal exchange with State matching requirements, and Federal funding for construction, bridge replacement, and hazard elimination. In FY 2000-01, the Board directed additional funds from the County’s General Fund for road maintenance and in the same fiscal year, Proposition 42 made funds available for road maintenance and construction. During FY 2008-09, funds from Proposition 1B became available for use in road construction and maintenance. Proposition 42 funding was replaced with an excise tax on the sale of gasoline

The FY 2011-12 Recommended Budget includes \$38.9 million for the Road Fund, decreasing by \$8.1 million (17.3%). The FY 2011-12 General Fund budget continues the annual \$2.0 million contribution for road paving and maintenance.

**Natividad Medical Center**

Natividad Medical Center (NMC) continues to experience considerable improvement following budget difficulties in the early and mid-2000’s. Fiscal Year 2011-12 recommended expenditures are budgeted at \$198.5 million, increasing by \$7.4 million (3.9%) over FY 2010-11.

Specific details and discussions related to Monterey County’s multiple other funds, including Water Resources Agency, County Library, and Capital Projects are contained in the departmental narrative sections of the FY 2011-12 Recommended Budget.

**Budget Hearings**

Budget hearings for the Fiscal Year 2011-12 Recommended Budget are scheduled to begin on Monday, June 6, 2011. The budget hearing schedule will be available on-line at the Monterey County Clerk of the Board’s website by no later than Thursday, June 2, 2011.

**Appropriation Limits**

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

The calculations for the County’s General Fund and Library Fund appropriations limit are prepared by the Auditor-Controller’s Office with assistance from the County Administrative Office. Calculations for FY 2011-12 are listed below:

**General Fund and Library Fund**

Appropriation Limits:	\$502,712,001
Estimated revenue subject to limit:	\$155,865,947
Amount under limit:	\$346,846,054

Special district appropriation limits and revenues subject to these limits are contained in Schedule 13b on the following page. All districts are within their appropriation limit.



**COUNTY OF MONTEREY**  
**APPROPRIATION LIMITS ADOPTED FOR THE 2011-2012 FISCAL YEAR**  
Pursuant to Article XIII B of the California Constitution

<u>FUND</u>	<u>1978-79 BASE YEAR</u>	<u>APPROPRIATION LIMIT</u>
County General and Library Funds		\$ 502,712,001
<u>Special Districts</u>		
052 CSA # 9 Oak Park	\$ 42,702	\$ 287,158
053 CSA # 10 Laguna Seca Ranch	9,658	64,947
055 CSA # 14 Castroville	530,743	3,569,080
056 CSA # 15 Serra Village, Toro Park	87,250	586,729
059 CSA # 20 Royal Estates	4,977	33,469
062 CSA # 25 Carmel Valley Country Club	9,339	62,802
063 CSA # 26 New Moss Landing Heights	1,026	6,900
066 CSA # 32 Green Valley Acres	1,836	12,347
069 CSA # 35 Paradise Park	5,283	35,527
072 CSA # 41 Gabilan Acres	2,727	18,338
076 CSA # 46 Carmel Views	5,013	33,711
077 CSA # 50 Rioway Track	944	6,348
079 CSA # 52 Cerro Del Oso	2,055	13,819
081 CSA # 54 Manzanita	219	1,473
085 CSA # 58 Vista Corado	1,406	9,455
086 CSA # 62 Rancho Del Monte	5,363	36,064
128 Storm Drain Maintenance # 2	17,628	118,543
129 Gonzales Slough Maintenance	5,955	40,046
151 Pajaro County Sanitation District	254,092	1,708,689
152 Moss Landing County Sanitation District	37,531	252,384

---

## Recommendations

---

### RECOMMENDATIONS

It is recommended that the Board of Supervisors:

1. Hold a Public Hearing on June 6, 2011, at 09:00 a.m. to adopt the Fiscal Year (FY) 2011-12 Appropriation Limits pursuant to Article XIII B of the California State Constitution.
2. Commence Budget Hearings with the County Administrative Office summary presentation of the FY 2011-12 Recommended Budget on June 6, 2011, at 9:00 a.m. and continue Budget Hearings on June 7, 2011, and June 8, 2011, beginning at 9:00 a.m., if needed.
3. Set the Citizens' Option for Public Safety (COPS) Public Hearing for September 27, 2011, at 10:30 a.m. to consider funding requests for the District Attorney and Sheriff's Office.
4. Authorize the County Administrative Office and Auditor-Controller to prepare the FY 2011-12 Adopted Budget Resolution reflecting changes made by the Board of Supervisors 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.
5. Authorize the County Administrative Office and Auditor-Controller to take the necessary action to program the Advantage system to create the Economic Development Department including the transfer of positions, appropriations and units as well as the creation of a new department accounting structure and levels of appropriation control.
6. Authorize the County Administrative Office and Auditor-Controller, when the audited ending FY 2010-11 fund balance is determined (in the event that any unbudgeted fund balance is available), to allocate any unbudgeted fund balance in the following order of priority:
  - a. Strategic Reserve not to exceed established board policy of 10%, of estimated FY 2011-12 General Fund revenues.
  - b. Contingency Designation not to exceed established board policy of 1% of estimated FY 2011-12 General Fund revenue (to replenish any current year use of operational contingencies).
  - c. Vehicle Replacement Designation for benefit of a Public Safety vehicle reserve up to \$500,000.
  - d. Termination Designation not to exceed 10% of FY 2010-11 reported Compensated Absences liability to provide gap funding for retirements that exceed General Fund Departments' ability to cover in current operations.
  - e. Capital Designation all remaining unbudgeted fund balance
7. Authorize the County Administrative Office to adjust the FY 2011-12 Adopted Budgets for the Other Funds under the authority of the Board of Supervisors to reflect the FY 2010-11 year-end final Available Fund Balance.
8. Authorize the County Administrative Office to continue the delegated hiring freeze with specific direction to departments to maximize cost reduction opportunities where operationally feasible.
9. Direct the County Administrative Office, after adoption of the FY 2011-12 State Budget, to return to the Board of Supervisors, if necessary, with a modified County Budget that takes into account the impacts of the State Budget and realignment of State responsibilities to counties.

# Strategic Initiatives

## Monterey County Strategic Initiatives

In 2009, the Monterey County Board of Supervisors approved a series of Strategic Initiatives and Key Objectives intended to provide a framework to guide overall County operations. The Strategic Initiatives/Key Objectives address five broad policy areas, including: Economic Development, Administration, Health and Human Services, Resource Management, and Public Safety.

<u>POLICY AREA</u>	<u>STRATEGIC INITIATIVES</u>
<b>Economic Development</b>	Actively engage in appropriate economic development to ensure a Countywide perspective in support of a diversified economy, higher paying jobs and an expanded revenue base for local government services, while preserving and protecting the County’s agricultural, tourism and education economic base.
<b>Administration</b>	Streamline County operations for greater accountability and efficiency of service delivery and cost savings.
<b>Health And Human Services</b>	Ensure ability to provide accessible quality health care and human services throughout Monterey County.
<b>Resource Management</b>	<p>Plan and develop a sustainable physical infrastructure that improves the quality of life for County residents and supports economic development initiatives.</p> <p>Promote the use of alternative energy sources and related best practices that benefit the environment.</p>
<b>Public Safety</b>	<p>Realign the relationship and approach within criminal justice services and the courts to improve service integration and impact on the people served.</p> <p>Provide effective law enforcement and improve public safety infrastructure, local homeland security, and methods for reducing gangs and drug problems.</p>

As a means of effecting these Strategic Initiatives, the Board also adopted the following key objectives in each of the five policy areas to provide a framework to guide overall operations.

**Economic Development Key Objectives:**

- Develop an economic development strategy for Monterey County.
- Evaluate existing institutional economic development organization networks, programs and agencies to determine the most strategic and cost effective opportunities for County participation. Evaluate return on investment of County funds expended on economic development efforts.
- In coordination with private sector economic development partners, prepare an economic development plan that provides resource allocation guidance and a strategic policy focus.
- Identify challenges, obstacles, areas for improvement and concrete development priorities that will create and secure well paying jobs (alternative energy, green technology, education, biotech and research). Examples of challenges include: quality of public education, broadband technology, necessary technology for business attractive and business incentives.

**Administration Key Objectives:**

- As part of the Annual Budget Development Process, departments will continue to identify goals for the coming year and on a yearly basis continue to evaluate program results/accomplishments. Department Head Cost Savings Committee continues to review opportunities for countywide savings.
- Set performance standards for department heads, conduct annual performance review of department heads, perform an annual evaluation of departmental performance.
- Develop program priorities and an implementation plan.

**Health and Human Services Key Objectives:**

- Establish health outcomes for Monterey County.
- Develop and implement a process, to include community stakeholders, regarding how to achieve health outcomes and let that inform policy makers about the structure of the healthcare system.
- Implement the integration initiative between NMC and Health Department clinics.
- Develop a blueprint strategy for social cultural programs that enhance the quality of life.

**Resource Management Key Objectives:**

- Participate in City of Salinas/Civic Center Downtown Revitalization Plan.
- Pave/maintain County roads and bridges.
- Identify best environmental practices for County operations, facilities, and infrastructure; and establish priorities for implementation.

**Public Safety Key Objectives:**

- Establish an interagency criminal justice collaborative to include the courts to identify, strengthen and implement best practices for crime preventative public protection, justice system efficiency and cost effectiveness, e.g. video arrangements.
- Implement the Monterey County Integrate Justice Information System (MCJIS), intended to enable critical communications and information sharing between agencies serving similar clients.
- Develop and implement, in collaboration with school districts and cities, a comprehensive Countywide strategic plan for anti-gang activities to include prevention, intervention, and suppression which includes alternatives for generating and reinvesting funds for prevention programs.
- Develop and implement a comprehensive Countywide strategic plan for anti-drug strategy to include demand reduction, interdiction, rehabilitation, and suppression.
- Develop a comprehensive plan for rebuilding/expanding the County Jail and Juvenile Hall.



This page intentionally left blank.

---

# General Financial Guidelines

---

## GENERAL FINANCIAL GUIDELINES

### 1. PURPOSE AND BACKGROUND

The stewardship of public funds is one of the greatest responsibilities given to the officials and managers of the County of Monterey. Therefore, the development, establishment, maintenance and adoption of prudent financial guidelines and policies enables County officials to protect public interests, ensure transparency and build trust. The Board of Supervisors (Board) has approved budget guidelines to guide the County in managing its finances.

This document centralizes County financial guidelines in order to establish a framework for overall fiscal planning, management and guidance. These guidelines will be reviewed, updated, and brought before the Board as needed but at least annually for adoption. This continued review and adoption by the Board will promote sound financial management and assist in maintaining the County's stability, efficiency and effectiveness by insuring the Board's financial guidance is provided before all County actions.

These guidelines are to be used by all County departments to meet their obligation to operate in a financially prudent manner and have been established to provide general financial guidelines and are intended to provide sound direction in the management of the County's financial affairs. The Recommended Budget will be prepared with adherence to these guidelines.

### 2. GENERAL FINANCIAL PHILOSOPHY

#### 2.1 General Financial Philosophy

The financial guidelines of the County of Monterey provide a sufficient financial base and the resources necessary to support and sustain an adequate and responsible level of community services to ensure public safety, enhance the physical infrastructure and environment of the County, and improve and sustain the quality of life within our community.

The cornerstone and highest priority of Monterey County's financial guidelines is "fiscal integrity." It shall be the goal of the County to achieve a strong financial condition with the ability to:

- a. Ensure the County maintains a sufficient financial base to withstand local and regional economic impacts;
- b. Maintain sound financial practices, which promotes the County's ability to adjust efficiently to the community's changing service requirements;
- c. Effectively maintain and improve the County's infrastructure and capital assets;
- d. Prudently plan, coordinate, review and implement responsible community development;
- e. Provide law enforcement and other protective services to assure public health and safety;
- f. Regularly review programs and operational methods, to improve processes that result in higher productivity, elimination of repetitive and duplicative functions, promote

collaboration with other government entities and the private sector that minimizes the cost and risk to deliver services within the community;

- g. Provide a framework for the wise and prudent use of debt financing, and maintain a good credit rating in the financial community, which assures the community that the County is well managed and operates in a sound fiscal environment; and
- h. Promote service users contributing their fair share of program costs.

## 2.2 General Financial Guidelines

- 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.
- b. The County Administrative Office will work with Department Heads to reach consensus on the Recommended Budget through cooperative discussion with departments and through budget workshops with Department Heads.
- c. The Adopted Budget should allow (within financial constraints) each department a level of flexibility to internally mitigate most unanticipated costs except those caused by natural disasters such as floods, earthquakes or other extenuating circumstances including litigation.
- 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 that any State Programs administered by the County are adequately funded and that any realignment of State and County responsibilities are expenditure/revenue neutral.
- e. The County Administrative Office and Auditor-Controller will continue implementation of a financial training program for Board Members.
- f. Recognizing that each departmental budget is unique and has varying levels of financial tolerance for increased costs (such as labor negotiated items), the Board authorizes the County Administrative Office to work with each department so that such increased unbudgeted costs of conducting business will not adversely impact the current level of services provided to the community.

## **3. STRATEGIC PLANNING**

### 3.1 Strategic Planning (Three-Year Forecast)

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



within the financial resources of the County. In the event a New General Government service was approved with the expectation of self-sufficiency and this is not realized, the managing department shall bring this issue to the Board as soon as it is discovered.

The strategic model identifies fund balances, revenue patterns, expenditure trends and cash requirements, which are subject to constant change. The model is not a future budget or recommended services or programs, it however is a guide to assist in making recommendations and building future budgets. Due to the dynamic nature of government, as well as historical experience; it is understood that an Operating Budget may experience change several times during the course of a fiscal year. This makes the model relevant because it does not assume a “trend rate” is destined, moreover qualifies that it is expected that all things will not remain constant. What it is designed to do is facilitate decision-making based on two fundamental questions: “What is the financial future of the County without change?” and “What path do we wish to take for the future?”

The annual three-year model is done in February/March of each year, prepared 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 model serves as a current year estimate and a three-year financial outlook for building the next year’s Recommended Budget.

#### **4. ROLES AND FUNCTIONS**

##### 4.1 Role of County Administrative Office

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

##### 4.2 Principal Functions of the County Administrative Office

Principal functions of the County Administrative Office include:

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

##### 4.3 Principal Functions of County Departments

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

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

## **5. SERVICES AND FUND STRUCTURE**

### 5.1 Mandated and Optional Government Services

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

The General Fund is financed primarily through program revenue (intergovernmental), property taxes and local sales and use taxes (non-program).

### 5.2 Other Funds

In addition to the General Fund, the County maintains a number of special revenue, special district, enterprise, internal service, capital project, public ways and facilities, and debt service funds to account for those activities not provided by the General Fund. The following is a brief description of the County's other funds:

- Monterey County will establish and maintain Special Revenue Funds, which will be used to account for proceeds and expenditures from specific revenue sources to finance designated activities, which are required by statute, regulation, ordinance, and resolution or board order.
- The County operates special district and enterprise funds to account for Paramedic Emergency Medical Service, Recreational Services and Natividad Medical Center.
- Internal service funds are currently used to manage the County's self-insurance programs: such as, Workers' Compensation, General Liability and other self-insurance programs. Future initiatives may utilize Internal Service Funds to account for internal service department's activities where appropriate.
- Capital project funds are used for Facilities Maintenance, Capital Improvements Management, and specified Capital Projects.
- The Public Ways and Facilities fund is used for staffing and operations of the Public Works Department.

- Debt service funds are used to provide repayment of debt for Certificates of Participation (COP), short-term borrowing and other obligations and debt.

### 5.3 Major Funds

Sufficient fund balances and reserve levels are critical measures in the County of Monterey's financial management policies, guidelines, and strategies. They are key factors in the County's strategies to sustain service delivery and obtain external financing. All funds of the County are to be kept in a positive cash balance position. In the event a fund anticipates going in a negative cash position, the Fund Manager shall immediately bring to the Board's Budget Committee a report outlining the reason(s) along with a "Financial Plan" to insure the Fund regains a positive cash balance. All major funds are expected to develop and maintain both reserve and contingency policies and have these adopted by the Board. "Major Funds" are as follows, but not limited to: 1) General Fund; 2) Natividad Medical Center; 3) Water Resource Agency Fund; 4) Road Fund; 5) Library Fund; and 6) Lakes Fund. The County Administrative Officer or designee shall have authority to determine funds that will be considered "Major Funds" for financial purposes.

### 5.4 Minimum Number of Funds

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

### 5.5 Creation and Closing of Funds and Budgets to be Documented

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

## **6. OPERATING BUDGET GUIDELINES**

### 6.1 County Budget

The County Budget is the central financial planning document that embodies all County departments' goals, objectives, priorities, and levels of service and the associated operating revenue and expenditures. In so doing, it establishes a relationship between expenditures and revenues, in which departments are to operate. Appropriation authority is granted on the relationship between expected expenditures and revenue and therefore appropriation authority is granted contingent on this relationship meeting the budget plan. In the event that revenues are reduced the Board will work with the departments to bring their department budget back in-line. If a department finds that this relationship is not materializing, the department must take all actions available to reestablish a revenue and expenditure relationship that conforms to the original budget plan or amended by the Board. The budget is adopted annually and shall be presented to the Board in June of each year and prepared in such a manner where it is understandable to the public. Additionally, the budget may be modified as approved by the Board during the fiscal year.

### 6.2 Balanced Budget

The County must adopt a "statutorily" balanced budget, however to insure ongoing sustainability the County of Monterey is working towards adoption of a "structurally" balanced budget. A budget is statutorily balanced when total estimated financing sources (beginning fund balance

plus revenues) equal the total appropriation (expenditures plus ending Fund balance). At no time shall spending in a given year exceed total current revenues plus any Fund Balance carryover from the prior year. A statutorily balanced budget utilizes beginning fund balance as a financing source. In contrast, a structurally balanced budget matches total ongoing expenditures to the annual estimated revenues. In a structurally balanced budget, beginning fund balance may “not” be used as a financing source for ongoing expenditures. The County’s goals are to maintain annual expenditure increases at a conservative growth rate, and to limit expenditures to anticipated annual revenues. Ongoing expenditures shall be provided based on sound anticipated ongoing revenue and not include “one-time” items such as capital outlay, projects or temporary program funding. Sound anticipated ongoing revenue is recurring revenue, such as, taxes and fees. Reduction of reliance on Fund Balance for operating purposes shall be a fiscal objective and included as a goal for every department to align annual operating expenditures with annual operating revenues.

#### 6.3 Ongoing Maintenance and Operations Needs

The County will adequately fund ongoing maintenance and operational needs with ongoing annual revenue without prejudice. Without prior direction and approval by the Board and support by its Budget Committee, the use of one-time revenues or short-term borrowing shall be discouraged as a resource to finance ongoing maintenance and operational needs.

#### 6.4 Adequate Maintenance of Capital Facilities and Equipment

The County of Monterey 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. To assist the County in avoiding fiscal emergencies and unplanned maintenance costs, the designated departments to provide these services shall include in the annual budget a comprehensive biennial plan in coordination with the Capital Improvement Plan.

#### 6.5 CalPERS Retirement Systems

The Budget will provide adequate funding for all retirement systems. Currently the County contracts with the California Public Employees Retirement System (CalPERS) for provision of retirement benefits under their defined benefit program. Additionally 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). Under a new accounting standard (GASB 45), all public agencies must measure and report their OPEB liabilities (predominantly, retiree health care costs). In order to provide long-term funding for this benefit, on June 8, 2009, the Board authorized joining CalPERS California Employers’ Retiree Benefit Trust (CERBT) and began pre-funding annually through the Recommended Budget the County’s OPEB liabilities.

#### 6.6 Budget Deficits

Departments who estimate they will have a budget deficit shall prepare and submit a Budget Committee Report outlining the cause of the problem, the alternatives available to mitigate the projected budget deficit, and the department’s recommended action. All additions to appropriations, major plans to reduce service levels or plans to request Contingency funding requires approval by the Board as long as it is consistent with State and Federal law.

#### 6.7 Responsibility for Budget Management and Budgetary Control System

The County shall maintain a budgetary control system to help it adhere to the budget. County Officers and Department Heads have primary responsibility for management of the budgets within their departments. The responsibility to manage budgets includes providing accurate and timely budget estimates, monitoring revenues to ensure timely receipt in the amounts anticipated, ensuring that expenditures are in compliance with the law, adopted resolutions, policies and within appropriations relative to revenues, ensuring prompt notification to the Budget and Analysis Division when either revenues or expenditures are not as anticipated, and the preparation and justification for budget revisions, supplements, and emergencies as necessary.

#### 6.8 Preparation of Financial Reports

The County Administrative Office annually prepares:

- A Budget End of Year Report (BEYR) to retrospectively report on actual financial performance at both a detail and summary level;
- A Three Year Forecast and Current Year Estimate providing forward looking perspective and current year performance to advise the Board on future challenges and provide a base for building the following year's Recommended Budget;
- Quarterly Reports on the current performance of the General Fund to keep the Board up-to-date and informed on current financial performance.

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

- The Countywide Annual Financial Report (CAFR) as required by the State. The purpose of CAFR is to report on the financial position and activities of the County by presenting information above and beyond what is required by generally accepted accounting principles or State Law. The intent is to also provide its readers a broader view and understanding of the County's financial operations.
- Single Audit is prepared in compliance with the U.S. Office of Management and Budget Circular A-133 Compliance Supplement. The County's federally funded activities are reported to assure County adherence to laws, regulations, contracts and grants applicable to its major federal programs.
- Cost Allocation Plan is 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.
- The countywide annual Tax Rate Book.

#### 6.9 Publication of Budget

The County Administrator shall publish annually a Recommended Budget document that provides information about the budget to all interested parties. The Auditor-Controller shall annually publish an Adopted Budget document to meet the requirements of the State Controller's Office.

#### 6.10 Establish Countywide Priorities

The Board has begun the process of establishing Countywide priorities for ensuing years and has begun developing and implementing the process of incorporating these priorities in the budget within the framework of the law. Understanding that Elected Officials and Department Heads are charged with the actual provision of services to the community, the Board shall set broad priorities to ensure flexibility to departments to concentrate on these priorities. In setting these

priorities, the Board and County Administrative Office recognizes that countywide elected officials have constitutional and/or statutorily created mandates and are answerable to the electorate.

#### 6.11 Authorization of Elected Officials

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

#### 6.12 Board's Mission, Goals, Guidelines, Policies and Priorities

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

#### 6.13 County's Budget Development Procedures

The County's budget development procedure is an annual process, which weighs all competing requests for County resources within expected fiscal constraints. Each year, the updated strategic planning initiatives of the Board will be included in the budget document as a narrative, as well as reflected in Department objectives, performance measures and budget requests. Departments will submit base budget requests to support status quo levels of service. Increases over prior year must be supported by explanation for such changes in the cost of providing goods and services. Requests for augmentations to existing service levels must be fully justified using the County's *Budget Change Proposal (BCP)* process. Generally, requests for new or expanded services or programs will only be considered when a new revenue source can support the ongoing cost or when there is an offsetting reduction to an existing service or program. Requests for augmentations requiring ongoing resources made outside the budget process are discouraged.

#### 6.14 Budget Adoption Level

In accordance with the California Government Codes, Sections 29000 and 29143 commonly know as the Budget Act, the County enacts the annual financial plan (budget) through the passage of a resolution. The resolution mandates the maximum authorized expenditures for the fiscal year. In the Performance Budgeting system an "Appropriation Unit" represents one or more "Units" and it is used to define the budgetary limits of those "Unit(s)". A "Unit" represents a program or group of programs providing a similar service. The assignment of an appropriation unit is guided by State Controller financial reporting requirements and/or County requirements.

### 6.15 Capital Item Overview, Definitions and Thresholds

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

### 6.16 Changes to Adopted Budget

The Adopted Budget can only be modified by subsequent amendments by the Board. Changes to the adopted budget will be made in compliance with Board Policies and Guidelines. General Board direction is to strategically plan departmental budgets during the annual budget process thereby minimizing the need to make Mid-Year budget modifications. Mid-Year budget modifications are discouraged as a practice and require completion of a Budget Change Proposal to justify the need for the modification, as well as a discussion why it was not considered in the annual budget process. The County Administrative Office will review all requested budget change proposals and make a recommendation as to the necessity of moving forward for Board consideration.

### 6.17 Budgetary Basis

The budgetary basis is substantially the same as the modified accrual method of accounting that is used for financial reporting for all governmental funds except enterprise funds. The County currently has two Enterprise Funds (Natividad Medical Center & The Lakes), which will be budgeted based on a full accrual budgetary basis where Full Accrual (minus depreciation), Capital Expenses, and Debt Service will form the budget basis, where applicable and approved by the Board.

## **7. REVENUE AND EXPENDITURE GUIDELINES**

### 7.1 Revenue Diversification

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

### 7.2 Revenue Estimates

Annual revenue estimates are conservatively estimated as a basis for preparation of the annual budget and County service programs. Estimates shall not be based on optimistically hoped for events, but accepted analytical techniques that use historical data, economic trends and indicators, information available from the State and other governmental agencies, and other accepted standards. In general, revenue estimates shall not assume any growth rate that is not well documented. Real growth that occurs beyond budgeted revenue will be recognized through budgetary adjustments. Major revenues will be estimated by the department who manages the program and reviewed first by the County Administrative Office and subsequently by the Board's Budget Committee, prior to adoption of the annual budget. Any new revenues and/or revenue increases included in the Recommended Budget shall be adopted by the Board or approved by the voters no later than March of each year. If this is not possible, the Recommended Budget shall

identify the issue as “pending” to inform all stakeholders the issue still requires action by the Board.

### 7.3 Current Revenues

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

### 7.4 User Fees

The County charges user fees for various services when it is appropriate and permitted by law. Unless set by policy, regulation or statute, user fees and charges are established and maintained at the discretion of the Board. It is the guideline of the Board that fees will generally be set at a level sufficient to cover both direct and indirect costs of the services provided or the service may be subsidized by the County as deemed necessary by the Board. Factors for subsidy consideration is whether a subsidy causes an inappropriate burden on property tax payers, the degree to which the service benefits a particular segment of the population, whether beneficiaries can pay the fee, and whether the service provides a broader benefit to the community. All fees for services are reviewed as necessary and adjusted (where necessary). The full cost of providing a service is calculated in order to provide a basis for setting the charge or fee. Full cost 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 also include the impact of inflation, other cost increases, the adequacy of the coverage of costs, current competitive rates, and contractual or statutory restrictions. Fee revisions for inclusion in the Recommended Budget for the ensuing fiscal year shall be submitted to the Board by March of the preceding fiscal year of implementation. Part of the decision-making process in establishing new services or increasing service levels should include an analysis of fees and user charges and a desired cost-recovery threshold. Increases may be justified based on outside variables not considered at the time of budget submissions (i.e., water levels, gas prices, economy, etc.)

### 7.5 One-Time Revenues

It is the general guidance of the County that the use of one-time revenues for ongoing expenditures shall be discouraged. Unpredictable revenues are budgeted conservatively, and any amount collected in excess of the budget is generally carried forward in the fund balance.

### 7.6 Revenues of a Limited or Indefinite Term

Revenues of a limited or indefinite term will generally be used for those limited or indefinite term functions associated with the revenue. In the event that can not be done, the revenue is to be



considered discretionary revenue and may be used for one-time expenditures to ensure that no ongoing service programs are lost when such revenues are reduced or discontinued.

7.7 Use of Discretionary General Fund

Departments shall maximize the use of non-General Fund discretionary revenue and minimize the need to use Discretionary General Fund revenue to fund programs. The Board will prioritize use of Discretionary General Funds through the annual budget process.

7.8 Use of Year-End Fund Balance

The County goal is to use Fund Balance as a source to finance one-time investments, reserves and/or commitments. As a one-time financing source, any unbudgeted year-end Fund Balance will be used solely for nonrecurring expenditures. After the yearly audit and confirmation of General Fund *Fund Balance*, and in consideration of current financial conditions, the Board of Supervisors may allocate unbudgeted Unassigned Fund Balance in the following manner as recommended by the County Administrative Officer:

1. A Capital Project Fund
2. Productivity Investment Assignment
3. Strategic Reserve – equal to 10% of current year General Fund revenues
4. One-time Investments/Assignment

7.9 Maintaining Revenue and Expenditure Categories

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

7.10 Outside Organization Contributions

**Public Safety Sales Tax (Proposition 172) revenues are currently allocated as follows:**

County of Monterey Proposition 172 Revenue Allocation

Contributions to Other Agencies (Fire Districts)	9.13%
Emergency Dispatch Costs Offset to Cities	10.00%
County Public Safety Departments	80.87%

Proposition 172 revenues are allocated to the Sheriff, District Attorney and Probation as approved by the Board in the base year of FY 1995-96, with growth revenues distributed using the percentages indicated below. The Sheriff, District Attorney and Chief Probation Officer in previous years have agreed to the growth allocation factors.

Department	Base Percentage
Sheriff	61.20%
District Attorney	21.70%
Probation	<u>17.10%</u>
Total:	100.00%

The County of Monterey has historically allocated Proposition 172 Revenue to outside agencies in order to assist in funding of such programs as Fire Districts and offset of costs to cities for service costs associated with emergency dispatch. In the event of fiscal constraints, the Board

retains the authority to reduce its allocation to these outside agencies upon findings that internal countywide public safety programs would otherwise require program reductions. The County Administrative Office is charged with the duty to determine when a reduction to outside agencies would be appropriate and obtain authorization from the Board to begin those discussions<sup>1</sup>.

**Transient Occupancy Tax revenue Contributions are currently allocated as follows:**

The County has agreed to annual contributions to The Monterey County Convention and Visitors Bureau, Film Commission and Arts Council respecting the value these organizations add to the community and their role as related to the Counties Transient Occupancy Taxes. This contribution is based on a shared percentage of total Transient Occupancy Tax 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 an 8.93% contribution from the County's Transient Occupancy Taxes. In the event of fiscal constraints the Board retains the authority to reduce its allocation to these outside agencies upon findings that internal countywide priority programs would otherwise require program reductions. The County Administrative Office is charged with the duty to determine when a reduction to outside agencies would be appropriate and obtain authorization from the Board to begin those discussions.

**Other Contributions**

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

7.11 Appropriations/Expenditures

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

---

<sup>1</sup> Due to constrained financial resources the Contribution to offset the Cities cost for Emergency Communications has been fixed at \$1,157,180, while the Contribution to Fire Agencies has been restored to the full 9.13%. However, as of FY 2011-12, the Fire Agencies' contribution is awarded in the amount equal to 9.13% of the most recent Fiscal Year for which Proposition 172 *actual* revenues are available. The most recent Fiscal Year for which Prop 172 actuals are available is FY 2009-10, for which 9.13% of Proposition 172 revenues is \$2,101,635. This policy allows the CAO to determine the financial appropriateness of this funding level or determine if reductions are warranted and obtain authorization from the Board to begin those discussions with outside agencies.

- a. Department Heads are responsible for managing their budgets within the total appropriation for their department. Expenditures shall not exceed appropriation, and expenditures of discretionary General Fund dollars will not exceed the amount approved in the department budget, except upon approval by the Board.
- b. Departments will continually review program effectiveness to ensure maximum return.
- c. Expenditures shall be controlled and must stay within the amount of appropriated funds.
- d. If revenue projections fall short of associated expenditures, the department shall develop service alternatives and/or mitigation strategies and present those findings to the Board's Budget Committee and Board.
- e. If expenditure reductions are necessary, complete elimination of a specific, non-mandatory service is preferred to lowering the quality of existing programs.
- f. Every effort shall be made to maintain current service levels for essential services within existing revenues. There shall be no introduction of new services without an appropriate measurement and accounting of the incremental increase in service with the incremental increase in financial impact.
- g. High priority will be given to expenditures that will reduce future operating costs, such as increased utilization of technology, equipment and efficient business practices.
- h. Emphasis is placed on improving individual and work group productivity rather than adding to the work force. The County will invest in technology and other efficiency tools to maximize productivity. The County will hire additional staff only after the need of such positions has been demonstrated and documented.
- i. In order to promote consistent and realistic budgeting of personnel, department budgets shall include a reasonable estimate of salary savings.
- j. When augmenting or decreasing the budget, consideration will be given to the strategic plan initiatives.

#### 7.12 Categorization of Services

The County shall begin the process of identifying services into distinct categories, in order to set priorities for allocating available funding. Each fiscal year departments are to submit during the budget process the categories for their operations as defined:

- a. Basic or Core Services, which are best, performed at the County level and are most closely linked to protecting the health and safety of citizens. Legally mandated services or commitments are also included in this category.
- b. Maintenance of Effort Services are services that the County has traditionally provided.
- c. Quality of Life activities, which are provided for more specialized groups and enhance the desirability of the County of Monterey as a place to live.

### 7.13 Grant Supported County Programs

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

### 7.14 Performance Measures

County Departments have begun developing performance measurements for each Department where applicable. Performance measures will address best practices, desired outcomes, strategic planning initiatives of the Board, annual goals, and measurable key indicators in order to assure that maximum productivity (outcomes) are being achieved for the resources utilized. Where performance measures and associated costs have demonstrated that activities are more cost effective through alternative means, those means shall be pursued. Performance measures shall also provide management and the Board criteria in which to evaluate departmental requests for funding.

### 7.15 Payment for Goods from Prior Year

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

## **8. ENTERPRISE FUNDS**

### 8.1 Enterprise Funds

The County will establish enterprise funds for County services when:

- a. The intent of the County is that all costs of providing the service should be financed primarily through user charges; and
- b. The Board determines when it is appropriate to conduct a periodic review of net income for capital maintenance, accountability, or other public policy purposes. The Auditor-Controller and County Administrative Office will be chief advisors to the Board in creation of an Enterprise Fund.

The County currently has two Enterprise Funds:

- Fund 452– The Lakes
- Fund 451 – Natividad Medical Center

### 8.2 Expenses

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

### 8.3 Rate Structure

Each enterprise fund will maintain an adequate rate structure to cover the costs of all operations, including maintenance, capital and debt service requirements where applicable, reserves (as established by financial policy or bond covenant) and any other cost deemed necessary, which should include depreciation.

### 8.4 Rates/Offset

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

### 8.5 Services

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

### 8.6 Net Operating Revenues

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

### 8.7 Maintenance of Cash

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

### 8.8 Interest from Funds

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

### 8.9 Departmental Financial Monitoring and Reporting

The County Administrative Office and departments shall monitor revenues and expenses throughout the year to ensure conformity to adopted budgets. Enterprise Funds will provide the Board monthly financial status reports. Monthly financial reports will provide a year-to-date summary of expenses, revenues and cash positions, including significant variances and comparisons to previous fiscal years' activity, trending for the current fiscal year and General Fund impact.

## **9. FUND BALANCE AND RESERVE POLICIES**

### 9.1 Fund and Reserve Levels

As a measure of the net financial resources, sufficient fund balances and reserve levels are a critical component of the County's overall financial management strategy. In addition, rating agencies analyze fund balance when considering the County's overall financial strength and credit worthiness. Adequate reserves provide the County with the ability to exercise flexible

financial planning in developing future capital projects, and to deal with unforeseen emergencies or changes in fiscal conditions. Each fund shall maintain a level of reserves, which will provide for a positive fund balance throughout the fiscal year. The County General Fund has chosen to utilize a Strategic Reserve policy to provide for adequate fund balance throughout the year. All other major County Funds shall develop and fund a reserve policy that is in conformance with best practices of their industry, or in the event such best practices are non-existent the fund shall adopt the percentages as follows:

- 1 percent annual Assigned Fund Balance for contingency funding (budget appropriation necessary)
- 10 percent Strategic Reserve funding (designation necessary)

All funds will utilize restricted resources before unrestricted resources, as appropriate, when both are available for expenditure. Further, unrestricted resources shall be used in the following order: committed, assigned, unassigned.

#### 9.2 Committed Fund Balance – Strategic Reserve Fund

The County will commit a portion the General Fund *Fund Balance* as a Strategic Reserve to provide the County with sufficient working capital and a margin of safety to address local and regional emergencies without borrowing. The goal is that the amount of the Strategic Reserve will be ten percent (10%) of the total General Fund Adopted Budget estimated revenues. It is the County's plan that this level of reserve will be reached over a period of eight-years beginning in FY 2005-06.

The Strategic Reserve should not be used to support recurring operating expenditures outside of the current fiscal year. The reserve shall be used to fund settlement of legal judgments against the County in excess of reserves normally designated for litigation; short-term revenue reductions due to economic downturns; declared natural disasters; one-time State budget reductions that could not be addressed through the annual appropriations for contingencies; and, local or regional emergencies as determined by the Board of Supervisors or the County Administrative Officer. If the Strategic Reserve is utilized to provide for temporary funding of unforeseen needs, the County will take measures necessary to prevent its use in the following fiscal year by increasing General Fund revenues and/or decreasing expenditures to regain structural balance. In addition, the County shall restore the Strategic Reserve to the minimum level of ten percent (10%) of General Fund 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 10% of the annual requirements may be retained in the Strategic Reserve, or may be considered for other purposes such as supplementing the Capital Fund or prepaying existing County debt.

#### 9.3 Assigned Fund Balance – Contingency Reserve

The County shall maintain a portion of the General Fund as a Contingency Reserve to provide the County with sufficient working capital and a margin of safety to withstand local and regional economic shocks, and unexpected declines in revenue without borrowing. Unless specifically modified by the Board as part of the annual budget adoption, the Adopted Budget will include reserves in an amount equivalent to one percent of the total General Fund estimated revenues.

In the event of an emergency and/or unexpected revenue declines, the Contingency Reserve funds may be used at the discretion of and by action of the Board of Supervisors to provide for

additional temporary funding. These funds shall be utilized only after other budget sources have been examined for available funds.

#### 9.4 Assigned Fund Balance – Self-Insurance Reserve

Self-insurance reserves shall be maintained at a level that, together with purchased insurance policies, will adequately indemnify the County’s property and liability risk.

#### 9.5 Assigned Fund Balance – Fleet Management Reserve

A fleet management reserve will be maintained to ensure adequate funds for the systematic replacement of fleet vehicles and the disposition of vehicles to be retired. Replacement reserves shall be based on historical values for vehicles with a “Consumer Price Index” inflation factor. A “depreciation amount” will be calculated based on the acquisition cost and salvage value, and straight-line the amount over the life of the vehicle. This “depreciation amount” shall represent the replacement amount charged to a department to replace the vehicle. Vehicles shall be replaced as scheduled to minimize overall costs.

### **10. INTERNAL SERVICE FUNDS**

#### 10.1 Use of Internal Service Funds

The Risk Management Division of the County Administrative Office is responsible for managing Internal Service Funds (ISF’s) for the County’s general liability and workers’ compensation funds. The ISF’s shall function as funds for paying all judgments, settlements, and claims against the County. The General Liability ISF will reserve adequate funds to cover both excess insured events and events not covered by excess insurance coverage.

Both ISF’s shall be funded at the 70% confidence level. Beginning with FY 20011-12, unfunded liabilities for the Workers’ Compensation Fund shall be funded over an 8 year period (FY 2018-19).

#### 10.2 General Fund Transfers

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

#### 10.3 Actuarial Studies

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

the year to obtain information on potential settlements that could impact reserve levels and provide this information to the actuary as part of the semi-annual actuarial valuation process.

#### 10.4 Internal Service Funds Reporting

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

### **11. CAPITAL FACILITIES AND IMPROVEMENT GUIDELINES**

#### 11.1 Capital Investments

Monterey County's government is accountable for a considerable investment in buildings, parks, roads, sewers, equipment and other capital investments. The preservation, maintenance, and future improvement of these facilities are a primary responsibility of the County. Planning and implementing sound capital improvement plans, policies and programs today will not only help the County avoid emergencies and major costs in the future, but strategically plan for the future needs of the County. The Board in recognition of the need to develop and adopt a consolidated capital improvement plan, budget for its implementation, and incorporate its impact on the operating budget, established the Capital Improvement Program, Five-Year Plan (CIP). The CIP includes capital projects that have been implemented, in the stages of implementation, and those projects if a funding source is found, to be implemented within the next five fiscal years. It is a dynamic document, where new projects are incorporated in the plan and previously submitted projects are updated.

#### 11.2 Comprehensive Multi-Year Plan

The County has established and implemented a comprehensive multi-year Capital Facilities Plan. The plan is prepared and updated annually by the Resource Management Agency with review by the County Administrative Office (Budget and Analysis Division) and shall be known as the Capital Improvement Program, Five-Year Plan (CIP). The CIP includes those projects where costs exceed \$100,000, are non-recurring and have an estimated useful life of five years or more. The CIP does not indicate approval of a project, but is considered a tool which the Board may use as a strategic planning tool to prioritize countywide capital projects.

#### 11.3 Ongoing Funding Levels

The Board shall determine annual ongoing funding levels for each of the major project categories within the Capital Improvement Program, Five-Year Plan.

#### 11.4 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 in light of changes in needs, available funding, or available staffing. The Board has established the Capital Improvement Committee to review the status of projects and establish priority between competing needs. The Board's Budget Committee determines the funding sources and if not available, provides input toward scope changes to meet the fiscal constraints. All projects are submitted before the Board for approval. A project scope and budget must be defined and submitted to the Board of



Supervisors for approval before project funds can be expended. Any costs of operating and maintaining the projects listed in the plan should be identified separately, to ensure that adequate funds will be available for ongoing costs relating to the projects. When considering the priority and funding of each capital project, the County shall consider the operating impacts (i.e., increased staff, facilities maintenance, and outside rentals) of the project.

#### 11.5 Annual Capital Improvement Budget

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

#### 11.6 Capital Project Reports

The Resource Management Agency (RMA) shall provide the following reports:

- a. Monthly updates to the Capital Improvement and Budget Committees on implemented capital projects, which include, in part, the initial approved budget, budget modifications, expenditures to date, remaining budget and expenditures, original completion date and if applicable, revised completion date and the phase (in a percentage) the project is toward completion.
- b. Monthly update of the draw down schedule for debt financed projects to the County Debt Manager.
- c. Quarterly updates to the Budget Committee on capital funds interest accumulation.
- d. Quarterly report to the County Debt Manager detailing quarterly forecasts of expenditures for the life of debt financed projects, such as Certificates of Participation (COP).
- e. Semi-annual update to the Capital Improvement and Budget Committees on "Scheduled" and "Unscheduled" maintenance projects that are funded by the Facilities Project Fund (Fund 401).

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

#### 11.7 Capital Maintenance

The Board recognizes the importance of providing funding for ongoing maintenance needs in order 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 Capital Improvement Program, Five-Year Plan (CIP).

## **12. GRANT MANAGEMENT**

### 12.1 Funding

The County recognizes that grant funding provides significant resources to enhance the County's ability to provide services and activities not otherwise available. The County will seek grant funding for activities that are determined to further core County functions or that provide for activities which are in the best interests of our citizens. The County will examine the benefits of grant funding prior to application and decline funding determined not to meet the above criteria.

## **13. STATE PROGRAMS**

### 13.1 State Programs

The County will operate State programs based on the level of State Funding provided and will not backfill any State cuts with County General Fund except when local priorities dictate a need for continuance.

---

# FY 2011-12 Forecast

---

## FY 2011-12 Financial Forecast

---

### THE NATIONAL ECONOMIC OUTLOOK

The nation faces daunting economic, fiscal, and monetary challenges as it struggles to recover from the recent recession. Triggered by a large decline in house prices and a financial crisis, the length and severity of the recession was unlike anything this country has seen since the *Great Depression*. With the recession officially ending in June 2009, the pace of the current economic expansion has been anemic compared to most other recoveries, and the unemployment rate remains stubbornly high. Although recent actions by U.S. policymakers should help support further gains in real (inflation-adjusted) gross domestic product (GDP) in 2011, production and employment are likely to stay well below the economy's potential for a number of years.

#### Output and Employment

In its January 2011 forecast, the Congressional Budget Office (CBO) projected economic growth to remain moderate this year and next. After rising 2.5% in 2010, the CBO projects real GDP to increase by 3.1% this year and by 2.8% in 2012 – projections that are in line with other major economic forecasts. Although GDP slowed to 1.8% in the first quarter of 2011, many forecasters view the downtick as a temporary movement brought on by poor weather in much of the country that closed businesses and trimmed sales. Rising factory orders, growth in business investment, modest improvement in consumer spending, and the continued impact of accommodative fiscal and monetary policy should sustain the current recovery barring any major new developments.

Although the economy is growing, the pace of the current recovery lags growth rates experienced in previous postwar recoveries. Real GDP grew by 4.5% over the first six quarters following the end of the latest recession. However, that growth is less than half of the 9% average increase in real GDP in the first six quarters of previous postwar recoveries. Severe recessions in the postwar period, including those that began in 1973 and 1981, were followed by even more vigorous recoveries.

Gains in employment during the recovery have been weak, recapturing only a small fraction of jobs lost since the recession began. After falling by 7.3 million during the recession, payroll employment increased by a mere 72,000 jobs (0.06%) between June 2009 and the end of 2010. By contrast, employment rose by an average 4.4% in the first 18 months of past recoveries. Consequently, the rate of unemployment has fallen by only a small amount. It climbed to 10.1% in 2009, and then declined only to 9.4% by December 2010.

Other employment statistics suggest considerable slack remains in the labor market. According to the CBO, the number of workers who are employed part time but want full-time work has been almost 9 million for the past two years, about double the number before the recession. Moreover, many of those who are unemployed have been out of work for a long time. On average, 43% of workers who were unemployed in 2010 were out of work for more than 26 weeks and 29% for a year or more—rates that are unprecedented in the postwar era.

With modest growth in output projected for the next two years, expect employment to continue its slow recovery. The Department of Labor reports the economy added a net of 216,000 jobs in March, followed by February's gain of 194,000, causing the unemployment rate to dip back to 8.6%. Although these are solid gains, considerable time will be needed to regain the nearly 8 million jobs lost during the recession. By year-end, the unemployment rate is not expected to change significantly as people who lost their jobs and quit looking re-enter the labor market.

#### Household Wealth

The recovery has been hampered by a slow rebound in household wealth. Consumers' spending generally increases as wealth increases. The net worth of households fell by about \$14 trillion (21%) during the recession. Falling house prices were a major contributor to the erosion of household wealth. House prices, on average, fell by more than 10% before the recession and plummeted another 22% during the recession; that total decline wiped out nearly \$6 trillion from the net value of real estate held by households.

The loss of housing wealth constrains the ability of consumers to finance home improvements and other purchases. During the housing boom, when house prices increased rapidly, many homeowners borrowed against rising home equity to fund their spending. That borrowing was sharply curtailed after home prices fell, reducing collateral available for loans.

Losses in the stock market cut into household wealth during the recession even more than the loss of housing wealth, though equity prices have partly recovered since then. The total value of corporate equities held by households directly or indirectly (through pensions, mutual funds, etc.) fell by almost \$8 trillion during the recession according to the aforementioned CBO report. By the third quarter of 2010, households' equity holdings had regained half of that value. Although direct holdings of stocks are concentrated among a minority of households, consumer spending tends to rise and fall in tandem with the ups and downs of the stock market.

FY 2011-12 County of Monterey Recommended Budget

## FY 2011-12 Financial Forecast

### Financial Markets

Lenders' caution in supplying credit contributes to the sluggish recovery. Responding to unexpectedly large losses on mortgages and other loans, banks raised their lending standards by requiring larger down payments, shorter loan maturities, and higher credit scores. The availability of credit for residential mortgages, either for buying new houses or for refinancing existing mortgages, remains more constricted than before the crisis. Although most large banks appear to be in much better health, credit conditions are not likely to improve until the economy strengthens.

### Monetary Policy

Monetary policy propped up the economy in the downturn and supported recovery. By the end of 2008, the Federal Reserve lowered its Federal funds rate—an interest rate on overnight lending among banks—to nearly zero, which helped to lower market interest rates. Between late 2008 and early 2010, the Federal Reserve also purchased \$1.25 trillion of mortgage-backed securities guaranteed by Fannie Mae, Freddie Mac, and Ginnie Mae; \$175 billion of debt securities issued by those agencies; and \$300 billion of U.S. Treasury securities. In addition, the Federal Reserve provided financing to several large financial institutions whose problems during the crisis were believed to threaten the stability of the financial system. And in November 2010, the Federal Reserve announced its intention to purchase additional Treasury securities this year.

By those actions the Federal Reserve aimed to stimulate the economy and avoid deflation—a persistent decline in a broad range of prices of goods and services. Historical experience indicates that inflation falls during periods when productive resources (capital and labor) are underused. In combination with a falling and very low rate of inflation (consumer prices increased by only 0.2 percent in 2009), the extraordinary amount of underused productive resources meant that there was some risk that the rate of inflation would continue falling into negative territory. Deflation, in turn, would heighten the risk of a further decline in economic activity if consumers and firms slowed their purchases in anticipation of even lower prices, similar to the “lost decade” experience following Japan’s last asset price bubble. Most economists now believe the prospect of stronger real growth since late 2010 diminishes the risk of deflation.

### Fiscal Policy

Fiscal policy also helped support the current economic recovery. The *Troubled Asset Relief Program* (TARP) bolstered financial markets, largely by providing equity capital to banks and other financial institutions. Direct fiscal stimulus came from the *Economic Stimulus Act of 2008*, and the much larger *American Recovery and Rein-*

*vestment Act* (ARRA) of 2009. The Economic Stimulus Act provided tax rebates to low- and middle-income taxpayers, tax incentives to stimulate business investment, and an increase in the limits imposed on mortgages eligible for purchase by *Fannie Mae* and *Freddie Mac*. ARRA authorized transfers to state and local governments for spending on infrastructure and other purposes, payments to individuals, and temporary tax reductions for individuals and businesses (such as the Making Work Pay tax credit and favorable tax treatment of business investment). Other legislation with stimulative effects extended unemployment insurance benefits, provided credits for first-time home buyers, and created the “Cash for Clunkers” program. Fiscal stimulus also came from automatic stabilizers, such as social safety-net programs like the *Supplemental Nutrition Assistance Program* (formerly called the Food Stamp program).

### Potential Threats

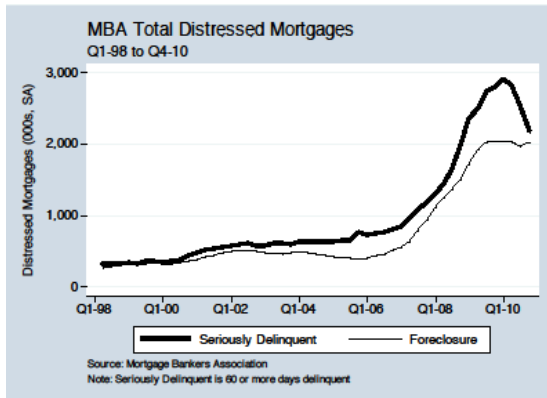
The unsettled nature of current events could disrupt the economic recovery, but most economists still expect growth to continue as we move through 2011, driven by consumer spending, strong exports, and capital investments. Nevertheless, there are potential threats that could slow the recovery or, in the worst case scenario, lead the country into another recession.

Rising oil prices is one such threat. It’s difficult to predict outcomes in the Middle East, but a recent report from *Beacon Economics* suggests that oil prices in their current range are not a threat to the economy. Energy is a smaller share of the personal budget than it used to be. In the fourth quarter of 2010, the average American used 3.5% of his or her income for energy purchases, considerably less than the 6% at the peak of the oil shock in the 1970s. The commonly heard correlation between the last recession and high gas prices in 2008 is a misconception according to the *Beacon Economics* report. The U.S. economy stayed in a mild recession as gas prices went to record levels, and dipped into the steepest part of the downturn even as oil prices came crashing down. This isn’t to say that oil prices might not become a problem. *Beacon* estimates oil prices would have to hit the \$160 range before prices have a significant impact on the economy.

Weakening home prices is another threat. Recent releases from the S&P/Case-Shiller home price index yet again show a market with sagging prices. While it is true the market is still oversupplied in some areas, prices have already fallen to a level that, when combined with low interest rates, puts home prices near a record-high affordability level. But this doesn’t mean home prices are poised to bounce back. Until homeowners’ equity starts to build, foreclosures will remain a dominant source of supply, and prices will not recover.

FY 2011-12 County of Monterey Recommended Budget

## FY 2011-12 Financial Forecast



The elephant in the room that is now capturing the attention of policy makers is the mounting Federal deficit, which is currently in the \$1.3 trillion to \$1.4 trillion range, constituting over 10% of GDP and a net debt rate of 80% to 85%. Such a high debt load presents several significant issues. The United States is largely dependent on the Federal Reserve and on foreigners to purchase this massive quantity of debt. The Federal Reserve will eventually have to scale back, given the potential for inflation, and foreigners may also begin to grow shy if inflation emerges. The good news, in the short run, is that current geo-political events in the world creates a degree of risk adversity in global financial markets—making the U.S. bond a more desirable product for now and keeping rates low.

In general, the more debt a nation carries, the smaller leeway it has to use fiscal policy in the event of future economic challenges. It isn't clear that we should be using all of our ammunition at this point. In addition, the growing debt service is a problem that could deteriorate if inflation picks up. This will force a rapid increase in taxes if Congress still does not have the stomach to enact a massive change in one or more of the major entitlement programs, as there isn't enough latitude in discretionary programs (outside of defense) to make cuts that would close the budget gap. In short, the deficit will have to be addressed within the next few years or the situation could grow into a crisis. Thus there is the potential for another painful but necessary contraction in consumer spending. The best that can be hoped for is that the problem is managed appropriately.

To summarize, 2011 should be good for the U.S. economy. Strong growth in business spending and exports, along with normal growth in consumer spending, will offset the flat construction sectors and the modest drain from public sector spending cuts. But the problems in the system have only been papered over with massive amounts of policy. At best, the recovery will slow in

2013 as these problems are properly addressed. Alternatively, a lack of resolve could lead us into yet another recession, this one driven by the policy decisions made to minimize the last one.

### THE STATE ECONOMIC OUTLOOK

California, like the nation, still struggles with the lingering effects of the recession. Among the most positive recent developments are the new employment figures released by the Employment Development Department (EDD). After losing an estimated 1.4 million jobs from peak to trough, California added back more than 110,000 jobs by the end of 2010. Along with the education and health care sectors, which were relatively unscathed by the recession, administrative support and professional, scientific, and technical services have contributed to the economic rebound—accounting for more than half of all the job gains since the trough. Farm employment, wholesale trade, and transportation have also seen some solid increases over the past six months, helped, in part, by rising international trade. Despite these encouraging signs, other sectors still struggle. Sectors tied to the housing market have yet to see much job growth. Even the retail sector, which has seen some decent growth on the spending side, has not been able to translate these gains into a significant number of new positions relative to its job base. Some sectors, including financial activities and "other services" have continued their downward slide into 2011. These mixed signals suggest that even though we are on the road to recovery, the severe nature of the recession means it's going to be a long journey.

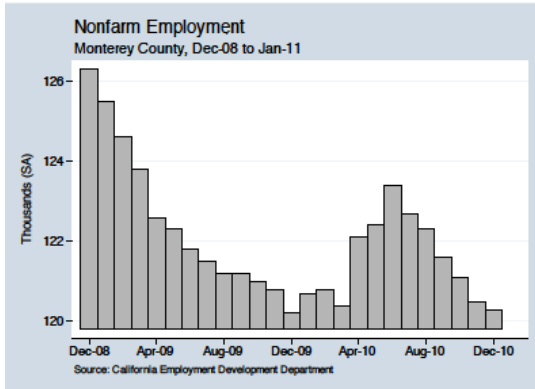
From a fiscal policy standpoint, California continues to face a budget shortfall that is far too large, and lawmakers have yet to address it with permanent solutions. Governor Brown signed bills in late March erasing \$11.2 billion from the state's \$26.6 billion deficit through a series of health, welfare and higher education cuts, as well as internal borrowing and taking money from voter-created programs for mental health and childhood development. However, the Governor is locked in a stalemate with lawmakers as he has tried to build support for his plan to close the remaining \$15 billion budget gap by extending sales, vehicle and income tax increases set to expire July 1. California counties are in a particularly challenging situation, facing declining local revenues in addition to the uncertainty created by the absence of a clear state budget solution. If the Governor's realignment proposals are to become law, it will be imperative that constitutional measures are put in place to ensure dedicated funding to support realigned programs and constitutional protections enacted to mitigate future financial risk.

FY 2011-12 County of Monterey Recommended Budget

## FY 2011-12 Financial Forecast

### THE LOCAL ECONOMIC OUTLOOK

The economy in Monterey County continues to lag behind the national and state recovery. Employment continued to trend downward in Monterey County through the second half of 2010, when many other places were seeing modest gains in payroll employment.



In part, this is not surprising. In addition to having a strong agricultural base, Monterey County's economy is heavily tied to the retail, tourism, and housing and construction industries. These were the hardest hit sectors over the past few years, and declines in these industries drove much of the recent downturn. Moreover, Monterey County has a small jobs base relative to the size of its population. Because it lacks some of the diversity of its larger neighbors to the north and south, it is natural for the county to rebound at a slower rate.

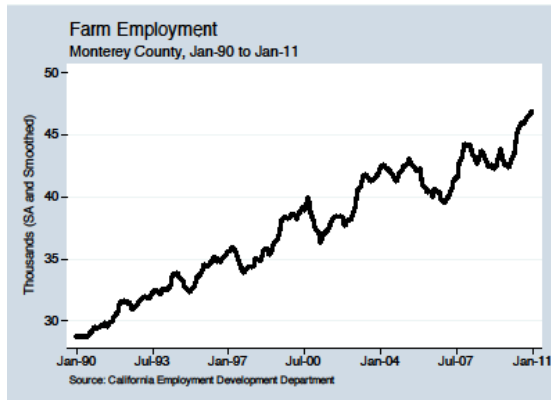
### Leisure and Hospitality

On the brighter side, there are several developments in the macro-economy that play directly to Monterey County's strengths, including the weak dollar and growing consumer spending. Due to its natural beauty, abundance of parks and recreation areas, and proximity to major employment and residential centers in the Bay Area and Central Coast, Monterey County is a Mecca for both domestic and international tourism. In fact, during the downturn, many Americans substituted domestic vacations for international travel, which helped to bolster the leisure and hospitality industries locally. Now that the domestic economy has begun to improve, and to a greater extent the economy abroad, Monterey County should continue to experience increases in employment in leisure and hospitality. That is, Monterey County is positioned to benefit not only from the economic upswings but from the combination of a healthier economy and a depressed dollar. Indeed, the leisure and hospitality sector were two of the bright spots in EDD's employment figures; the sector has grown steadily over the past six months in the region—adding almost 600 jobs since

July. These trends are also borne out by the local hotel statistics, which show that both occupancy rates and room rates are up in 2011, although they remain slightly lower than those of neighboring Central Coast counties.

### Agriculture and Trade

Monterey County's agricultural sector remains a bright spot in its overall economy. It is often said that the Monterey area is the "salad bowl of the world," and the agricultural sector continued to perform well in 2010. Recently released data by the Monterey County Agricultural Commissioner shows that 2009 was the best year ever for farms within the County, with more than \$4 billion in agricultural output. In addition, agricultural exports grew by more than 19% in 2010, and thus far in 2011 they are tracking at more than 16% above 2010 levels. The gains in agricultural output were no doubt aided by the weak dollar that increased the relative affordability of our crops abroad.

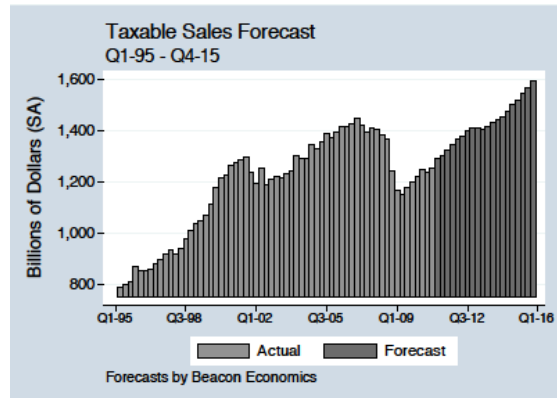
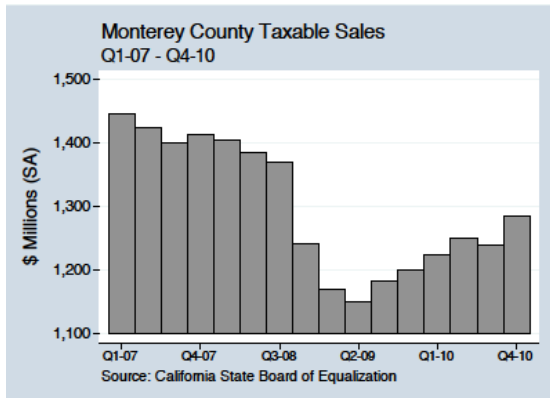


### Improved Consumer Spending

In addition to benefiting from the improvements in tourism and agricultural, Monterey County is beginning to benefit from consumers loosening their purse strings again. After declining by more than 20% from the first quarter of 2007 to the second quarter of 2009, taxable sales have been growing strongly. Recently released numbers for the last quarter of 2010 show that consumer spending on goods rallied by nearly 12% since hitting bottom. The holiday season was particularly good in Monterey County, with taxable sales jumping almost 4% in the last quarter of 2010 on a seasonally adjusted basis.

FY 2011-12 County of Monterey Recommended Budget

## FY 2011-12 Financial Forecast



Retail trade in Monterey County makes up a larger share of the region’s economy than we see in other parts of the state. According to the Bureau of Economic Analysis (BEA), retail accounts for 8.6% of the Monterey County economy, while it makes up only 6% of the state economy overall. Thus, the recent up tick in spending has been more than welcome and much needed to stimulate other parts of the economy. Part of the increased spending can be attributed to recent increases in tourism to the area, but it is also due to increased spending by locals.

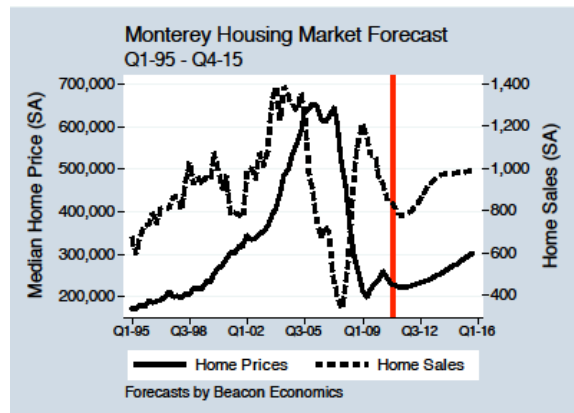
After ratcheting up savings rates from near zero before the recession to more than 5%, consumers are beginning to feel comfortable spending again. There are several incentive programs being offered by the Federal government to spur spending on durables, as well as the benefit of low interest rates that can reduce the burden of financing big-ticket items like cars and appliances. And, given that many homeowners lack the option to move since home prices have fallen so far, many are focusing on improving their current residences, which stimulates more spending in Monterey County. Even retail trade, arguably the most affected industry during the recession, has begun to add jobs. Though the gains are small, the increases in taxable sales are helping to get the region back on the road to recovery.

In its March 2011 forecast, Beacon Economics projects taxable sales in Monterey County to continue rising over the medium-run. With slowly recovering labor markets and low interest rates across the country, people will start to get more comfortable spending again. Monterey County will be no exception, and taxable sales could grow even faster than in the state overall. This should induce additional hiring in the retail sector in 2011 and 2012, despite increased efficiency and productivity at most retail establishments. However, the recovery will take time and it will be several years before we return to the pre-recession peaks for taxable sales or retail employment.

### Housing

Housing has yet to see a rebound in Monterey County or in other parts of the state. The large inventory of unsold homes, owing to short sales and foreclosures as well as to overbuilding during the bubble, has kept home prices flat over the past year. There was a strong increase in home sales in 2010, when buyers moved to take advantage of first-time homebuyer tax credits and low interest rates. However, most of this activity was merely borrowing sales from the future, as evidenced from the sharp decline in home sales in mid- to late-2010 when the credit expired.

According to real estate professionals throughout California, financing—particularly for the middle-market buyers who need jumbo-conforming or jumbo loans—is fairly difficult to secure in today’s market, despite low interest rates. This has been evident in Monterey County as well, with home prices that initially popped up from their low of under \$200,000 in the second quarter of 2009 to reach \$250,000 in mid-2010. However, by the end of 2010 the median price of an existing single-family home had fallen back into the \$230,000 range.

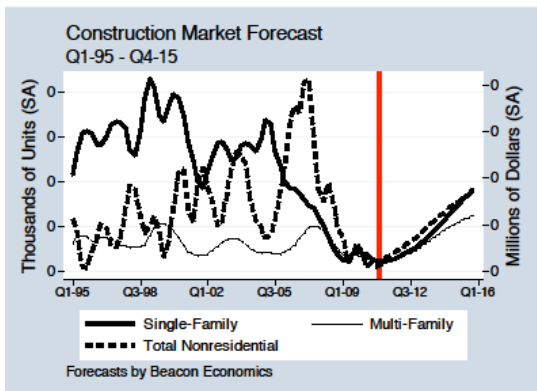


FY 2011-12 County of Monterey Recommended Budget

## FY 2011-12 Financial Forecast

### Construction Market Forecast

Monterey County had one of the largest housing bubbles along the Central Coast and has subsequently seen one of the largest collapses. The collapse brought about a rash of distressed mortgages—many of which underwent foreclosure proceedings and many more that remain underwater. Unfortunately, the positive trends on the labor and income sides of the equation will be mitigated by these distressed properties for the near term. Beacon Economics forecasts that sales will remain fairly flat through 2011 before picking up gradually in 2012. This will keep price growth at bay for the next few years, after which prices will begin growing at a more modest pace that is in line with income growth in the region. The good news in housing is that the worst is behind us, we just need to stay patient as the problems are worked out of the system.



### Monterey County in the Wake of Recession

Released in late September 2010, the U. S. Census Bureau's 2009 *American Community Survey* provides a statistical overview of the recession's impacts to Monterey County. This survey is the largest source of U.S. demographic, economic, and social information other than the national Census conducted once per decade. In addition to confirming the climb in local unemployment, data shows that the number of middle-income earning families dropped and overall home values declined. Many of the findings revealed in the survey will continue to challenge efforts to establish a strong economic recovery in Monterey County. Issues that translate to potential for, or already contribute to, increased demand for Monterey County services include the following:

- The percentage of Monterey County families with incomes between \$75,000 and \$99,000 fell to 12.3% in 2009, down from 15.5% four years ago.
- The percentage of low income families (incomes between \$15,000 and \$24,999) jumped to 10.8% in 2009, up from 8.5% in 2008.

FY 2011-12 County of Monterey Recommended Budget

- In 2009, 18% of County residents live below the poverty rate, up sharply from 12.7% in 2008, after increasing from 11.6% in 2007 and 10.8% in 2006.
- The percentage of County residents without health insurance increased from 20.5% in 2008 to 21.1% in 2009.
- Use of food stamps increased to a level that includes about 6.4% of local households, up from 4.9% in 2008 and 4.1% in 2007.
- The median value of owner-occupied homes dropped by more than \$300,000 compared to 2006.
- The number of families renting homes increased, and median rental costs jumped by 3.6%.
- The percentage of households spending more than 35% of their income on rent jumped from 35% in 2008 to almost 44% in 2009.

### The Bottom Line

The bottom line for Monterey County is that we have weathered the worst of the storm, but we are still in the rebuilding phase. Housing remains a sore spot and expect real estate to remain weak over the course of the next year and a half as the housing market reduces inventory and works through foreclosures. That said, a few bright spots are beginning to emerge: the agricultural sector has been strong throughout the recession. Exports to the rest of the world are up, and agricultural exports in general are performing particularly well, which should continue to bolster Monterey's economy. Tourism and retail spending are also projected to experience continued growth as the economy heals. We are certainly on the upswing, but initially growth may be hard to spot. Unemployment is expected to come down gradually, but employment growth will be muted and won't reach the pre-recession peak for several years. The recession is behind us but the recovery will be slow and less than spectacular.

### OUTLOOK FOR COUNTY FINANCES

The recession has profoundly affected local government, and indications are that some of the resulting changes will be long-lasting. Current projections show that even as the private sector slowly recovers, government operations are not likely to experience significant gains in the foreseeable future. There is good reason to believe that many pre-recession operation levels and functions, if ever fully restored, will redevelop in a very different form from those of previous years.



## FY 2011-12 Financial Forecast

### The General Fund

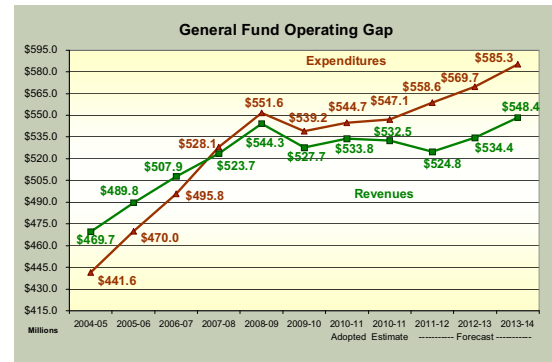
The vast majority of County departments rely on the General Fund at some level, if not entirely, in order to maintain necessary functions and services. As the largest County fund, the General Fund supports basic governmental functions, including public safety, land use and environment, recreation, health, public assistance, and administration. The following table highlights the condition of the General Fund since year-end FY 2009-10 through the forecast period.

	FY 2009-10		FY 2010-11		FY 2011-12	FY 2012-13	FY 2013-14
	Actual	Adopted	Year-End Estimate	Forecast	Forecast	Forecast	Forecast
<b>Available Financing</b>							
Fund Balance	\$ 26.1	\$ 6.6	\$ 11.2	\$ -	\$ -	\$ -	\$ -
Canc. Desig./Encumbrs	8.1	4.3	3.4	4.4	0.8	0.8	0.8
Revenues	527.7	533.8	532.5	524.8	534.4	548.4	548.4
<b>Total Financing Sources</b>	<b>\$ 561.9</b>	<b>\$ 544.7</b>	<b>\$ 547.1</b>	<b>\$ 529.2</b>	<b>\$ 535.2</b>	<b>\$ 549.2</b>	<b>\$ 549.2</b>
<b>Financing Uses</b>							
Provisions for Reserves	\$ 11.5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures	539.2	544.7	547.1	558.6	569.7	585.3	585.3
<b>Total Financing Uses</b>	<b>\$ 550.7</b>	<b>\$ 544.7</b>	<b>\$ 547.1</b>	<b>\$ 558.6</b>	<b>\$ 569.7</b>	<b>\$ 585.3</b>	<b>\$ 585.3</b>
<b>General Fund Balance:</b>	<b>\$ 11.2</b>	<b>\$ (0.0)</b>	<b>\$ -</b>	<b>\$ (29.4)</b>	<b>\$ (34.5)</b>	<b>\$ (36.1)</b>	<b>\$ (36.1)</b>

Variances in Adopted due to exclusion of Contingencies, which are not anticipated expenditures. Totals may not add due to rounding.

Financing for the FY 2010-11 Adopted Budget included \$6.6 million in prior year fund balance. Additional funding included \$533.8 million in revenues, \$0.8 million in cancelled designations, and \$4.3 million in prior year fund balance, previously reserved by the Board of Supervisors for use over a three-year period to offset impacts of necessary reductions as part of the phased process for closing the County's structural funding gap. The year-end estimate reflects the final audited fund balance of \$11.2 million, a \$3.4 million offset from previous fund balance, and \$532.5 million in estimated revenues. In contrast, year-end expenditures are estimated to increase \$2.3 million over adopted.

Details for the forecast period (highlighted below) reflect what we have already learned from previous forecasts—Monterey County can no longer rely on available fund balance to fund ongoing expenditures. Further complicating the County's ongoing efforts to close its structural funding gap, the forecast shows revenue declining another \$7.7 million (1.4%) in FY 2011-12, before beginning a modest upturn of 1.8% in FY 2012-13, followed by 2.6% in FY 2013-14. Meanwhile, forecasted expenditures increase by \$11.6 million (2.1%) in FY 2011-12, \$11.1 million (2.0%) in FY 2012-13, and \$15.6 million (2.7%) in FY 2013-14. The result is a continuing gap between revenues and expenditures, totaling \$33.8 million in FY 2011-12, increasing to \$34.5 million in FY 2012-13 and \$36.1 million in FY 2013-14.

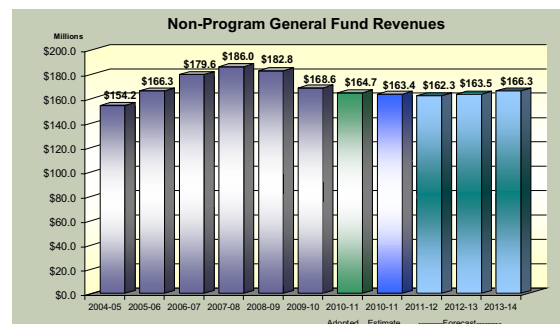


The Board of Supervisors' decision to set-aside previous years' fund balance in the phased process for closing the structural gap applies through FY 2011-12. The final \$4.4 million of the set-aside reserve is planned for use as the last available offset against still needed expenditure reductions. Forecasts have consistently reflected the need to end the County's long-time reliance on use of one-time fund balance, which continues to diminish and cannot be counted on as an available funding source in future years.

### The Outlook for Non-Program Revenue

Non-program revenues account for just under one-third of the County's General Fund budget. Monterey County generally uses its non-program revenues to support public safety and county administrative functions, and to meet matching requirements as an important leverage for receiving additional program revenues from state and Federal funding sources.

The chart below shows that total non-program revenue is estimated to end the current year at \$163.4 million, a decline of \$5.2 million (3.1%) below FY 2009-10 and an even larger decline of \$19.4 million (10.6%) compared to FY 2008-09. Declining revenues from property taxes are the biggest component of the two year down-turn.



FY 2011-12 County of Monterey Recommended Budget

## FY 2011-12 Financial Forecast

While all sources of non-program revenue remain well below FY 2008-09 levels, current year estimates reflect small levels of growth in revenue from Vehicle License Fees (VLF), Transient Occupancy Tax (TOT) and Sales Tax compared to FY 2009-10. These revenues are estimated to end the year slightly above budget, but the difference does not make up for the estimated year-end declines in property taxes.

Based on year-over-year changes in the non-program revenue forecast, by the end of FY 2011-12, the County will have experienced five consecutive years of declines in its discretionary revenues. Assuming all things remained equal, non-program revenues in FY 2013-14 have the potential to match totals received in FY 2005-06, eight years earlier.

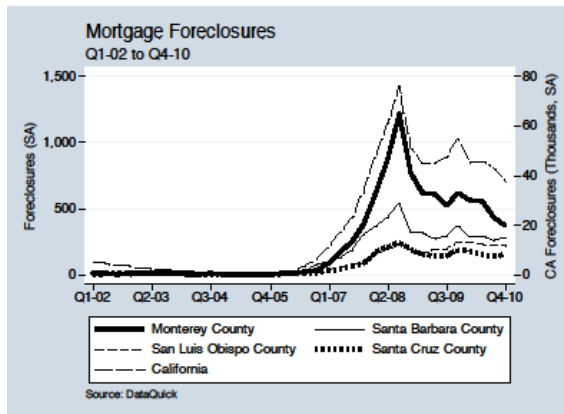
### Property Taxes

Forecasts for Monterey County continue to reflect the huge impact of the recession on local home owners. Overall property values are not expected to begin inching upward before the end of FY 2012-13. Even when values begin to recover, no one expects the dramatic climbs such as those experienced during the now burst housing bubble.

Foreclosure filings hit record highs in 2010 and are forecast to remain high in 2011. Mortgage lenders slowed the rate of foreclosure filings in the last two months of 2010 as they found themselves slogging through controversy over documentation and procedure issues that prompted many major lenders to temporarily halt foreclosure proceedings. According to *RealtyTrac* executives, many of the foreclosure proceedings that were stopped in late 2010 are likely to be reinitiated in 2011, on top of previously forecasted 2011 foreclosure filings.

Zillow reports that nearly 47% of Monterey County total sales in January of 2011 were foreclosed homes. A new wave of foreclosures resulting from option ARM loans resetting to higher interest rates has been expected, but so far has been avoided, for the most part because interest rates have remained so low. When the Federal Reserve eventually raises interest rates to combat inflation, it's possible that another wave of defaults could add to unsold inventory. In addition, foreclosed homes in California were selling at a substantial discount of over 39% when compared to non distressed properties. While such steeply discounted prices do help to clear inventory faster, the newly reset market prices also put more underwater buyers at risk of default. According to CoreLogic, during the fourth quarter of 2010, 32% of homeowners in California were underwater on their mortgages—they owed more than their homes were worth.

Quarterly foreclosures in Monterey County crested in the third quarter of 2008, when they nearly reached 1,200 homes. Since then, however, foreclosure activity in Monterey County has gradually improved, falling below 500 units during the third quarter of 2010 and to 370 units by the fourth quarter of 2010. In fact, compared to other Central Coast counties, Monterey County's foreclosure activity improved the most: the County's rate of foreclosures fell by a substantial 53% between the fourth quarters of 2008 and 2010, whereas foreclosures declined more moderately in the state (25.3%), as well as in Santa Cruz County (19.1%) and Santa Barbara County (14.4%). Foreclosures in San Luis Obispo County rose during this same period by 17.0%.

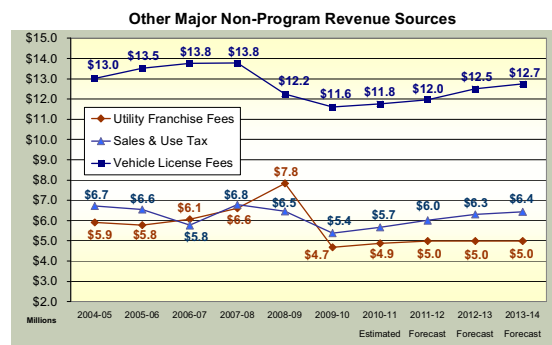
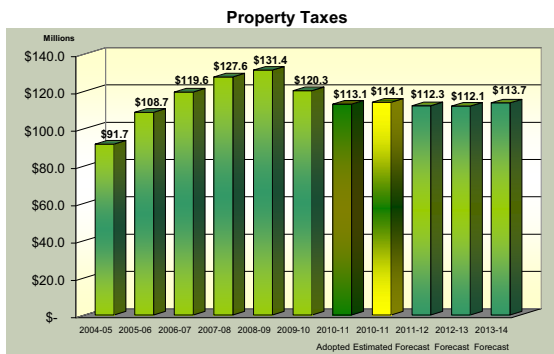


Despite the improvement in foreclosures, home values remain in a depressed state, putting downward pressure on the County's largest source of discretionary revenue. Current year secured property taxes, which are based on assessed home values as of December 31, 2010, declined another 4.5% compared to FY 2009-10, followed by a 2% decline in FY 2011-12. The overall loss in all property tax sources since year-end FY 2009-10 is another \$6.2 million (5.1%), contributing still further to an already diminished ability for the County to adequately address local priorities. Property tax revenues are expected to remain flat in FY 2012-13 and then return to positive (albeit modest) growth of 1.5% in FY 2013-14.

The chart below shows total revenue trends from all property tax revenue sources. The year-end FY 2010-11 estimated total of \$114.1 million reflects a 13.1% decline compared to the high of \$131.4 million in FY 2008-09.

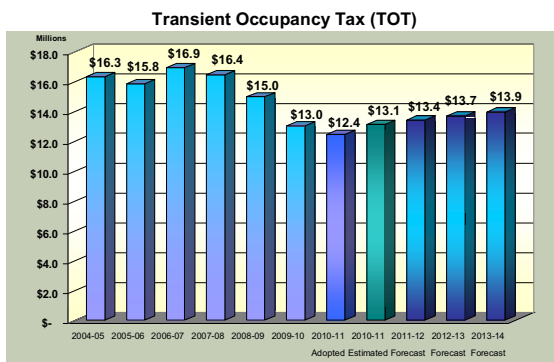
FY 2011-12 County of Monterey Recommended Budget

## FY 2011-12 Financial Forecast



Other key local discretionary revenues are beginning to show signs of modest growth. Current year revenue at the end of December 2010 is indicating positive growth. TOT revenue is expected to total \$13.1 million by year-end (essentially flat compared to the prior year), then grow by an estimated 2.0% in both FY 2012-13 and FY 2013-14. Even if these increases materialize, a return to pre-recession levels is not expected in the foreseeable future.

Revenue from utility franchise fees, meanwhile, does not currently reflect a return to previous highs. This revenue is estimated to end the year at \$4.9 million, well below levels of earlier years. In a single year between FY 2008-09 and FY 2009-10, the County's revenue from franchise fees fell 40.1%. Historically, approximately three-quarters of this revenue is generated by Pacific Gas & Electric primarily through natural gas commodity prices, and is highly sensitive to weather and economic conditions. The forecast assumes only a minor increase in FY 2011-12, as growth may be receding due to green initiatives and emphasis on energy conservation. Economic difficulties impacting family incomes may also be providing additional incentive for increased conservation efforts in this area. Lacking more substantial evidence that franchise fees will return to previously experienced levels, the forecast holds this revenue flat in both FYs 2012-13 and 2013-14.



Below are estimates for other major sources of local revenue. Vehicle License Fee revenue is estimated to end the year slightly below budget, but a tad higher than the prior year. Forecast years reflect 4.0% growth of \$0.5 million in FY 2011-12, and the revenue holding at this level through FY 2012-13, followed by a 2.0% increase in FY 2013-14. Again with these revenues, while positive growth is anticipated, pre-recession levels are not expected in the near term.

### Program Revenues

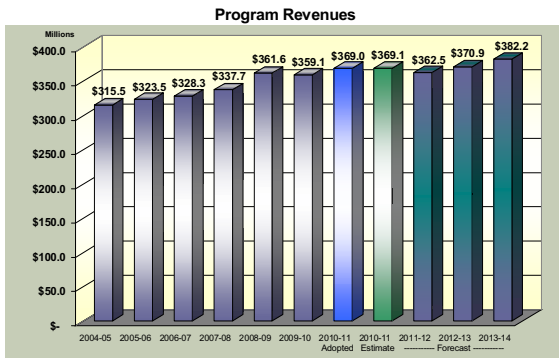
Program revenues are directly credited to individual departments based on a fiscal relationship between the services provided and specific revenues earned or, more typically, reimbursed for provision of those services. The year-end estimate for program revenues includes an increase of \$4.2 million in revenues from Federal sources, offset by a decline of \$5.9 million in State revenues. The forecast includes an estimated \$1.4 million increase in fees for licenses and permits and current year increases in other revenues. Based on year-end estimates, program revenues reflect an increase of \$9.9 million (2.8%) over FY 2009-10.

Sales and use tax revenues likewise reflect modest but steady growth, with totals remaining below prior year levels through at least FY 2013-14. Indications that these revenue sources are trending upward reflects forecasts for gradual growth as consumers begin repairing their personal spending power and gain confidence that the economy is on the mend. More measurable growth and a return to prior year revenue levels for these sources is, nonetheless, not expected before the unemployment picture brightens.

Program revenues are expected to decline by \$6.5 million (1.8%) in FY 2011-12 and reach \$382.2 million by FY 2013-14. The estimate and forecast for program revenues does not consider any reduction in State or Federal revenue that is not already included in current legislation. Proposals still pending final decisions at the State level and perhaps at the ballot box could result in a significantly different picture for these revenues within the forecast period.

FY 2011-12 County of Monterey Recommended Budget

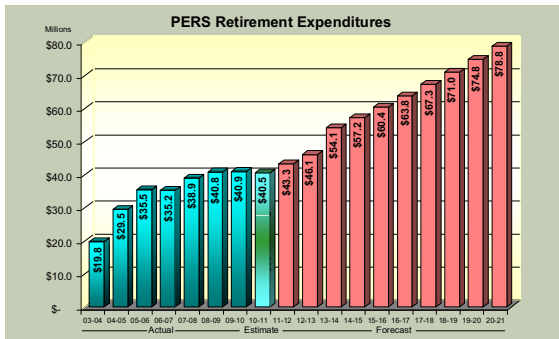
## FY 2011-12 Financial Forecast



### Rising PERS Retirement Costs

Most County employees participate in defined-benefit retirement plans administered by the California Public Employees' Retirement System (CalPERS). The County contributes an actuarially-determined percentage of each payroll to CalPERS to support these plans. Contributions include both an employer share and member share. The majority of current bargaining agreements include provisions for the County to "pick up" the member's share.

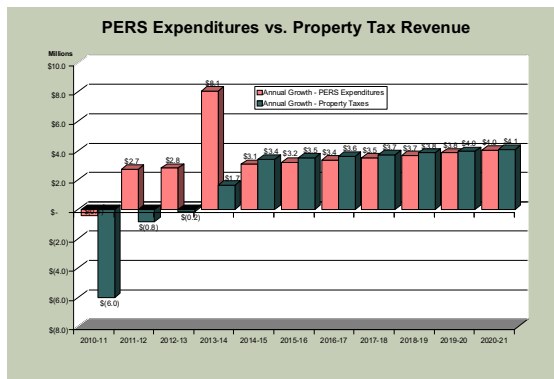
Over the past decade, PERS retirement costs have more than doubled as PERS investments experienced steep losses. As shown below, retirement payments rose from \$19.8 million in FY 2003-04 to an estimated \$40.9 million in the fiscal year that ended June 30, 2010.



The County's retirement expenditures are expected to nearly double again over the next decade due to the impact of the recession on CalPERS' investment portfolio. Utilizing CalPERS' projected contribution rates and actuarial assumptions, retirement expenditures are expected to accelerate from \$40.5 million in FY 2009-10 to \$78.8 million by FY 2020-21.

The rise in retirement expenditures reflects a sharp contrast to the County's falling revenues. The chart below compares the levels of anticipated increases in PERS

Retirement expenditures to estimated growth levels for the County's property tax revenues. PERS Retirement expenditures are expected to increase by \$13.6 million (33.6%) over the next three fiscal years, while revenues from property taxes, the County's largest source of discretionary revenue for supporting its workforce, including retirement benefits, are projected to fall another \$0.4 million, creating a budget gap of \$14.0 million. Even as growth in property tax revenues resumes in FY 2013-14, the projected growth over FY 2012-13, totaling \$1.5 million, will be no match against the same year anticipated increase of \$8.1 million in PERS expenditures. At this pace, it is difficult to imagine any increase in the County's ability to finance other needs in the years ahead.



### Other Cost Drivers

Other significant cost drivers contributing to forecasted deficits include sharply rising workers' compensation and health insurance costs. Workers' compensation costs were set to increase from \$11.9 million in the current year to \$22.6 million next fiscal year based on the latest actuarial analysis. The County elected to re-amortize the program's current unfunded liability over an eight year period to reduce budgetary impacts to departments and minimize layoffs next fiscal year. Under the amended actuarial analysis, workers' compensation costs to departments will now increase to \$18.6 million (instead of \$22.6 million) in FY 2011-12 and gradually reach \$22.5 million over the revised eight-year fund-up period.

Health insurance costs are also rising sharply next fiscal year, reflecting a 17% increase in premiums for calendar year 2011. Health insurance expenditures for the County are expected to increase from \$38.9 million in the current year to \$42.2 million in FY 2011-12. Costs are expected to continue climbing due to increased utilization associated with an aging population, health care inflation, and *Affordable Care Act* provisions, such as extending coverage to people with pre-existing conditions and covering dependents up to the age of 26.

FY 2011-12 County of Monterey Recommended Budget

## FY 2011-12 Financial Forecast

### All Funds Summary

As mentioned above, the General fund is the primary resource for the majority of the County's services. The County also has a variety of other funds including the Road Fund, Library Fund, Natividad Medical Center, various funds in the Water Resources Agency, and Resource Management Agency. The following summary is the forecast of revenues and expenditures for all County funds.

#### BUDGET SUMMARY (ALL FUNDS)

	Adopted Budget 2010-11	Year-end Estimate 2010-11	Recommended Budget 2011-12	Forecast 2012-13	Forecast 2013-14
<b>EXPENDITURES</b>					
General Fund	546,363,406	547,175,579	533,846,968	569,713,262	585,302,746
Road Fund	47,060,843	36,266,013	38,942,386	33,597,978	33,597,978
Library Fund	7,828,280	7,802,788	7,777,138	7,813,285	7,963,697
Natividad Medical Center	191,087,975	181,311,138	198,504,009	196,430,961	204,695,566
All Other Funds	174,201,518	156,208,416	156,243,556	264,547,016	207,746,906
<b>Total Expenditures</b>	<b>966,542,022</b>	<b>928,763,934</b>	<b>935,314,057</b>	<b>1,072,102,502</b>	<b>1,039,306,893</b>
<b>REVENUES</b>					
General Fund	530,424,779	533,938,279	522,379,958	534,417,389	548,431,216
Road Fund	47,310,846	36,266,013	38,942,386	33,597,978	33,597,978
Library Fund	6,907,335	7,390,753	6,740,770	7,086,103	7,208,254
Natividad Medical Center	174,574,629	179,272,000	192,986,166	193,689,012	204,972,593
All Other Funds	98,055,084	131,871,702	127,463,395	142,955,420	120,426,045
<b>Total Revenues</b>	<b>857,272,673</b>	<b>888,738,747</b>	<b>888,512,675</b>	<b>911,745,902</b>	<b>914,636,086</b>

### OTHER COUNTY FUNDS

While the focus of the previous section was the General Fund forecast, some of the other major funds provide significant services and are complex enough to warrant additional discussion. Details regarding all other funds can be found within the narrative sections of their respective departments.

#### Road Fund

The Road Fund is a special revenue fund established according to State law to account for revenues that are legally restricted for county road and bridge construction and related maintenance projects. The Road Fund is primarily funded by state and local fuel taxes as well as Federal and State grants. The General Fund also provides \$2.0 million to support the Pavement Management Program. In FY 2010-11, approximately \$900,000 in Local Transportation Funds (LTF) were diverted from the Road Fund to Monterey-Salinas Transit by the Transportation Agency for Monterey County to support mass transit programs in the south county region.

Further potential risks to the fund include macro-economic factors such as fluctuations in the price of or demand for motor fuel. Increases in the cost of commodities such as concrete and asphalt could also affect the expenditure side of the forecast as the project activities performed by this fund utilize large amounts of these construction materials.

Although the Road Fund forecast does not show a structural gap in revenues and expenditures, major strategies may be required to manage any additional revenue decreases resulting from the downturn in the economy, and

FY 2011-12 County of Monterey Recommended Budget

potential State budget reductions or realignment of funding. Some strategies could include labor cost efficiencies including freezing or eliminating vacancies, and potential reductions in service levels.

Road Fund	Modified Budget 2010-11	Year-End Estimate 2010-11	Forecast 2011-12	Forecast 2012-13	Forecast 2013-14
*Beginning Fund Balance:	\$ 1,471,153	\$ 1,471,153	\$ 1,471,153	\$ 1,471,154	\$ 1,471,153
Revenue:	39,245,208	37,583,665	33,597,978	33,597,978	33,597,978
Cancellation of Reserves/Designations:			-	-	
Expenditures:	39,245,208	37,583,665	33,597,977	33,597,978	33,597,978
Provisions for Reserves/Designations:					
Ending Fund Balance:	\$ 1,471,153	\$ 1,471,153	\$ 1,471,154	\$ 1,471,153	\$ 1,471,153

\* Fiscal Year 2010-11 unreserved fund balance based on the Summary Trial Balance as of January 14, 2011 as reported from the County's Accounting System. Advantage.

### Monterey County Library

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

The forecast for the Library Fund indicates that expenses will exceed the fund's dedicated revenue sources, causing the gradual erosion of fund balance each year until the fund reaches a negative balance in Fiscal Year 2013-14. This results from inflationary pressures and a decline in property tax revenues.

On the expenditures side, salaries and benefits comprise about 61.0% of the budget and are expected to increase about 2.5% each year. The department expects to hold all other expenditures to current levels.

With regard to revenues, the department projects a significant drop in property tax revenues, from the current year estimate of \$7.4 million to \$7.0 million in FY 2011-12. The forecast shows these revenues stabilizing through the rest of the forecast period, with slight growth in FY 2013-14.

The MCFL is currently developing a "Financial Plan" to meet the expectations set forth in the Monterey County Financial Guidelines in its own financial performance. The plan will include maintaining a positive fund balance, while incorporating the anticipated major repair/renovation costs for the Parkfield and San Lucas branch libraries during FY 2011-2012.

Library	Adopted Budget 2010-11	Year-End Estimate 2010-11	Forecast 2011-12	Forecast 2012-13	Forecast 2013-14
Beginning Available Fund Balance:	\$ 920,945	\$ 1,841,546	\$ 1,429,511	\$ 803,981	\$ 76,799
Revenue:	7,297,133	7,390,753	7,040,770	7,086,103	7,208,254
Cancellation of Reserves/Designations:					
Expenditures:	8,218,078	7,802,788	7,666,300	7,813,285	7,963,697
Provisions for Reserves/Designations:					
Ending Available Fund Balance:	\$ -	\$ 1,429,511	\$ 803,981	\$ 76,799	\$ (678,644)

## FY 2011-12 Financial Forecast

### Water Resources Agency

The Monterey County Water Resource Agency (WRA) is responsible for the management of groundwater resources and flood control protection for the county. The WRA budget consists of 27 funds. This section focuses on the WRA Administration Fund, which covers costs for administrative and maintenance staffing, services and supplies, and equipment acquisition. The fund's revenue is provided by staff and overhead charges to each of the improvement zones and districts managed by the agency. The fund also has approximately \$2.6 million in reserved fund balance for the Hydro-stabilization project.

The Agency is aggressively working on a "Strategic Plan" to meet Monterey County Financial Guidelines. The plan will include maintaining a positive fund balance.

Water Resources Agency Administrative Fund	Adopted Budget 2010-11	Year-End Estimate 2010-11	Forecast 2011-12	Forecast 2012-13	Forecast 2013-14
Beginning Available Fund Balance:	\$ -	\$ 330,933	\$ 202,667	\$ (2,333)	\$ (2,333)
Revenue:	170,000	100,381	992,180	10,000	10,000
cellation of Reserves/Designations:	-	-	-	-	-
Expenditures:	170,000	228,647	1,197,180	10,000	10,000
visions for Reserves/Designations:	\$ 2,559,436	\$ 2,559,436	\$ 2,559,436	\$ 2,559,436	\$ 2,559,436
Ending Available Fund Balance:	\$ -	\$ 202,667	\$ (2,333)	\$ (2,333)	\$ (2,333)

### Natividad Medical Center

Natividad Medical Center (NMC) is a County "enterprise fund," defined as a governmental fund that provides goods and services to the public for a fee that makes the entity self-supporting. In recent years, NMC has continued to experience improvement in its financial performance. The strategic decisions on the part of the Board of Supervisors, the Board of Trustees and NMC management have proved effective, with the hospital having experienced four years of improved financial position.

The forecast for NMC shows that the fund is balanced through the forecast period based on the following assumptions on volumes, inflation, and rate information:

- Volume: inpatient revenues are expected to grow by 2% per year in fiscal years 2012-13 through 2014-15. Outpatient revenues are expected to grow by 4% per year during the same period.
- Revenue Rates: inpatient and outpatient rates are forecast to increase 8% in fiscal years 2012-13 through 2014-15.
- Inflation: expenses are anticipated to increase anywhere from 0-5% in fiscal years 2012-13 through 2014-15.

In the current year, NMC began implementation of a capital improvement program that included borrowing

\$15.0 million to upgrade much needed medical equipment and facilitate building and other equipment needs.

The hospital anticipates approval of a second round of borrowing for equipment purchases in FY 2011-12. With Board approval, additional borrowing will follow in FY 2012-13 through FY 2014-15 to meet incremental capital needs.

Natividad Medical Center	Adopted Budget 2010-11	Year-End Estimate 2010-11	Forecast 2011-12	Forecast 2012-13	Forecast 2013-14
Net Patient Revenue:	136,978,556	125,323,196	135,372,270	142,980,548	152,191,002
Government Revenues:	31,652,900	48,956,900	39,686,750	42,482,738	44,457,742
Other Revenues:	5,943,173	4,992,101	5,105,346	8,225,726	8,353,849
<b>Total Revenue:</b>	<b>174,574,629</b>	<b>179,272,196</b>	<b>180,164,366</b>	<b>193,689,011</b>	<b>205,002,593</b>
<b>Operating Expenses:</b>	<b>171,087,975</b>	<b>163,762,422</b>	<b>174,415,885</b>	<b>185,845,778</b>	<b>196,566,553</b>
<b>Net Income/(Loss)</b>	<b>3,486,654</b>	<b>15,509,774</b>	<b>5,748,481</b>	<b>7,843,233</b>	<b>8,436,039</b>

### Planning for Tomorrow

The County Administrative Office (CAO) prepared various financial strategies to aid development of the FY 2011-12 Recommended Budget. One of the adopted strategies establishes a designated reserve within the General Fund Strategic Reserve for the benefit of NMC. This will bring the General Fund Strategic Reserve close to the fully funded level of 10% of estimated annual revenues through a transfer of approximately \$14.2 million (8% of NMC's budgeted revenues) in NMC unreserved fund balance. Fully funding the Strategic Reserve will help ensure that the County and NMC are better positioned and prepared financially to quickly respond to any future emergent situations such as natural disasters or economic downturns. It is anticipated that the County's demonstrated commitment to funding reserves will be reflected in credit rating agency reviews, which may benefit County agencies through positive ratings and favorable lending rates.

### Conclusions

Residents of Monterey County, like the rest of the nation, face a new economic reality. Over half (55%) of Americans suffered a job loss, cut in pay, or reduction in hours as a result of the recession. Home values remain depressed and households lack the income or equity to finance levels of spending seen prior to the recession. The result is a change in the economic fundamentals that shape local government finances.

Fortunately, the Board of Supervisors positioned the County to weather the economic reality by adopting responsible financial policies, such as building a strategic reserve, and by taking early and decisive action to bring expenditures in line with falling revenues. Because of this leadership, the County has fared better than other governmental entities in its ability to protect employees

## FY 2011-12 Financial Forecast

---

and services. This leadership will prove invaluable as the Board continues to make the tough decisions. Although much work remains to be done, recent actions to fully fund the strategic reserve and work towards structural balance help preserve the County's credit rating and service capacity over the long-term.

### **Departmental Revenue & Expenditure Trends**

The following table provides historical budget data by department. Such a review of revenue and expenditure changes over time provides useful management information to County officials and other local leaders trying to efficiently manage public funds and maintain service levels in an era of tight budgets.

FY 2011-12 County of Monterey Recommended Budget

## FY 2011-12 Financial Forecast

### Expenditure/Revenue History by Department for All Funds

Department		FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
		Actual	Actual	Actual	Actual	Estimate	Recommend
Board of Supervisors 1000	Expenditures	\$ 2,153,732	\$ 2,308,863	\$ 2,819,805	\$ 2,927,178	\$ 3,012,917	\$ 3,021,690
	Revenue	\$ -	\$ -	\$ 480	\$ -	\$ -	\$ -
	GF Contribution	\$ 2,153,732	\$ 2,308,863	\$ 2,819,325	\$ 2,927,178	\$ 3,012,917	\$ 3,021,690
County Administrative Office 1050	Expenditures	\$ 71,433,767	\$ 90,454,863	\$ 73,748,471	\$ 69,501,799	\$ 72,827,305	\$ 82,252,567
	Revenue	\$ 219,429,026	\$ 231,748,660	\$ 210,743,412	\$ 198,768,610	\$ 202,529,061	\$ 206,367,750
	GF Contribution/Fund Balance	\$ (147,995,260)	\$ (141,293,796)	\$ (136,994,941)	\$ (129,266,811)	\$ (129,701,756)	\$ (124,115,183)
County Administrative Office - Departmental 1050_CA0_BR	Expenditures	\$ 8,111,905	\$ 10,374,827	\$ 10,724,208	\$ 9,172,265	\$ 9,790,644	\$ 7,318,301
	Revenue	\$ 1,070,744	\$ 832,139	\$ 1,174,182	\$ 1,165,948	\$ 1,180,700	\$ 523,123
	GF Contribution	\$ 7,041,161	\$ 9,542,688	\$ 9,550,026	\$ 8,006,317	\$ 8,609,944	\$ 6,795,178
County Administrative Office - Nondepartmental 1050_CA0N_BR	Expenditures	\$ 63,321,861	\$ 80,080,036	\$ 63,024,262	\$ 60,329,534	\$ 63,036,661	\$ 74,934,266
	Revenue	\$ 218,358,282	\$ 230,916,521	\$ 209,569,229	\$ 197,602,661	\$ 201,348,361	\$ 205,844,627
	GF Contribution/Fund Balance	\$ (155,036,421)	\$ (150,836,484)	\$ (146,544,967)	\$ (137,273,127)	\$ (138,311,700)	\$ (130,910,361)
Equal Opportunity Office 1080	Expenditures	\$ 384,010	\$ 514,781	\$ 547,293	\$ 519,041	\$ 637,420	\$ 544,467
	Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	GF Contribution	\$ 384,010	\$ 514,781	\$ 547,293	\$ 519,041	\$ 637,420	\$ 544,467
Auditor/Controller 1110	Expenditures	\$ 102,534,426	\$ 18,890,574	\$ 60,910,460	\$ 66,481,941	\$ 33,436,698	\$ 15,969,650
	Revenue	\$ 110,402,019	\$ 14,945,925	\$ 64,553,449	\$ 69,013,016	\$ 34,586,995	\$ 17,197,465
	GF Contribution/Fund Balance	\$ (7,867,593)	\$ 3,944,649	\$ (3,642,989)	\$ (2,531,075)	\$ (1,150,297)	\$ (1,227,815)
Auditor/Controller - Departmental 1110_AUDC_DV	Expenditures	\$ 4,136,845	\$ 4,930,849	\$ 5,269,962	\$ 5,235,660	\$ 5,162,478	\$ 4,922,339
	Revenue	\$ 425,702	\$ 785,197	\$ 716,773	\$ 889,421	\$ 351,514	\$ 419,514
	GF Contribution	\$ 3,711,143	\$ 4,145,652	\$ 4,553,190	\$ 4,346,239	\$ 4,810,964	\$ 4,502,825
Auditor/Controller - Nondepartmental 1110_ACNO_DV	Expenditures	\$ 98,397,582	\$ 13,959,726	\$ 55,640,497	\$ 61,246,280	\$ 28,274,220	\$ 11,047,311
	Revenue	\$ 109,976,317	\$ 14,160,729	\$ 63,836,677	\$ 68,123,595	\$ 34,235,481	\$ 16,777,951
	GF Contribution/Fund Balance	\$ (11,578,736)	\$ (201,003)	\$ (8,196,179)	\$ (6,877,315)	\$ (5,961,261)	\$ (5,730,640)
Treasurer/Tax Collector 1170	Expenditures	\$ 4,251,639	\$ 4,955,256	\$ 5,142,476	\$ 5,483,708	\$ 6,754,634	\$ 6,872,310
	Revenue	\$ 3,363,980	\$ 3,831,761	\$ 4,119,445	\$ 4,743,876	\$ 5,357,639	\$ 5,403,030
	GF Contribution	\$ 887,660	\$ 1,123,495	\$ 1,023,031	\$ 739,832	\$ 1,396,995	\$ 1,469,280
Assessor/County Clerk/Recorder 1180	Expenditures	\$ 5,853,011	\$ 6,245,142	\$ 7,162,873	\$ 6,342,931	\$ 7,654,374	\$ 7,053,798
	Revenue	\$ 3,495,582	\$ 2,659,155	\$ 2,625,291	\$ 2,572,142	\$ 4,209,727	\$ 3,420,388
	GF Contribution	\$ 2,357,429	\$ 3,585,987	\$ 4,537,582	\$ 3,770,789	\$ 3,444,647	\$ 3,633,410
County Counsel 1210	Expenditures	\$ 2,180,988	\$ 2,525,951	\$ 2,858,821	\$ 3,217,945	\$ 3,473,629	\$ 3,179,960
	Revenue	\$ 518,472	\$ 289,765	\$ 261,921	\$ 204,784	\$ 316,120	\$ 399,200
	GF Contribution	\$ 1,662,517	\$ 2,236,186	\$ 2,596,900	\$ 3,013,161	\$ 3,157,509	\$ 2,780,760
Clerk of the Board 1300	Expenditures	\$ 3,450	\$ 4,126	\$ 483,449	\$ 667,646	\$ 658,745	\$ 681,708
	Revenue	\$ -	\$ -	\$ 40,881	\$ 23,986	\$ -	\$ -
	GF Contribution	\$ 3,450	\$ 4,126	\$ 442,568	\$ 643,660	\$ 658,745	\$ 681,708
Elections 1410	Expenditures	\$ 3,057,126	\$ 4,139,609	\$ 4,102,721	\$ 3,780,932	\$ 3,319,654	\$ 5,130,616
	Revenue	\$ 1,435,940	\$ 1,123,149	\$ 2,553,006	\$ 913,178	\$ 1,764,539	\$ 2,146,029
	GF Contribution	\$ 1,621,186	\$ 3,016,460	\$ 1,549,715	\$ 2,867,754	\$ 1,555,115	\$ 2,984,587
Emergency Communications 1520	Expenditures	\$ 7,797,009	\$ 8,282,233	\$ 9,408,512	\$ 8,406,432	\$ 12,022,757	\$ 17,278,658
	Revenue	\$ 6,957,905	\$ 7,313,220	\$ 7,716,372	\$ 7,325,489	\$ 10,332,843	\$ 15,916,288
	GF Contribution/Fund Balance	\$ 839,104	\$ 969,013	\$ 1,692,140	\$ 1,080,943	\$ 1,689,914	\$ 1,362,370
Information Technology 1930	Expenditures	\$ 3,428,672	\$ 3,661,464	\$ 2,161,341	\$ 1,624,848	\$ 2,053,752	\$ 1,935,184
	Revenue	\$ 608,215	\$ 1,746,278	\$ 1,274,428	\$ 822,734	\$ 892,250	\$ 1,935,184
	GF Contribution	\$ 2,820,457	\$ 1,915,186	\$ 886,914	\$ 802,114	\$ 1,161,502	\$ -
District Attorney 2240	Expenditures	\$ 14,221,464	\$ 15,498,121	\$ 15,911,432	\$ 16,496,721	\$ 17,164,592	\$ 17,924,887
	Revenue	\$ 8,093,109	\$ 8,173,884	\$ 7,693,904	\$ 7,609,256	\$ 8,725,715	\$ 9,200,391
	GF Contribution	\$ 6,128,355	\$ 7,324,237	\$ 8,217,529	\$ 8,887,465	\$ 8,438,877	\$ 8,724,496
Child Support Services 2250	Expenditures	\$ 10,808,959	\$ 11,190,147	\$ 10,746,112	\$ 10,734,968	\$ 11,318,073	\$ 10,868,440
	Revenue	\$ 11,198,796	\$ 11,857,421	\$ 11,063,156	\$ 10,710,396	\$ 11,626,991	\$ 11,284,235
	GF Contribution	\$ (389,837)	\$ (667,274)	\$ (317,045)	\$ 24,572	\$ (308,918)	\$ (415,795)

FY 2011-12 County of Monterey Recommended Budget



## FY 2011-12 Financial Forecast

### Expenditure/Revenue History by Department for All Funds

Department		FY 2006-07		FY 2007-08		FY 2008-09		FY 2009-10		FY 2010-11		FY 2011-12	
		Actual	Actual	Actual	Actual	Actual	Actual	Estimate	Estimate	Recommend	Recommend		
Public Defender 2270	Expenditures	\$ 7,222,931	\$ 8,591,276	\$ 9,321,937	\$ 9,872,146	\$ 9,537,851	\$ 9,226,259						
	Revenue	\$ 176,130	\$ 312,824	\$ 171,769	\$ 87,729	\$ 367,000	\$ 270,000						
	GF Contribution	\$ 7,046,801	\$ 8,278,452	\$ 9,150,169	\$ 9,784,417	\$ 9,170,851	\$ 8,956,259						
Sheriff/Coroner 2300	Expenditures	\$ 70,124,962	\$ 75,808,841	\$ 77,709,046	\$ 75,253,502	\$ 74,456,337	\$ 71,880,219						
	Revenue	\$ 25,012,630	\$ 23,846,923	\$ 23,503,676	\$ 21,903,722	\$ 23,317,773	\$ 22,728,952						
	GF Contribution	\$ 45,112,332	\$ 51,961,918	\$ 54,205,370	\$ 53,349,780	\$ 51,138,564	\$ 49,151,267						
Probation 2550	Expenditures	\$ 27,044,778	\$ 30,689,317	\$ 33,386,929	\$ 34,531,882	\$ 34,977,547	\$ 32,507,968						
	Revenue	\$ 17,165,443	\$ 15,311,705	\$ 15,934,620	\$ 16,442,179	\$ 17,760,928	\$ 16,279,460						
	GF Contribution	\$ 9,879,336	\$ 15,377,612	\$ 17,452,309	\$ 18,089,703	\$ 17,216,619	\$ 16,228,508						
Agricultural Commissioner 2810	Expenditures	\$ 7,424,490	\$ 8,325,039	\$ 8,061,744	\$ 8,917,436	\$ 8,826,539	\$ 9,269,923						
	Revenue	\$ 5,290,335	\$ 5,342,046	\$ 5,288,951	\$ 6,470,002	\$ 6,104,143	\$ 6,547,527						
	GF Contribution	\$ 2,134,155	\$ 2,982,994	\$ 2,772,793	\$ 2,447,434	\$ 2,722,396	\$ 2,722,396						
Resource Management Agency 3000	Expenditures	\$ 98,273,379	\$ 79,378,830	\$ 121,111,929	\$ 91,847,207	\$ 104,378,172	\$ 96,707,964						
	Revenue	\$ 126,762,973	\$ 58,880,344	\$ 60,420,622	\$ 58,042,554	\$ 67,731,945	\$ 69,822,812						
	GF Contribution/Fund Balance	\$ (28,489,594)	\$ 20,498,486	\$ 60,691,306	\$ 33,804,653	\$ 36,646,227	\$ 26,885,152						
Resource Management Agency Administration 3000_RMAA_BR	Expenditures	\$ 414,202	\$ 341,103	\$ 937,635	\$ 275,075	\$ 409,029	\$ 274,946						
	Revenue	\$ -	\$ 265	\$ -	\$ 1,186	\$ -	\$ -						
	GF Contribution	\$ 414,202	\$ 340,837	\$ 937,635	\$ 273,889	\$ 409,029	\$ 274,946						
Resource Management Agency Building Services 3000_BLDS_BR	Expenditures	\$ -	\$ 6,415,160	\$ 5,794,362	\$ 5,338,802	\$ 5,984,007	\$ 5,208,769						
	Revenue	\$ -	\$ 4,353,398	\$ 2,243,354	\$ 2,945,260	\$ 3,660,265	\$ 3,189,126						
	GF Contribution	\$ -	\$ 2,061,762	\$ 3,551,008	\$ 2,393,542	\$ 2,323,742	\$ 2,019,643						
Resource Management Agency Planning 3000_PLNG_BR	Expenditures	\$ 11,419,203	\$ 5,198,139	\$ 5,333,924	\$ 5,670,622	\$ 5,717,897	\$ 5,224,565						
	Revenue	\$ 7,698,932	\$ 1,599,423	\$ 1,429,247	\$ 1,105,342	\$ 1,323,503	\$ 1,160,195						
	GF Contribution	\$ 3,720,271	\$ 3,598,716	\$ 3,904,677	\$ 4,565,280	\$ 4,394,394	\$ 4,064,370						
Resource Management Agency Public Works/Countywide Services 3000_PWCS_BR	Expenditures	\$ 2,254,315	\$ 3,058,992	\$ 3,100,877	\$ 3,283,683	\$ 5,295,986	\$ 2,481,793						
	Revenue	\$ 2,603,670	\$ 3,776,410	\$ 2,384,209	\$ 4,094,596	\$ 4,191,515	\$ 2,187,388						
	Fund Balance	\$ (349,355)	\$ (717,418)	\$ 716,668	\$ (810,913)	\$ 1,104,471	\$ 294,405						
Resource Management Agency Public Works 3000_PWRK_GR	Expenditures	\$ 74,116,214	\$ 54,314,544	\$ 92,722,747	\$ 60,746,012	\$ 56,925,123	\$ 56,123,065						
	Revenue	\$ 102,202,838	\$ 33,650,627	\$ 40,779,214	\$ 34,282,575	\$ 39,787,525	\$ 42,576,674						
	GF Contribution/Fund Balance	\$ (28,086,624)	\$ 20,663,917	\$ 51,943,533	\$ 26,463,437	\$ 17,137,598	\$ 13,546,391						
Resource Management Agency Redevelopment & Housing 3000_RHO_BR	Expenditures	\$ 10,069,445	\$ 10,050,892	\$ 13,222,384	\$ 16,533,013	\$ 30,046,130	\$ 27,394,826						
	Revenue	\$ 14,257,532	\$ 15,500,220	\$ 13,584,598	\$ 15,613,594	\$ 18,769,137	\$ 20,709,429						
	GF Contribution/Fund Balance	\$ (4,188,087)	\$ (5,449,329)	\$ (362,214)	\$ 919,419	\$ 11,276,993	\$ 6,685,397						
Health 4000	Expenditures	\$ 105,390,063	\$ 117,854,131	\$ 124,337,607	\$ 120,219,241	\$ 123,003,377	\$ 126,827,361						
	Revenue	\$ 96,538,577	\$ 98,238,492	\$ 115,507,728	\$ 113,909,240	\$ 108,056,865	\$ 113,374,497						
	GF Contribution/Fund Balance	\$ 8,851,486	\$ 19,615,639	\$ 8,829,879	\$ 6,310,001	\$ 14,946,512	\$ 13,452,864						
Social & Employment Services 5010	Expenditures	\$ 136,942,057	\$ 147,928,152	\$ 157,051,854	\$ 168,088,748	\$ 175,782,967	\$ 159,782,846						
	Revenue	\$ 127,291,051	\$ 137,558,415	\$ 145,612,002	\$ 157,765,477	\$ 166,265,587	\$ 150,795,354						
	GF Contribution/Fund Balance	\$ 9,651,006	\$ 10,369,737	\$ 11,439,852	\$ 10,323,271	\$ 9,517,380	\$ 8,987,492						
Library 6110	Expenditures	\$ 6,284,885	\$ 7,144,646	\$ 7,287,879	\$ 7,119,888	\$ 7,802,788	\$ 7,777,138						
	Revenue	\$ 6,620,656	\$ 7,066,829	\$ 7,509,558	\$ 7,074,179	\$ 7,390,753	\$ 6,740,770						
	Fund Balance	\$ (335,771)	\$ 77,816	\$ (221,679)	\$ 45,709	\$ 412,035	\$ 1,036,368						
Cooperative Extension Service 6210	Expenditures	\$ 533,505	\$ 589,976	\$ 559,025	\$ 541,356	\$ 551,174	\$ 589,770						
	Revenue	\$ 305,155	\$ 288,454	\$ 80,829	\$ 161,548	\$ 138,699	\$ 135,059						
	GF Contribution	\$ 228,350	\$ 301,522	\$ 478,196	\$ 379,808	\$ 412,475	\$ 454,711						
Parks 7500	Expenditures	\$ 8,747,155	\$ 9,453,514	\$ 11,251,488	\$ 11,372,269	\$ 10,951,634	\$ 14,633,525						
	Revenue	\$ 6,187,374	\$ 8,501,441	\$ 9,149,693	\$ 8,032,788	\$ 9,805,701	\$ 12,687,521						
	GF Contribution	\$ 2,559,781	\$ 952,072	\$ 2,101,796	\$ 3,339,481	\$ 1,145,933	\$ 1,946,004						
Water Resources Agency 9300	Expenditures	\$ 18,107,129	\$ 24,732,085	\$ 40,298,232	\$ 32,090,614	\$ 22,849,860	\$ 34,893,140						
	Revenue	\$ 19,067,423	\$ 24,633,914	\$ 45,398,188	\$ 25,621,532	\$ 22,185,473	\$ 22,874,597						
	Fund Balance	\$ (960,294)	\$ 98,170	\$ (5,099,956)	\$ 6,469,082	\$ 664,387	\$ 12,018,543						
Natividad Medical Center 9600	Expenditures	\$ 133,780,250	\$ 144,589,925	\$ 159,278,455	\$ 166,389,658	\$ 181,311,138	\$ 198,504,009						
	Revenue	\$ 138,320,797	\$ 158,866,110	\$ 165,709,835	\$ 176,060,679	\$ 179,272,000	\$ 192,986,166						
	Fund Balance	\$ (4,540,548)	\$ (14,276,184)	\$ (6,431,379)	\$ (9,671,021)	\$ 2,039,138	\$ 5,517,843						
Countywide Totals	Expenditures	\$ 847,983,837	\$ 823,756,862	\$ 945,659,891	\$ 922,430,037	\$ 928,763,934	\$ 935,314,057						
	Revenue	\$ 934,241,587	\$ 822,536,716	\$ 906,933,214	\$ 894,279,096	\$ 888,738,747	\$ 888,512,675						
	GF Contribution/Fund Balance	\$ (86,257,750)	\$ 1,220,146	\$ 38,726,676	\$ 28,150,941	\$ 40,025,187	\$ 46,801,382						

FY 2011-12 County of Monterey Recommended Budget



This page intentionally left blank.

# Schedule 1

## Monterey County All Funds Summary Fiscal Year 2011-2012

Fund Name	Total Financing Sources				Total Financing Uses		
	Fund Balance Unreserved/ Undesignated June 30, 2011	Decreases to Reserves/ Designations/ Net Assets	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Reserves/ Designations/ Net Assets	Total Financing Uses
1	2	3	4	5	6	7	8
<b>Governmental Funds</b>							
General Fund	-	11,467,010	522,379,958	533,846,968	533,846,968	-	533,846,968
Special Revenue Funds	3,937,433	-	59,345,533	63,282,966	62,079,104	-	62,079,104
Capital Project Funds	40,654,087	-	10,591,975	51,246,062	17,424,590	-	17,424,590
Debt Service Fund	-	-	16,167,951	16,167,951	16,167,951	-	16,167,951
<b>Total Governmental Funds</b>	<b>44,591,520</b>	<b>11,467,010</b>	<b>608,485,417</b>	<b>664,543,947</b>	<b>629,518,613</b>	<b>-</b>	<b>629,518,613</b>
<b>Other Funds</b>							
Internal Service Funds	45,722,859	-	34,664,050	80,386,909	34,641,217	-	34,641,217
Enterprise Fund	13,481,062	-	202,514,669	215,995,731	208,310,819	-	208,310,819
Special Districts and Other Agencies	22,271,943	-	42,848,539	65,120,482	62,843,408	-	62,843,408
<b>Total Other Funds</b>	<b>81,475,864</b>	<b>-</b>	<b>280,027,258</b>	<b>361,503,122</b>	<b>305,795,444</b>	<b>-</b>	<b>305,795,444</b>
<b>Total All Funds</b>	<b>126,067,384</b>	<b>11,467,010</b>	<b>888,512,675</b>	<b>1,026,047,069</b>	<b>935,314,057</b>	<b>-</b>	<b>935,314,057</b>

# Schedule 2

## Monterey County Governmental Funds Summary Fiscal Year 2011-2012

Fund Name	Total Financing Sources				Total Financing Uses		
	Fund Balance Unreserved/ Undesignated June 30, 2011	Decreases to Reserves/ Designations/ Net Assets	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Reserves/ Designations/ Net Assets	Total Financing Uses
1	2	3	4	5	6	7	8
<b>General Fund</b>	-	11,467,010	522,379,958	533,846,968	533,846,968	-	533,846,968
<b>Total General Fund</b>	-	<b>11,467,010</b>	<b>522,379,958</b>	<b>533,846,968</b>	<b>533,846,968</b>	-	<b>533,846,968</b>
<b>Special Revenue Funds*:</b>							
Road Fund	446,334	-	38,942,386	39,388,720	38,942,386	-	38,942,386
Library Fund	1,429,511	-	6,740,770	8,170,281	7,777,138	-	7,777,138
In-Home Support Services	109,177	-	330,768	439,945	416,266	-	416,266
Fish & Game Propagation	9,198	-	18,986	28,184	19,785	-	19,785
Office of Employment Training	174,036	-	7,141,177	7,315,213	7,141,177	-	7,141,177
Community Action Partnership	158,271	-	519,199	677,470	519,199	-	519,199
Inclusionary Housing	125,748	-	37,500	163,248	163,248	-	163,248
Economic Development Prog	(72,267)	-	493,000	420,733	420,733	-	420,733
Productivity Investment Prog **	883,310	-	-	883,310	883,310	-	883,310
Community Development	532,924	-	4,196,675	4,729,599	4,729,599	-	4,729,599
Fort Ord Reuse	-	-	47,000	47,000	47,000	-	47,000
Emergency Medical Service	141,191	-	878,072	1,019,263	1,019,263	-	1,019,263
<b>Total Special Revenue Funds</b>	<b>3,937,433</b>	-	<b>59,345,533</b>	<b>62,282,966</b>	<b>62,079,104</b>	-	<b>62,079,104</b>
<b>Capital Projects Funds:</b>							
Facilities Project	2,699,068	-	2,252,427	4,951,495	4,606,899	-	4,606,899
Capital Projects	10,830,297	-	557,837	11,388,134	521,844	-	521,844
Capital Project Automation	465,200	-	-	465,200	465,200	-	465,200
Facility Master Plan Implementation	26,228,065	-	92,500	26,320,565	4,141,436	-	4,141,436
NGEN Radio Project	431,457	-	7,689,211	8,120,668	7,689,211	-	7,689,211
<b>Total Capital Projects Funds</b>	<b>40,654,087</b>	-	<b>10,591,975</b>	<b>51,246,062</b>	<b>17,424,590</b>	-	<b>17,424,590</b>
<b>Debt Service Funds:</b>							
Public Improvement Corporation	-	-	16,167,951	16,167,951	16,167,951	-	16,167,951
1987 COP Refunding	-	-	-	-	-	-	-
<b>Total Debt Service Funds</b>	-	-	<b>16,167,951</b>	<b>16,167,951</b>	<b>16,167,951</b>	-	<b>16,167,951</b>
<b>Total Governmental Funds</b>	<b>44,591,520</b>	<b>11,467,010</b>	<b>608,485,417</b>	<b>664,543,947</b>	<b>629,518,613</b>	-	<b>629,518,613</b>

\* The following funds are no longer displayed due to:

- 004 - Parks South County Lakes - Converted to Fund 452 Parks Lake and Resort Operations - Enterprise Fund
- 010 - FEMA Disaster Assistance - Established as a General Fund Designation
- 014 - Natural Disaster Assistance - Established as a General Fund Designation
- 017 - Self-Insurance Reserves - Converted to Fund 477 Self Insurance Reserves - Internal Service Fund

\*\* 012 - Productivity Investment - Fund Balance was budgeted in FY 11-12, but will be established as a General Fund Designation.

# Schedule 3

## Monterey County Fund Balance - Governmental Funds Fiscal Year 2011-2012

Fund Name <b>1</b>	Total Fund Balance June 30, 2011 <b>2</b>	Less: Fund Balance-Reserved/Designated			Fund Balance Unreserved/ Undesignated June 30, 2011 <b>6</b>
		Encumbrances <b>3</b>	General & Other Reserves <b>4</b>	Designations <b>5</b>	
<b>General Fund</b>					
001 - General Fund	86,127,825	24,122,936	427,104	61,577,785	-
<b>Total General Fund</b>	<b>86,127,825</b>	<b>24,122,936</b>	<b>427,104</b>	<b>61,577,785</b>	-
<b>Special Revenue Funds*:</b>					
002 - Road Fund	4,870,452	4,061,963	112,155	250,000	446,334
003 - County Library Fund	2,277,254	630,160	-	217,583	1,429,511
005 - In-Home Support Services	119,749	10,572	-	-	109,177
006 - Fish and Game Propagation	9,198	-	-	-	9,198
007 - Office of Employment Training	183,092	9,056	-	-	174,036
008 - Community Action Partnership	260,413	102,142	-	-	158,271
009 - Inclusionary Housing	163,887	38,139	-	-	125,748
011 - Economic Development Program	(29,322)	42,945	-	-	(72,267)
012 - Productivity Investment Program **	883,310	-	-	-	883,310
013 - Community Development	969,087	436,163	-	-	532,924
015 - Fort Ord Reuse	-	-	-	-	-
016 - Emergency Medical Service	141,191	-	-	-	141,191
<b>Total Special Revenue Funds</b>	<b>9,848,311</b>	<b>5,331,140</b>	<b>112,155</b>	<b>467,583</b>	<b>3,937,433</b>
<b>Capital Project Funds:</b>					
401 - Facilities Project	3,295,617	596,549	-	-	2,699,068
402 - Capital Projects	11,025,348	195,051	-	-	10,830,297
403 - Capital Project Automation	990,606	525,406	-	-	465,200
404 - Facility Master Plan Implementation	26,676,815	448,750	-	-	26,228,065
405 - NGEN Radio Project	1,816,489	1,385,032	-	-	431,457
<b>Total Capital Projects Funds</b>	<b>43,804,875</b>	<b>3,150,788</b>	-	-	<b>40,654,087</b>
<b>Debt Service Funds:</b>					
251 - Public Improvement Corporation	-	-	-	-	-
252 - 1987 COP Refunding	-	-	-	-	-
<b>Total Debt Service Funds</b>	-	-	-	-	-
<b>Total Governmental Funds</b>	<b>139,781,011</b>	<b>32,604,864</b>	<b>539,259</b>	<b>62,045,368</b>	<b>44,591,520</b>

\* The following funds are no longer displayed due to:

004 - Parks South County Lakes - Converted to Fund 452 Parks Lake and Resort Operations - Enterprise Fund

010 - FEMA Disaster Assistance - Established as a General Fund Designation

014 - Natural Disaster Assistance - Established as a General Fund Designation

017 - Self-Insurance Reserves - Converted to Fund 477 Self Insurance Reserves - Internal Service Fund

\*\* 012 - Productivity Investment - Fund Balance was budgeted in FY 11-12, but will be established as a General Fund Designation.

# Schedule 4

## Monterey County Reserves/Designations - By Governmental Funds Fiscal Year 2011-2012

Description 1	Reserves/Designations June 30, 2011 2	Decreases or Cancellations		Increases or New Reserves/Designations		Total Reserves Designations for the Budget year 7
		Recommended 3	Adopted by the Board of Supervisors 4	Recommended 5	Adopted by the Board of Supervisors 6	
<b>General Fund</b>						
001 - Other Reserves	23,550	-	-	-	-	23,550
001 - Inventory Reserve	388,554	-	-	-	-	388,554
001 - Nacimiento Hydroelectric Reserve	15,000	-	-	-	-	15,000
001 - Strategic Reserve Designation	37,291,395	-	-	-	14,200,000	51,491,395
001 - Automation System Designation	-	-	-	-	-	-
001 - Designations	1,804,166	-	-	-	-	1,804,166
001 - Vehicle Replacement Designation	2,357,327	826,639	-	-	-	1,530,688
001 - Health Clinics Designation	1,070,000	-	-	-	-	1,070,000
001 - Social Services Designation	724,715	-	150,000	-	-	574,715
001 - NGEN Radio System Designation	3,155,563	406,163	-	-	-	2,749,400
001 - Disaster Assistance	-	-	-	1,367,483	-	1,367,483
001 - General Fund Contingency	3,584,639	10,234,208	-	6,777,367	-	127,798
<b>Total General Fund</b>	<b>50,414,909</b>	<b>11,467,010</b>	<b>150,000</b>	<b>8,144,850</b>	<b>14,200,000</b>	<b>61,142,749</b>
<b>Special Revenue Funds*</b>						
002 - Road Fund	362,155	-	-	-	-	362,155
003 - County Library Fund	217,583	-	-	-	-	217,583
005 - In-Home Support Services	-	-	-	-	-	-
006 - Fish and Game Propagation Fund	-	-	-	-	-	-
007 - Office of Employment Training	-	-	-	-	-	-
008 - Community Action Partnership	***	-	-	-	-	-
009 - Inclusionary Housing	-	-	-	-	-	-
011 - Economic Development Program	-	-	-	-	-	-
012 - Productivity Investment Program **	-	-	-	862,140	-	862,140
013 - Community Development Fund	-	-	-	-	-	-
015 - Fort Ord Reuse	-	-	-	-	-	-
016 - Emergency Medical Service Fund	-	-	-	-	-	-
<b>Total Special Revenue Funds</b>	<b>579,738</b>	<b>-</b>	<b>-</b>	<b>862,140</b>	<b>-</b>	<b>1,441,878</b>
<b>Capital Projects Funds</b>						
401 - Facilities Projects	-	-	-	-	-	-
402 - Capital Projects	-	-	-	-	-	-
403 - Capital Project Automation	-	-	-	-	-	-
404 - Facility Master Plan Implementation	-	-	-	-	-	-
405 - NGEN Radio Project	-	-	-	-	-	-
<b>Total Capital Projects Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Monterey County  
Reserves/Designations - By Governmental Funds  
Fiscal Year 2011-2012**

Description	Reserves/Designations June 30, 2011	Decreases or Cancellations		Increases or New Reserves/Designations		Total Reserves Designations 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
<b>Debt Service Funds</b>						
251 - Public Improvement Corporation	-	-	-	-	-	-
252 - 1987 COP Refunding	-	-	-	-	-	-
<b>Total Debt Service Funds</b>	-	-	-	-	-	-
<b>Total Governmental Funds</b>	<b>50,994,647</b>	<b>11,467,010</b>	<b>150,000</b>	<b>9,006,990</b>	<b>14,200,000</b>	<b>62,584,627</b>

\* The following funds are no longer displayed due to:

004 - Parks South County Lakes - Converted to Fund 452 Parks Lake and Resort Operations - Enterprise Fund

010 - FEMA Disaster Assistance - Established as a General Fund Designation

014 - Natural Disaster Assistance - Established as a General Fund Designation

017 - Self-Insurance Reserves - Converted to Fund 477 Self Insurance Reserves - Internal Service Fund

\*\* 012 - Productivity Investment - Fund Balance was budgeted in FY 11-12, but will be established as a General Fund Designation.

\*\*\* Designation requirements not met

# Schedule 5

## Monterey County Summary of Additional Financing Sources by Source and Fund Governmental Funds Fiscal Year 2011-2012

Description	Actual 2009-2010	CY Adopted 2010-11	CY Estimated 2010-11	Requested 2011-12	Recommended 2011-12	Recommended Change from Adopted
1	2	3	4	5	6	7

### Summarization by Source

Current Secured Property Tax	\$ 76,736,074	\$ 71,352,519	\$ 73,614,756	\$ 72,177,605	\$ 72,177,605	\$ 825,086
Current Unsecured Property Tax	3,595,252	3,080,346	3,647,063	3,706,407	3,706,407	626,061
Taxes Other than Current Property	65,314,552	64,598,683	63,692,803	63,844,865	63,844,865	(753,818)
<b>Total Taxes</b>	<b>\$ 145,645,878</b>	<b>\$ 139,031,548</b>	<b>\$ 140,954,622</b>	<b>\$ 139,728,877</b>	<b>\$ 139,728,877</b>	<b>\$ 697,329</b>
Licenses, Permits, and Franchises	15,812,682	18,118,642	17,466,256	17,206,811	17,160,052	(958,590)
Fines, Forfeitures, and Penalties	10,397,608	12,905,992	11,251,051	11,635,980	11,429,222	(1,476,770)
Revenue from Use of Money & Property	9,491,727	16,426,145	14,362,518	17,126,462	17,126,462	700,317
Intergovernmental Revenues	330,755,512	352,471,304	345,298,110	342,669,130	338,608,981	(13,862,323)
Charges for Services	58,674,204	62,621,074	64,282,020	67,504,034	67,334,518	4,713,444
Miscellaneous Revenues	7,386,410	7,485,270	6,964,384	5,749,310	5,855,810	(1,629,460)
Other Financing Sources	70,510,907	6,451,951	30,741,672	11,125,163	10,887,495	4,435,544
Special Items	664,318	484,148	2,555,464	354,000	354,000	(130,148)
<b>Total Summarization by Source</b>	<b>\$ 649,339,247</b>	<b>\$ 615,996,074</b>	<b>\$ 633,876,097</b>	<b>\$ 613,099,767</b>	<b>\$ 608,485,417</b>	<b>\$ (7,510,657)</b>

### Summarization by Fund

General Fund	523,477,835	530,424,779	533,938,279	527,500,808	522,379,958	(8,044,821)
Special Revenue Funds	52,767,014	69,114,411	60,705,668	59,239,033	59,345,533	(9,768,878)
Debt Service Funds	60,739,305	15,381,884	33,883,477	16,167,951	16,167,951	786,067
Capital Projects Funds	12,355,093	1,075,000	5,348,673	10,191,975	10,591,975	9,516,975
<b>Grand Total</b>	<b>\$ 649,339,247</b>	<b>\$ 615,996,074</b>	<b>\$ 633,876,097</b>	<b>\$ 613,099,767</b>	<b>\$ 608,485,417</b>	<b>\$ (7,510,657)</b>



# Schedule 6

## Monterey County Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2011-2012

	Description	Actual 2009-10	Adopted 2010-11	Estimated 2010-11	Requested 2011-12	Recommended 2011-12	Recommended Change from Adopted
1	2	3	4	5	6	7	8
<b>001 - General Fund</b>							
<b>Taxes</b>							
	4010 - Property Tax - Current Secured	\$ 70,976,535	\$ 65,907,519	\$ 67,782,591	\$ 66,426,939	\$ 66,426,939	\$ 519,420
	4015 - Property Tax - Current Unsecured	3,363,361	2,837,152	3,430,353	3,487,530	3,487,530	650,378
	4020 - Property Tax In-Lieu of VLF	41,113,687	38,629,327	39,263,571	38,674,618	38,674,618	45,291
	4035 - Property Tax - Current Supplemental	673,584	489,461	565,812	663,481	663,481	174,020
	4025 - Property Tax - Prior Secured	2,718,149	4,752,588	2,636,605	2,636,605	2,636,605	(2,115,983)
	4030 - Property Tax - Prior Unsecured	33,795	26,142	26,142	26,142	26,142	-
	4040 - Property Tax - Prior Supplemental	232,483	450,658	342,500	342,500	342,500	(108,158)
	4050 - Sales and Use Taxes	5,378,707	5,654,499	5,669,157	6,009,306	6,009,306	354,807
	4100 - Transient Occupancy Tax	13,002,225	12,448,574	13,100,000	13,401,300	13,401,300	952,726
	4120 - Other Taxes	1,899,197	1,697,672	1,899,197	1,899,197	1,899,197	201,525
	<b>Subtotal</b>	<b>\$ 139,391,724</b>	<b>\$ 132,893,592</b>	<b>\$ 134,715,928</b>	<b>\$ 133,567,618</b>	<b>\$ 133,567,618</b>	<b>\$ 674,026</b>
<b>Licenses, Permits, and Franchises</b>							
	4200 - Animal Licenses	167,192	200,598	160,000	190,000	190,000	(10,598)
	4220 - Business Licenses	4,606,624	4,315,706	4,522,706	4,597,110	4,550,351	234,645
	4230 - Construction Permits	4,605,698	3,721,000	4,902,920	5,085,781	5,085,781	1,364,781
	4260 - Zoning Permits	899,654	935,563	935,563	935,563	935,563	-
	4270 - Franchises	4,691,532	7,108,415	4,887,138	4,984,838	4,984,838	(2,123,577)
	4300 - Other Licenses and Permits	337,432	336,695	338,832	339,000	339,000	2,305
	<b>Subtotal</b>	<b>\$ 15,308,132</b>	<b>\$ 16,617,977</b>	<b>\$ 15,747,159</b>	<b>\$ 16,132,292</b>	<b>\$ 16,085,533</b>	<b>\$ (532,444)</b>
<b>Fines, Forfeitures, and Penalties</b>							
	4400 - Vehicle Code Fines	1,543,870	1,303,214	1,269,409	1,402,483	1,381,720	78,506
	4450 - Other Court Fines	375,004	388,605	319,719	200,961	185,961	(202,644)
	4500 - Forfeitures and Penalties	4,417,979	5,164,358	5,164,358	6,034,605	5,863,610	699,252
	4550 - Penalties and Costs on Delinquent Taxes	1,731,854	3,597,815	1,593,509	1,614,859	1,614,859	(1,982,956)
	<b>Subtotal</b>	<b>\$ 8,068,706</b>	<b>\$ 10,453,992</b>	<b>\$ 8,346,995</b>	<b>\$ 9,252,908</b>	<b>\$ 9,046,150</b>	<b>\$ (1,407,842)</b>
<b>Revenue from Use of Money &amp; Property</b>							
	4600 - Investment Income	1,722,255	991,603	1,015,140	1,212,648	1,212,648	221,045
	4675 - Rents and Concessions	695,821	924,159	829,239	833,222	833,222	(90,937)
	<b>Subtotal</b>	<b>\$ 2,418,075</b>	<b>\$ 1,915,762</b>	<b>\$ 1,844,379</b>	<b>\$ 2,045,870</b>	<b>\$ 2,045,870</b>	<b>\$ 130,108</b>

**Monterey County**  
**Detail of Additional Financing Sources by Fund and Account**  
**Governmental Funds**  
**Fiscal Year 2011-2012**

Description		Actual 2009-10	Adopted 2010-11	Estimated 2010-11	Requested 2011-12	Recommended 2011-12	Recommended Change from Adopted
1	2	3	4	5	6	7	8
<b>Intergovernmental Revenues</b>							
	4820 - Vehicle License Fee	11,609,856	11,876,169	11,760,784	11,960,717	11,960,717	84,548
	4830 - Other In-Lieu Taxes	1,621,404	1,671,983	1,708,960	1,734,595	1,734,595	62,612
	4900 - State Aid - Public Assistance Administration	39,822,537	45,280,528	43,595,091	41,687,728	40,881,748	(4,398,780)
	4910 - State Aid - Public Assistance Programs	23,401,320	12,598,436	13,386,824	12,199,922	12,199,922	(398,514)
	4920 - Realignment - Social Services	11,834,108	13,545,011	12,902,182	13,225,012	13,225,012	(319,999)
	4940 - California Children's Services	9,363,568	10,731,159	10,704,194	11,013,136	11,013,136	281,977
	4950 - State Aid - Mental Health	18,790,951	22,246,012	19,023,469	21,567,965	21,567,965	(678,047)
	4960 - Realignment - Mental Health	6,612,011	6,522,073	6,506,243	6,251,101	6,251,101	(270,972)
	4970 - Tuberculosis Control	176,617	164,501	162,116	157,116	157,116	(7,385)
	4975 - State Aid - Health Programs	6,191,063	6,097,967	6,291,432	6,250,393	6,250,393	152,426
	4985 - Tobacco Program (Prop 99)	113,635	150,000	150,000	150,000	150,000	-
	4990 - Realignment - Health	2,609,952	2,523,676	2,521,219	2,639,500	2,639,500	115,824
	5000 - State Aid - Agriculture	4,524,142	3,880,494	4,175,997	4,524,748	4,524,137	643,643
	5020 - State Disaster Relief	9,526	-	1,639	-	-	-
	5025 - State Veterans' Affairs	66,294	68,377	68,377	67,590	67,590	(787)
	5030 - Homeowners Property Tax Relief	438,919	438,913	438,920	438,920	438,920	7
	5035 - Public Safety - Sales Tax	23,016,253	24,392,256	23,580,072	25,123,200	25,123,200	730,944
	5040 - Citizens Option for Public Safety Funds	270,244	-	355,555	-	-	-
	5050 - Other State Aid	8,374,825	9,724,522	10,043,500	9,390,492	7,999,842	(1,724,680)
	5075 - SB 90 Reimbursements	1,647,980	1,629,384	2,154,802	2,354,996	2,354,996	725,612
	5095 - Peace Officer Training (Post)	86,833	119,000	41,995	50,000	50,000	(69,000)
	5100 - Federal - In-Lieu Taxes	812,663	443,709	812,663	812,663	812,663	368,954
	5200 - Federal Aid - Public Assistance Administration	31,674,315	29,663,151	32,570,941	33,092,766	32,478,851	2,815,700
	5225 - Federal Aid - Public Assistance Programs	37,568,835	54,884,132	52,792,213	50,157,457	49,886,224	(4,997,908)
	5240 - Federal Aid - Health Administration	1,461	6,020	545	-	-	(6,020)
	5290 - Federal Aid Other	47,200,645	35,881,719	40,243,385	36,128,013	35,666,941	(214,778)
	5350 - Aid - Other Governmental Agencies	4,632,592	5,432,347	4,874,793	4,369,789	3,453,101	(1,979,246)
	5260 - Federal Aid - Disaster Relief	164,868	-	24,953	-	-	-
	<b>Subtotal</b>	<b>\$ 292,637,416</b>	<b>\$ 299,971,539</b>	<b>\$ 300,892,864</b>	<b>\$ 295,347,819</b>	<b>\$ 290,887,670</b>	<b>\$ (9,083,869)</b>

**Charges for Services**

	5400 - Assessment and Tax Collection Fees	3,030,871	1,905,466	2,846,838	2,584,502	2,584,502	679,036
	5430 - Auditing and Accounting Fees	18,000	18,000	18,000	66,000	66,000	48,000
	5445 - Communication Services	4,369,988	4,385,385	5,287,309	6,468,362	6,574,021	2,188,636
	5460 - Election Services	896,125	410,000	1,151,207	1,450,000	1,450,000	1,040,000
	5475 - Legal Services	222,283	424,800	323,220	549,034	419,300	(5,500)
	5505 - Planning and Engineering Services	794,744	778,759	699,006	757,986	757,986	(20,773)
	5520 - Agricultural Services	1,778,253	1,854,666	1,765,999	1,870,674	1,836,849	(17,817)

**Monterey County  
Detail of Additional Financing Sources by Fund and Account  
Governmental Funds  
Fiscal Year 2011-2012**

	Actual 2009-10	Adopted 2010-11	Estimated 2010-11	Requested 2011-12	Recommended 2011-12	Recommended Change from Adopted	
1	2	3	4	5	6	7	8
5535 - Civil Process Services	3,005,992	3,339,807	3,469,687	3,786,029	3,786,029	446,222	
5550 - Estate Fees	179,570	214,353	98,242	147,187	147,187	(67,166)	
5560 - Humane Services	101,080	140,000	100,000	110,500	110,500	(29,500)	
5570 - Law Enforcement Services	2,838,927	2,927,440	3,217,705	3,053,996	3,053,996	126,556	
5580 - Recording Fees	1,373,907	1,899,000	2,684,008	1,968,875	1,968,875	69,875	
5600 - Health Fees	22,412,562	25,393,169	22,309,051	25,744,583	25,632,967	239,798	
5640 - Mental Health Fees	980,591	682,236	1,245,419	1,042,895	1,042,895	360,659	
5660 - Children's Services	18,628	75,000	27,444	15,000	15,000	(60,000)	
5685 - Adoption Fees	2,425	-	-	-	-	-	
5690 - Institutional Care and Services	1,375,758	1,665,507	2,000,507	1,665,506	1,665,506	(1)	
5700 - Educational Services	11,915	50,000	37,000	2,500	2,500	(47,500)	
5730 - Park and Recreation Services	2,626,916	2,527,065	5,282,406	2,440,707	2,440,707	(86,358)	
5750 - Other Services	8,418,077	11,167,204	9,511,833	10,883,531	10,883,531	(283,673)	
<b>Subtotal</b>	<b>\$ 54,456,611</b>	<b>\$ 59,857,857</b>	<b>\$ 62,074,881</b>	<b>\$ 64,607,867</b>	<b>\$ 64,438,351</b>	<b>\$ 4,580,494</b>	
<b>Miscellaneous Revenues</b>							
5800 - Other Taxable Sales	70,249	1,520,820	66,784	68,900	68,900	(1,451,920)	
5860 - Tobacco Settlement	4,069,510	4,513,735	4,065,440	4,065,440	4,065,440	(448,295)	
5870 - Miscellaneous Revenues	3,151,338	1,055,512	1,847,783	1,306,345	1,306,345	250,833	
<b>Subtotal</b>	<b>\$ 7,291,097</b>	<b>\$ 7,090,067</b>	<b>\$ 5,980,007</b>	<b>\$ 5,440,685</b>	<b>\$ 5,440,685</b>	<b>\$ (1,649,382)</b>	
<b>Other Financing Sources</b>							
5900 - Sale of Capital Assets	244,888	-	-	-	-	-	
5940 - Operating Transfers In	925,000	750,000	1,963,237	516,749	279,081	(470,919)	
5950 - Debt Issuance	-	667,845	-	-	-	(667,845)	
5955 - Premium on Debt Issuance	862,950	-	317,600	400,000	400,000	400,000	
<b>Subtotal</b>	<b>\$ 2,032,838</b>	<b>\$ 1,417,845</b>	<b>\$ 2,280,837</b>	<b>\$ 916,749</b>	<b>\$ 679,081</b>	<b>\$ (738,764)</b>	
<b>Special Items</b>							
5980 - Contributions	366,950	206,148	2,055,229	189,000	189,000	(17,148)	
<b>Subtotal</b>	<b>\$ 366,950</b>	<b>\$ 206,148</b>	<b>\$ 2,055,229</b>	<b>\$ 189,000</b>	<b>\$ 189,000</b>	<b>\$ (17,148)</b>	
<b>Total 001 - General Fund</b>	<b>\$ 521,971,550</b>	<b>\$ 530,424,779</b>	<b>\$ 533,938,279</b>	<b>\$ 527,500,808</b>	<b>\$ 522,379,958</b>	<b>\$ (8,044,821)</b>	
<b>002 - Road Fund</b>							
<b>Licenses, Permits, and Franchises</b>							
4250 - Road Privileges and Permits	450,299	1,500,665	1,719,097	1,074,519	1,074,519	(426,146)	
<b>Subtotal</b>	<b>\$ 450,299</b>	<b>\$ 1,500,665</b>	<b>\$ 1,719,097</b>	<b>\$ 1,074,519</b>	<b>\$ 1,074,519</b>	<b>\$ (426,146)</b>	
<b>Revenue from Use of Money &amp; Property</b>							
4600 - Investment Income	122,979	100,000	156,329	104,054	104,054	4,054	
<b>Subtotal</b>	<b>\$ 122,979</b>	<b>\$ 100,000</b>	<b>\$ 156,329</b>	<b>\$ 104,054</b>	<b>\$ 104,054</b>	<b>\$ 4,054</b>	

Schedule 6

**Monterey County**  
**Detail of Additional Financing Sources by Fund and Account**  
**Governmental Funds**  
**Fiscal Year 2011-2012**

Description		Actual 2009-10	Adopted 2010-11	Estimated 2010-11	Requested 2011-12	Recommended 2011-12	Recommended Change from Adopted
1	2	3	4	5	6	7	8
<b>Intergovernmental Revenues</b>							
	4800 - State Highway Users Tax	6,396,241	6,535,677	6,173,183	6,173,183	6,173,183	(362,494)
	5020 - State Disaster Relief	104	-	956	-	-	-
	5050 - Other State Aid	1,023,800	877,542	149,547	-	-	(877,542)
	5250 - Federal Aid - Construction	6,469,997	11,286,053	2,998,474	14,183,396	14,183,396	2,897,343
	5270 - Federal Aid - Forest Reserve Revenue	15,069	15,069	15,069	15,069	15,069	-
	5350 - Aid - Other Governmental Agencies	1,443	4,263,945	481,829	29,250	29,250	(4,234,695)
	5010 - State Aid - Construction Capital Grants	270,148	5,949,202	7,935,197	5,669,190	5,669,190	(280,012)
	5011 - State Aid - Construction Operating Grants	5,542,990	12,102,044	12,271,278	6,802,933	6,802,933	(5,299,111)
	<b>Subtotal</b>	<b>\$ 19,719,792</b>	<b>\$ 41,029,532</b>	<b>\$ 30,025,533</b>	<b>\$ 32,873,021</b>	<b>\$ 32,873,021</b>	<b>\$ (8,156,511)</b>
<b>Charges for Services</b>							
	5750 - Other Services	3,566,586	2,611,117	2,028,092	2,717,167	2,717,167	106,050
	<b>Subtotal</b>	<b>\$ 3,566,586</b>	<b>\$ 2,611,117</b>	<b>\$ 2,028,092</b>	<b>\$ 2,717,167</b>	<b>\$ 2,717,167</b>	<b>\$ 106,050</b>
<b>Miscellaneous Revenues</b>							
	5800 - Other Taxable Sales	4,887	7,039	3,279	3,279	3,279	(3,760)
	5870 - Miscellaneous Revenues	78,097	62,493	11,386	20,346	20,346	(42,147)
	<b>Subtotal</b>	<b>\$ 82,984</b>	<b>\$ 69,532</b>	<b>\$ 14,665</b>	<b>\$ 23,625</b>	<b>\$ 23,625</b>	<b>\$ (45,907)</b>
<b>Other Financing Sources</b>							
	5940 - Operating Transfers In	2,887,421	2,000,000	2,322,297	2,150,000	2,150,000	150,000
	<b>Subtotal</b>	<b>\$ 2,887,421</b>	<b>\$ 2,000,000</b>	<b>\$ 2,322,297</b>	<b>\$ 2,150,000</b>	<b>\$ 2,150,000</b>	<b>\$ 150,000</b>
	<b>Total 002 - Road Fund</b>	<b>\$ 26,830,061</b>	<b>\$ 47,310,846</b>	<b>\$ 36,266,013</b>	<b>\$ 38,942,386</b>	<b>\$ 38,942,386</b>	<b>\$ (8,368,460)</b>
<b>003 - Library Fund</b>							
<b>Taxes</b>							
	4010 - Property Tax - Current Secured	5,759,539	5,445,000	5,832,165	5,750,666	5,750,666	305,666
	4015 - Property Tax - Current Unsecured	231,891	243,194	216,710	218,877	218,877	(24,317)
	4035 - Property Tax - Current Supplemental	35,418	86,866	29,656	29,952	29,952	(56,914)
	4025 - Property Tax - Prior Secured	211,185	332,853	140,345	141,748	141,748	(191,105)
	4030 - Property Tax - Prior Unsecured	3,973	2,290	3,000	3,030	3,030	740
	4040 - Property Tax - Prior Supplemental	12,148	27,753	16,818	16,986	16,986	(10,767)
	<b>Subtotal</b>	<b>\$ 6,254,154</b>	<b>\$ 6,137,956</b>	<b>\$ 6,238,694</b>	<b>\$ 6,161,259</b>	<b>\$ 6,161,259</b>	<b>\$ 23,303</b>
<b>Revenue from Use of Money &amp; Property</b>							
	4600 - Investment Income	35,473	30,000	25,132	15,000	15,000	(15,000)
	<b>Subtotal</b>	<b>\$ 35,473</b>	<b>\$ 30,000</b>	<b>\$ 25,132</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ (15,000)</b>

**Monterey County**  
**Detail of Additional Financing Sources by Fund and Account**  
**Governmental Funds**  
**Fiscal Year 2011-2012**

Description		Actual 2009-10	Adopted 2010-11	Estimated 2010-11	Requested 2011-12	Recommended 2011-12	Recommended Change from Adopted
1	2	3	4	5	6	7	8
<b>Intergovernmental Revenues</b>							
	5030 - Homeowners Property Tax Relief	34,891	33,514	35,488	35,843	35,843	2,329
	5050 - Other State Aid	132,155	121,326	257,772	31,200	31,200	(90,126)
	5325 - Other In-Lieu Taxes	-	300	300	-	-	(300)
	<b>Subtotal</b>	<b>\$ 167,046</b>	<b>\$ 155,140</b>	<b>\$ 293,560</b>	<b>\$ 67,043</b>	<b>\$ 67,043</b>	<b>\$ (88,097)</b>
<b>Charges for Services</b>							
	5725 - Library Services	140,437	142,800	169,693	170,000	170,000	27,200
	5750 - Other Services	-	300	300	-	-	(300)
	<b>Subtotal</b>	<b>\$ 140,437</b>	<b>\$ 143,100</b>	<b>\$ 169,993</b>	<b>\$ 170,000</b>	<b>\$ 170,000</b>	<b>\$ 26,900</b>
<b>Miscellaneous Revenues</b>							
	5870 - Miscellaneous Revenues	79	671	671	-	-	(671)
	<b>Subtotal</b>	<b>\$ 79</b>	<b>\$ 671</b>	<b>\$ 671</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (671)</b>
<b>Other Financing Sources</b>							
	5940 - Operating Transfers In	179,622	162,468	162,468	162,468	162,468	-
	<b>Subtotal</b>	<b>\$ 179,622</b>	<b>\$ 162,468</b>	<b>\$ 162,468</b>	<b>\$ 162,468</b>	<b>\$ 162,468</b>	<b>\$ -</b>
<b>Special Items</b>							
	5980 - Contributions	297,368	278,000	500,235	165,000	165,000	(113,000)
	<b>Subtotal</b>	<b>\$ 297,368</b>	<b>\$ 278,000</b>	<b>\$ 500,235</b>	<b>\$ 165,000</b>	<b>\$ 165,000</b>	<b>\$ (113,000)</b>
	<b>Total 003 - Library Fund</b>	<b>\$ 7,074,179</b>	<b>\$ 6,907,335</b>	<b>\$ 7,390,753</b>	<b>\$ 6,740,770</b>	<b>\$ 6,740,770</b>	<b>\$ (166,565)</b>
<b>005 - In-Home Support Services</b>							
<b>Revenue from Use of Money &amp; Property</b>							
	4600 - Investment Income	1,448	3,000	2,000	2,000	2,000	(1,000)
	<b>Subtotal</b>	<b>\$ 1,448</b>	<b>\$ 3,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ (1,000)</b>
<b>Intergovernmental Revenues</b>							
	4910 - State Aid - Public Assistance Programs	190,469	122,550	119,439	119,439	119,439	(3,111)
	5290 - Federal Aid Other	289,681	379,683	306,828	207,880	207,880	(171,803)
	<b>Subtotal</b>	<b>\$ 480,150</b>	<b>\$ 502,233</b>	<b>\$ 426,267</b>	<b>\$ 327,319</b>	<b>\$ 327,319</b>	<b>\$ (174,914)</b>
<b>Other Financing Sources</b>							
	5940 - Operating Transfers In	85,392	121,024	1,416	1,449	1,449	(119,575)
	<b>Subtotal</b>	<b>\$ 85,392</b>	<b>\$ 121,024</b>	<b>\$ 1,416</b>	<b>\$ 1,449</b>	<b>\$ 1,449</b>	<b>\$ (119,575)</b>
	<b>Total 005 - In-Home Support Services</b>	<b>\$ 566,990</b>	<b>\$ 626,257</b>	<b>\$ 429,683</b>	<b>\$ 330,768</b>	<b>\$ 330,768</b>	<b>\$ (295,489)</b>

**Monterey County**  
**Detail of Additional Financing Sources by Fund and Account**  
**Governmental Funds**  
**Fiscal Year 2011-2012**

Description		Actual 2009-10	Adopted 2010-11	Estimated 2010-11	Requested 2011-12	Recommended 2011-12	Recommended Change from Adopted
1	2	3	4	5	6	7	8
<b>006 - Fish &amp; Game Propagation Fund</b>							
<b>Fines, Forfeitures, and Penalties</b>							
	4450 - Other Court Fines	12,501	2,000	5,000	7,500	7,500	5,500
	<b>Subtotal</b>	<b>\$ 12,501</b>	<b>\$ 2,000</b>	<b>\$ 5,000</b>	<b>\$ 7,500</b>	<b>\$ 7,500</b>	<b>\$ 5,500</b>
<b>Revenue from Use of Money &amp; Property</b>							
	4600 - Investment Income	299	700	700	700	700	-
	<b>Subtotal</b>	<b>\$ 299</b>	<b>\$ 700</b>	<b>\$ 700</b>	<b>\$ 700</b>	<b>\$ 700</b>	<b>\$ -</b>
<b>Other Financing Sources</b>							
	5940 - Operating Transfers In	10,000	10,786	10,786	10,786	10,786	-
	<b>Subtotal</b>	<b>\$ 10,000</b>	<b>\$ 10,786</b>	<b>\$ 10,786</b>	<b>\$ 10,786</b>	<b>\$ 10,786</b>	<b>\$ -</b>
	<b>Total 006 - Fish &amp; Game Propagation Fund</b>	<b>\$ 22,800</b>	<b>\$ 13,486</b>	<b>\$ 16,486</b>	<b>\$ 18,986</b>	<b>\$ 18,986</b>	<b>\$ 5,500</b>
<b>007 - Office Of Employment Training</b>							
<b>Intergovernmental Revenues</b>							
	5290 - Federal Aid Other	13,021,239	9,980,737	9,976,935	7,141,177	7,141,177	(2,839,560)
	<b>Subtotal</b>	<b>\$ 13,021,239</b>	<b>\$ 9,980,737</b>	<b>\$ 9,976,935</b>	<b>\$ 7,141,177</b>	<b>\$ 7,141,177</b>	<b>\$ (2,839,560)</b>
<b>Charges for Services</b>							
	5750 - Other Services	8,882	-	-	-	-	-
	<b>Subtotal</b>	<b>\$ 8,882</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Miscellaneous Revenues</b>							
	5870 - Miscellaneous Revenues	7,214	-	2,602	-	-	-
	<b>Subtotal</b>	<b>\$ 7,214</b>	<b>\$ -</b>	<b>\$ 2,602</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other Financing Sources</b>							
	5940 - Operating Transfers In	20,961	19,263	19,263	-	-	(19,263)
	<b>Subtotal</b>	<b>\$ 20,961</b>	<b>\$ 19,263</b>	<b>\$ 19,263</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (19,263)</b>
	<b>Total 007 - Office Of Employment Training</b>	<b>\$ 13,058,296</b>	<b>\$ 10,000,000</b>	<b>\$ 9,998,800</b>	<b>\$ 7,141,177</b>	<b>\$ 7,141,177</b>	<b>\$ (2,858,823)</b>
<b>008 - Community Action Partnership</b>							
<b>Revenue from Use of Money &amp; Property</b>							
	4600 - Investment Income	1,681	500	597	500	500	-
	<b>Subtotal</b>	<b>\$ 1,681</b>	<b>\$ 500</b>	<b>\$ 597</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ -</b>

**Monterey County**  
**Detail of Additional Financing Sources by Fund and Account**  
**Governmental Funds**  
**Fiscal Year 2011-2012**

Description		Actual 2009-10	Adopted 2010-11	Estimated 2010-11	Requested 2011-12	Recommended 2011-12	Recommended Change from Adopted
1	2	3	4	5	6	7	8
<b>Intergovernmental Revenues</b>							
	4910 - State Aid - Public Assistance Programs	-	-	-	-	-	-
	5290 - Federal Aid Other	1,093,191	797,123	864,275	518,246	518,246	(278,877)
	<b>Subtotal</b>	<b>\$ 1,093,191</b>	<b>\$ 797,123</b>	<b>\$ 864,275</b>	<b>\$ 518,246</b>	<b>\$ 518,246</b>	<b>\$ (278,877)</b>
<b>Other Financing Sources</b>							
	5940 - Operating Transfers In	780	756	756	453	453	(303)
	<b>Subtotal</b>	<b>\$ 780</b>	<b>\$ 756</b>	<b>\$ 756</b>	<b>\$ 453</b>	<b>\$ 453</b>	<b>\$ (303)</b>
	<b>Total 008 - Community Action Partnership</b>	<b>\$ 1,095,652</b>	<b>\$ 798,379</b>	<b>\$ 865,628</b>	<b>\$ 519,199</b>	<b>\$ 519,199</b>	<b>\$ (279,180)</b>
<b>009 - Inclusionary Housing</b>							
<b>Licenses, Permits, and Franchises</b>							
	4230 - Construction Permits	54,250	-	-	-	-	-
	<b>Subtotal</b>	<b>\$ 54,250</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Revenue from Use of Money &amp; Property</b>							
	4600 - Investment Income	20,728	12,745	7,355	4,000	4,000	(8,745)
	4650 - Interest on Notes Receivable	-	-	9,300	7,050	7,050	7,050
	<b>Subtotal</b>	<b>\$ 20,728</b>	<b>\$ 12,745</b>	<b>\$ 16,655</b>	<b>\$ 11,050</b>	<b>\$ 11,050</b>	<b>\$ (1,695)</b>
<b>Intergovernmental Revenues</b>							
	5350 - Aid - Other Governmental Agencies	6,846	-	6,174	-	-	-
	<b>Subtotal</b>	<b>\$ 6,846</b>	<b>\$ -</b>	<b>\$ 6,174</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Charges for Services</b>							
	5750 - Other Services	2,000	-	-	-	-	-
	<b>Subtotal</b>	<b>\$ 2,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Miscellaneous Revenues</b>							
	5860 - Tobacco Settlement	(475)	-	-	-	-	-
	5870 - Miscellaneous Revenues	16,480	50,000	-	10,000	10,000	(40,000)
	<b>Subtotal</b>	<b>\$ 16,005</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ (40,000)</b>
<b>Other Financing Sources</b>							
	5940 - Operating Transfers In	-	-	74,910	-	-	-
	5960 - Loan Repayment	36,101	85,672	21,700	16,450	16,450	(69,222)
	<b>Subtotal</b>	<b>\$ 36,101</b>	<b>\$ 85,672</b>	<b>\$ 96,610</b>	<b>\$ 16,450</b>	<b>\$ 16,450</b>	<b>\$ (69,222)</b>
	<b>Total 009 - Inclusionary Housing</b>	<b>\$ 135,931</b>	<b>\$ 148,417</b>	<b>\$ 119,439</b>	<b>\$ 37,500</b>	<b>\$ 37,500</b>	<b>\$ (110,917)</b>

**Monterey County**  
**Detail of Additional Financing Sources by Fund and Account**  
**Governmental Funds**  
**Fiscal Year 2011-2012**

Description		Actual 2009-10	Adopted 2010-11	Estimated 2010-11	Requested 2011-12	Recommended 2011-12	Recommended Change from Adopted
1	2	3	4	5	6	7	8
<b>011 - Economic Development Program</b>							
<b>Revenue from Use of Money &amp; Property</b>							
	4600 - Investment Income	10,115	102,500	102,500	102,500	102,500	-
	<b>Subtotal</b>	<b>\$ 10,115</b>	<b>\$ 102,500</b>	<b>\$ 102,500</b>	<b>\$ 102,500</b>	<b>\$ 102,500</b>	<b>\$ -</b>
<b>Charges for Services</b>							
	5750 - Other Services	2,000	9,000	9,000	9,000	9,000	-
	<b>Subtotal</b>	<b>\$ 2,000</b>	<b>\$ 9,000</b>	<b>\$ 9,000</b>	<b>\$ 9,000</b>	<b>\$ 9,000</b>	<b>\$ -</b>
<b>Miscellaneous Revenues</b>							
	5870 - Miscellaneous Revenues	55,215	275,000	275,000	275,000	381,500	106,500
	<b>Subtotal</b>	<b>\$ 55,215</b>	<b>\$ 275,000</b>	<b>\$ 275,000</b>	<b>\$ 275,000</b>	<b>\$ 381,500</b>	<b>\$ 106,500</b>
<b>Other Financing Sources</b>							
	5960 - Loan Repayment	423,339	-	-	-	-	-
	<b>Subtotal</b>	<b>\$ 423,339</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>Total 011 - Economic Development Program</b>	<b>\$ 490,670</b>	<b>\$ 386,500</b>	<b>\$ 386,500</b>	<b>\$ 386,500</b>	<b>\$ 493,000</b>	<b>\$ 106,500</b>
<b>012 - Productivity Investment Fund</b>							
<b>Revenue from Use of Money &amp; Property</b>							
	4600 - Investment Income	16,005	-	20,300	-	-	-
	<b>Subtotal</b>	<b>\$ 16,005</b>	<b>\$ -</b>	<b>\$ 20,300</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>Total 012 - Productivity Investment Fund</b>	<b>\$ 16,005</b>	<b>\$ -</b>	<b>\$ 20,300</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>013 - Community Development Fund</b>							
<b>Revenue from Use of Money &amp; Property</b>							
	4600 - Investment Income	24,955	29,054	7,618	4,000	4,000	(25,054)
	4650 - Interest on Notes Receivable	-	-	2,376	-	-	-
	<b>Subtotal</b>	<b>\$ 24,955</b>	<b>\$ 29,054</b>	<b>\$ 9,994</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>\$ (25,054)</b>
<b>Intergovernmental Revenues</b>							
	5050 - Other State Aid	2,054,850	-	1,864,052	874,372	874,372	874,372
	5290 - Federal Aid Other	124,492	-	-	1,259,784	1,259,784	1,259,784
	5010 - State Aid - Construction Capital Grants	73,583	-	-	-	-	-
	5011 - State Aid - Construction Operating Grants	30,000	35,000	40,000	-	-	(35,000)
	<b>Subtotal</b>	<b>\$ 2,282,925</b>	<b>\$ 35,000</b>	<b>\$ 1,904,052</b>	<b>\$ 2,134,156</b>	<b>\$ 2,134,156</b>	<b>\$ 2,099,156</b>



**Monterey County**  
**Detail of Additional Financing Sources by Fund and Account**  
**Governmental Funds**  
**Fiscal Year 2011-2012**

Description		Actual 2009-10	Adopted 2010-11	Estimated 2010-11	Requested 2011-12	Recommended 2011-12	Recommended Change from Adopted
1	2	3	4	5	6	7	8
<b>Charges for Services</b>							
	5460 - Election Services	40	-	-	-	-	-
	5580 - Recording Fees	55	-	54	-	-	-
	<b>Subtotal</b>	<b>\$ 94</b>	<b>\$ -</b>	<b>\$ 54</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Miscellaneous Revenues</b>							
	5870 - Miscellaneous Revenues	35,604	-	80	-	-	-
	<b>Subtotal</b>	<b>\$ 35,604</b>	<b>\$ -</b>	<b>\$ 80</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other Financing Sources</b>							
	5940 - Operating Transfers In	-	-	223,000	317,318	317,318	317,318
	5960 - Loan Repayment	225,655	1,842,137	1,624,330	1,741,201	1,741,201	(100,936)
	<b>Subtotal</b>	<b>\$ 225,655</b>	<b>\$ 1,842,137</b>	<b>\$ 1,847,330</b>	<b>\$ 2,058,519</b>	<b>\$ 2,058,519</b>	<b>\$ 216,382</b>
	<b>Total 013 - Community Development Fund</b>	<b>\$ 2,569,234</b>	<b>\$ 1,906,191</b>	<b>\$ 3,761,510</b>	<b>\$ 4,196,675</b>	<b>\$ 4,196,675</b>	<b>\$ 2,290,484</b>
<b>015 - Fort Ord Reuse</b>							
<b>Revenue from Use of Money &amp; Property</b>							
	4600 - Investment Income	2,614	5,000	5,000	5,000	5,000	-
	<b>Subtotal</b>	<b>\$ 2,614</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ -</b>
<b>Miscellaneous Revenues</b>							
	5870 - Miscellaneous Revenues	(103,311)	-	-	-	-	-
	<b>Subtotal</b>	<b>\$ (103,311)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other Financing Sources</b>							
	5940 - Operating Transfers In	42,000	42,000	42,000	42,000	42,000	-
	<b>Subtotal</b>	<b>\$ 42,000</b>	<b>\$ 42,000</b>	<b>\$ 42,000</b>	<b>\$ 42,000</b>	<b>\$ 42,000</b>	<b>\$ -</b>
	<b>Total 015 - Fort Ord Reuse</b>	<b>\$ (58,697)</b>	<b>\$ 47,000</b>	<b>\$ 47,000</b>	<b>\$ 47,000</b>	<b>\$ 47,000</b>	<b>\$ -</b>
<b>016 - Emergency Medical Service Fund</b>							
<b>Fines, Forfeitures, and Penalties</b>							
	4450 - Other Court Fines	959,894	950,000	1,399,056	875,572	875,572	(74,428)
	<b>Subtotal</b>	<b>\$ 959,894</b>	<b>\$ 950,000</b>	<b>\$ 1,399,056</b>	<b>\$ 875,572</b>	<b>\$ 875,572</b>	<b>\$ (74,428)</b>
<b>Revenue from Use of Money &amp; Property</b>							
	4600 - Investment Income	6,002	20,000	4,500	2,500	2,500	(17,500)
	<b>Subtotal</b>	<b>\$ 6,002</b>	<b>\$ 20,000</b>	<b>\$ 4,500</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ (17,500)</b>
	<b>Total 016 - Emergency Medical Service Fund</b>	<b>\$ 965,896</b>	<b>\$ 970,000</b>	<b>\$ 1,403,556</b>	<b>\$ 878,072</b>	<b>\$ 878,072</b>	<b>\$ (91,928)</b>

**Monterey County**  
**Detail of Additional Financing Sources by Fund and Account**  
**Governmental Funds**  
**Fiscal Year 2011-2012**

Description		Actual 2009-10	Adopted 2010-11	Estimated 2010-11	Requested 2011-12	Recommended 2011-12	Recommended Change from Adopted
1	2	3	4	5	6	7	8
<b>251 - Public Improvement Corp Debt Service</b>							
<b>Fines, Forfeitures, and Penalties</b>							
	4450 - Other Court Fines	1,344,836	1,500,000	1,500,000	1,500,000	1,500,000	-
	<b>Subtotal</b>	<b>\$ 1,344,836</b>	<b>\$ 1,500,000</b>	<b>\$ 1,500,000</b>	<b>\$ 1,500,000</b>	<b>\$ 1,500,000</b>	<b>\$ -</b>
<b>Revenue from Use of Money &amp; Property</b>							
	4600 - Investment Income	500,138	238,330	267,214	270,000	270,000	31,670
	4675 - Rents and Concessions	4,685,785	13,643,554	11,653,222	14,397,951	14,397,951	754,397
	<b>Subtotal</b>	<b>\$ 5,185,922</b>	<b>\$ 13,881,884</b>	<b>\$ 11,920,436</b>	<b>\$ 14,667,951</b>	<b>\$ 14,667,951</b>	<b>\$ 786,067</b>
<b>Other Financing Sources</b>							
	5940 - Operating Transfers In	7,890,506	-	-	-	-	-
	5950 - Debt Issuance	43,700,000	-	17,845,000	-	-	-
	5955 - Premium on Debt Issuance	2,618,041	-	2,618,041	-	-	-
	<b>Subtotal</b>	<b>\$ 54,208,547</b>	<b>\$ -</b>	<b>\$ 20,463,041</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>Total 251 - Public Improvement Corp Debt Service</b>	<b>\$ 60,739,305</b>	<b>\$ 15,381,884</b>	<b>\$ 33,883,477</b>	<b>\$ 16,167,951</b>	<b>\$ 16,167,951</b>	<b>\$ 786,067</b>
<b>401 - Facilities Project Fund</b>							
<b>Revenue from Use of Money &amp; Property</b>							
	4600 - Investment Income	35,859	25,000	10,000	15,000	15,000	(10,000)
	<b>Subtotal</b>	<b>\$ 35,859</b>	<b>\$ 25,000</b>	<b>\$ 10,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ (10,000)</b>
<b>Intergovernmental Revenues</b>							
	5290 - Federal Aid Other	56,060	-	300,000	1,387,427	1,787,427	1,787,427
	<b>Subtotal</b>	<b>\$ 56,060</b>	<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ 1,387,427</b>	<b>\$ 1,787,427</b>	<b>\$ 1,787,427</b>
<b>Miscellaneous Revenues</b>							
	5800 - Other Taxable Sales	-	-	50	-	-	-
	5870 - Miscellaneous Revenues	755	-	-	-	-	-
	<b>Subtotal</b>	<b>\$ 755</b>	<b>\$ -</b>	<b>\$ 50</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other Financing Sources</b>							
	5940 - Operating Transfers In	3,176,324	750,000	1,473,133	450,000	450,000	(300,000)
	<b>Subtotal</b>	<b>\$ 3,176,324</b>	<b>\$ 750,000</b>	<b>\$ 1,473,133</b>	<b>\$ 450,000</b>	<b>\$ 450,000</b>	<b>\$ (300,000)</b>
	<b>Total 401 - Facilities Project Fund</b>	<b>\$ 3,268,998</b>	<b>\$ 775,000</b>	<b>\$ 1,783,183</b>	<b>\$ 1,852,427</b>	<b>\$ 2,252,427</b>	<b>\$ 1,477,427</b>
<b>402 - Capital Projects Fund</b>							
<b>Revenue from Use of Money &amp; Property</b>							
	4600 - Investment Income	348,967	100,000	55,832	57,837	57,837	(42,163)
	<b>Subtotal</b>	<b>\$ 348,967</b>	<b>\$ 100,000</b>	<b>\$ 55,832</b>	<b>\$ 57,837</b>	<b>\$ 57,837</b>	<b>\$ (42,163)</b>

**Monterey County**  
**Detail of Additional Financing Sources by Fund and Account**  
**Governmental Funds**  
**Fiscal Year 2011-2012**

Description		Actual 2009-10	Adopted 2010-11	Estimated 2010-11	Requested 2011-12	Recommended 2011-12	Recommended Change from Adopted
1	2	3	4	5	6	7	8
<b>Other Financing Sources</b>							
	5940 - Operating Transfers In	625,000	-	-	500,000	500,000	500,000
	<b>Subtotal</b>	<b>\$ 625,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>
	<b>Total 402 - Capital Projects Fund</b>	<b>\$ 973,967</b>	<b>\$ 100,000</b>	<b>\$ 55,832</b>	<b>\$ 557,837</b>	<b>\$ 557,837</b>	<b>\$ 457,837</b>
<b>403 - Capital Projects Automation Fund</b>							
<b>Revenue from Use of Money &amp; Property</b>							
	4600 - Investment Income	6,570	-	1,404	-	-	-
	<b>Subtotal</b>	<b>\$ 6,570</b>	<b>\$ -</b>	<b>\$ 1,404</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other Financing Sources</b>							
	5940 - Operating Transfers In	6,351,505	-	-	-	-	-
	<b>Subtotal</b>	<b>\$ 6,351,505</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>Total 403 - Capital Projects Automation Fund</b>	<b>\$ 6,358,075</b>	<b>\$ -</b>	<b>\$ 1,404</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>404 - Facility Master Plan Implementation</b>							
<b>Revenue from Use of Money &amp; Property</b>							
	4600 - Investment Income	1,252,696	200,000	186,760	92,500	92,500	(107,500)
	<b>Subtotal</b>	<b>\$ 1,252,696</b>	<b>\$ 200,000</b>	<b>\$ 186,760</b>	<b>\$ 92,500</b>	<b>\$ 92,500</b>	<b>\$ (107,500)</b>
<b>Miscellaneous Revenues</b>							
	5800 - Other Taxable Sales	18	-	59	-	-	-
	5870 - Miscellaneous Revenues	-	-	691,250	-	-	-
	<b>Subtotal</b>	<b>\$ 18</b>	<b>\$ -</b>	<b>\$ 691,309</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>Total 404 - Facility Master Plan Implementation</b>	<b>\$ 1,252,714</b>	<b>\$ 200,000</b>	<b>\$ 878,069</b>	<b>\$ 92,500</b>	<b>\$ 92,500</b>	<b>\$ (107,500)</b>
<b>405 - NGEN Radio Project</b>							
<b>Revenue from Use of Money &amp; Property</b>							
	4600 - Investment Income	1,339	-	-	-	-	-
	<b>Subtotal</b>	<b>\$ 1,339</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Intergovernmental Revenues</b>							
	5350 - Aid - Other Governmental Agencies	-	-	608,450	2,872,922	2,872,922	2,872,922
	<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 608,450</b>	<b>\$ 2,872,922</b>	<b>\$ 2,872,922</b>	<b>\$ 2,872,922</b>
<b>Charges for Services</b>							
	5750 - Other Services	294,578	-	-	-	-	-
	<b>Subtotal</b>	<b>\$ 294,578</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other Financing Sources</b>							
	5940 - Operating Transfers In	205,422	-	2,021,735	4,816,289	4,816,289	4,816,289
	<b>Subtotal</b>	<b>\$ 205,422</b>	<b>\$ -</b>	<b>\$ 2,021,735</b>	<b>\$ 4,816,289</b>	<b>\$ 4,816,289</b>	<b>\$ 4,816,289</b>
	<b>Total 405 - NGEN Radio Project</b>	<b>\$ 501,339</b>	<b>\$ -</b>	<b>\$ 2,630,185</b>	<b>\$ 7,689,211</b>	<b>\$ 7,689,211</b>	<b>\$ 7,689,211</b>
	<b>Grand Total</b>	<b>\$ 647,832,962</b>	<b>\$ 615,996,074</b>	<b>\$ 633,876,097</b>	<b>\$ 613,099,767</b>	<b>\$ 608,485,417</b>	<b>\$ (7,510,657)</b>

Schedule 6

# Schedule 7

**Monterey County  
Summary of Financing Uses by Function and Fund  
Governmental Funds  
Fiscal Year 2011-2012**

Description 1	Actual 2009-10 2	Adopted 2010-11 3	Estimated 2010-11 4	Requested 2011-12 5	Recommended 2011-12 6	Recommended Change from Adopted 7
<b>Summarization by Function</b>						
GE01 - General	\$ 88,104,402	\$ 104,387,108	\$ 73,365,063	\$ 88,854,242	\$ 73,669,987	\$ (30,717,121)
PP02 - Public Protection	184,860,432	182,139,417	187,334,435	207,405,297	180,901,217	(1,238,200)
PW03 - Public Ways & Facilities	24,376,956	47,060,843	36,266,013	39,388,720	38,942,386	(8,118,457)
HS04 - Health & Sanitation	125,094,310	129,262,440	123,154,494	128,477,933	127,116,360	(2,146,080)
PA05 - Public Assistance	171,309,497	175,144,684	180,513,483	169,923,351	164,933,178	(10,211,506)
ED06 - Education	7,661,192	8,436,778	8,353,962	8,493,791	8,366,908	(69,870)
RC07 - Recreation & Culture	4,594,123	5,483,158	8,138,548	4,984,375	4,806,930	(676,228)
DS08 - Debt Service	61,822,260	16,576,884	34,443,612	17,402,951	17,402,951	826,067
OH09 - Overhead Recovery	(6,620,241)	(7,109,333)	(7,109,333)	(7,070,011)	(7,070,011)	39,322
OF10 - Other Financing Uses	18,414,037	13,159,743	13,159,743	14,043,053	15,068,492	1,908,749
SD12 - Special Districts	159,731	344,813	413,245	163,248	163,248	(181,565)
<b>Subtotal</b>	<b>\$ 679,776,700</b>	<b>\$ 674,886,535</b>	<b>\$ 658,033,265</b>	<b>\$ 672,066,950</b>	<b>\$ 624,301,646</b>	<b>\$ (50,584,889)</b>
<b>Appropriation for Contingencies</b>						
General Fund	-	4,547,909	-	5,216,967	5,216,967	669,058
<b>Subtotal Financing Uses</b>	<b>\$ 679,776,700</b>	<b>\$ 679,434,444</b>	<b>\$ 658,033,265</b>	<b>\$ 677,283,917</b>	<b>\$ 629,518,613</b>	<b>\$ (49,915,831)</b>
<b>Provisions for Reserves and Designations</b>						
General Fund	-	-	-	-	-	-
<b>Total Financing Uses</b>	<b>\$ 679,776,700</b>	<b>\$ 679,434,444</b>	<b>\$ 658,033,265</b>	<b>\$ 677,283,917</b>	<b>\$ 629,518,613</b>	<b>\$ (49,915,831)</b>

**Monterey County**  
**Summary of Financing Uses by Function and Fund**  
**Governmental Funds**  
**Fiscal Year 2011-2012**

Description	Actual 2009-10	Adopted 2010-11	Estimated 2010-11	Requested 2011-12	Recommended 2011-12	Recommended Change from Adopted
1	2	3	4	5	6	7
<b>Summarization by Fund</b>						
001 - General	\$ 535,103,501	\$ 546,363,406	\$ 547,175,579	\$ 567,224,487	\$ 533,846,968	\$ (12,516,438)
002 - Road Fund	24,376,956	47,060,843	36,266,013	39,388,720	38,942,386	(8,118,457)
003 - Library Fund	7,119,888	7,828,280	7,802,788	7,777,138	7,777,138	(51,142)
005 - In-Home Support Services	540,556	626,257	429,683	417,208	416,266	(209,991)
006 - Fish & Game Propagation Fund	21,809	12,261	24,125	19,785	19,785	7,524
007 - Office Of Employment Training	13,058,296	10,000,000	9,998,800	7,141,177	7,141,177	(2,858,823)
008 - Community Action Partnership	1,129,617	798,379	865,628	519,199	519,199	(279,180)
009 - Inclusionary Housing	159,731	344,813	413,245	163,248	163,248	(181,565)
011 - Economic Development Program	447,615	755,000	755,000	755,000	420,733	(334,267)
012 - Productivity Investment Fund	-	-	-	883,310	883,310	883,310
013 - Community Development Fund	2,773,134	2,386,064	3,975,516	4,729,599	4,729,599	2,343,535
015 - Fort Ord Reuse	42,003	47,000	47,000	47,000	47,000	-
016 - Emergency Medical Service Fund	1,100,919	1,250,652	1,452,413	1,019,263	1,019,263	(231,389)
251 - Public Improvement Corp Debt Service	60,640,689	15,381,884	33,883,477	16,167,951	16,167,951	786,067
401 - Facilities Project Fund	1,949,781	2,876,819	1,928,000	5,122,810	4,606,899	1,730,080
402 - Capital Projects Fund	8,898,466	15,810,417	4,825,065	11,274,279	521,844	(15,288,573)
403 - Capital Projects Automation Fund	5,896,579	323,900	746,062	465,200	465,200	141,300
404 - Facility Master Plan Implementation	16,453,181	27,568,469	4,814,686	6,479,332	4,141,436	(23,427,033)
405 - NGEN Radio Project	63,978	-	2,630,185	7,689,211	7,689,211	7,689,211
<b>Total Financing Requirements</b>	<b><u>\$ 679,776,700</u></b>	<b><u>\$ 679,434,444</u></b>	<b><u>\$ 658,033,265</u></b>	<b><u>\$ 677,283,917</u></b>	<b><u>\$ 629,518,613</u></b>	<b><u>\$ (49,915,831)</u></b>

# Schedule 8

## Monterey County Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2011-2012

Description	FY Actual 2009-10	FY Adopted 2010-11	FY Estimated 2010-11	FY Requested 2011-12	Recommended 2011-12	Recommended Change from Adopted
1	2	3	4	5	6	7
<b>General</b>						
<b>Communications</b>						
Emergency Communications	\$ 8,342,454	\$ 8,956,050	\$ 9,392,572	\$ 9,639,101	\$ 9,589,447	\$ 633,397
Information Technology	1,080,597	953,110	953,110	1,664,465	1,664,465	711,355
<b>Communications Total</b>	<b>\$ 9,423,050</b>	<b>\$ 9,909,160</b>	<b>\$ 10,345,682</b>	<b>\$ 11,303,566</b>	<b>\$ 11,253,912</b>	<b>\$ 1,344,752</b>
<b>Contingencies</b>						
County Administrative Office	-	4,547,909	-	5,216,967	5,216,967	669,058
<b>Contingencies Total</b>	<b>\$ -</b>	<b>\$ 4,547,909</b>	<b>\$ -</b>	<b>\$ 5,216,967</b>	<b>\$ 5,216,967</b>	<b>\$ 669,058</b>
<b>Counsel</b>						
County Counsel	3,217,945	3,342,413	3,473,629	3,762,646	3,179,960	(162,453)
<b>Counsel Total</b>	<b>\$ 3,217,945</b>	<b>\$ 3,342,413</b>	<b>\$ 3,473,629</b>	<b>\$ 3,762,646</b>	<b>\$ 3,179,960</b>	<b>\$ (162,453)</b>
<b>Elections</b>						
Elections	3,780,932	3,263,461	3,319,654	4,889,522	5,130,616	1,867,155
<b>Elections Total</b>	<b>\$ 3,780,932</b>	<b>\$ 3,263,461</b>	<b>\$ 3,319,654</b>	<b>\$ 4,889,522</b>	<b>\$ 5,130,616</b>	<b>\$ 1,867,155</b>
<b>Finance</b>						
Assessor-County Clerk-Recorder	4,991,405	5,353,637	5,098,900	5,054,329	5,153,796	(199,841)
Auditor-Controller	5,235,660	5,162,481	5,162,478	5,071,176	4,922,339	(240,142)
County Administrative Office	867,743	889,605	866,411	824,026	814,928	(74,677)
Treasurer-Tax Collector	5,483,708	6,565,953	6,754,634	6,895,830	6,872,310	306,357
<b>Finance Total</b>	<b>\$ 16,578,517</b>	<b>\$ 17,971,676</b>	<b>\$ 17,882,423</b>	<b>\$ 17,845,361</b>	<b>\$ 17,763,373</b>	<b>\$ (208,303)</b>
<b>Legislative &amp; Administrative</b>						
Auditor-Controller	147,682	145,004	193,879	249,171	249,171	104,167
Board of Supervisors	2,927,178	3,092,421	3,012,917	2,846,966	3,021,690	(70,731)
Clerk of the Board	667,646	664,424	658,745	701,024	681,708	17,284
County Administrative Office	3,991,459	3,983,532	3,944,335	3,398,986	3,460,602	(522,930)
<b>Legislative &amp; Administrative Total</b>	<b>\$ 7,733,966</b>	<b>\$ 7,885,381</b>	<b>\$ 7,809,876</b>	<b>\$ 7,196,147</b>	<b>\$ 7,413,171</b>	<b>\$ (472,210)</b>

**Monterey County**  
**Detail of Financing Uses by Function, Activity and Budget Unit**  
**Governmental Funds**  
**Fiscal Year 2011-2012**

Description	FY Actual 2009-10	FY Adopted 2010-11	FY Estimated 2010-11	FY Requested 2011-12	Recommended 2011-12	Recommended Change from Adopted
1	2	3	4	5	6	7
<b>Other General</b>						
County Administrative Office	1,227,372	1,139,442	1,121,359	18,083	18,083	(1,121,359)
Information Technology	544,251	1,100,642	1,100,642	270,719	270,719	(829,923)
Resource Management Agency	1,477,605	1,554,170	1,688,818	2,071,373	1,564,670	10,500
<b>Other General Total</b>	<b>\$ 3,249,228</b>	<b>\$ 3,794,254</b>	<b>\$ 3,910,819</b>	<b>\$ 2,360,175</b>	<b>\$ 1,853,472</b>	<b>\$ (1,940,782)</b>
<b>Personnel</b>						
County Administrative Office	2,421,731	3,258,864	3,267,369	2,109,714	1,989,724	(1,269,140)
Equal Opportunity Office	519,041	576,981	637,420	567,369	544,467	(32,514)
<b>Personnel Total</b>	<b>\$ 2,940,772</b>	<b>\$ 3,835,845</b>	<b>\$ 3,904,789</b>	<b>\$ 2,677,083</b>	<b>\$ 2,534,191</b>	<b>\$ (1,301,654)</b>
<b>Plant Acquisition</b>						
Auditor-Controller	5,896,579	323,900	746,062	465,200	465,200	141,300
Emergency Communications	63,978	-	2,630,185	7,689,211	7,689,211	7,689,211
Resource Management Agency	25,351,647	43,378,886	9,639,751	17,753,611	4,663,280	(38,715,606)
<b>Plant Acquisition Total</b>	<b>\$ 31,312,204</b>	<b>\$ 43,702,786</b>	<b>\$ 13,015,998</b>	<b>\$ 25,908,022</b>	<b>\$ 12,817,691</b>	<b>\$ (30,885,095)</b>
<b>Promotion</b>						
County Administrative Office	1,444,665	1,518,090	1,518,090	1,411,014	1,568,925	50,835
Resource Management Agency	42,003	47,000	47,000	47,000	47,000	-
<b>Promotion Total</b>	<b>\$ 1,486,668</b>	<b>\$ 1,565,090</b>	<b>\$ 1,565,090</b>	<b>\$ 1,458,014</b>	<b>\$ 1,615,925</b>	<b>\$ 50,835</b>
<b>Property Management</b>						
Resource Management Agency	8,381,121	9,117,042	8,137,103	11,453,706	10,107,676	990,634
<b>Property Management Total</b>	<b>\$ 8,381,121</b>	<b>\$ 9,117,042</b>	<b>\$ 8,137,103</b>	<b>\$ 11,453,706</b>	<b>\$ 10,107,676</b>	<b>\$ 990,634</b>
<b>General Total</b>	<b>\$ 88,104,402</b>	<b>\$ 104,387,108</b>	<b>\$ 73,365,063</b>	<b>\$ 88,854,242</b>	<b>\$ 73,669,987</b>	<b>\$ (30,717,121)</b>
<b>Public Protection</b>						
<b>Detention &amp; Correction</b>						
Probation	34,531,882	34,633,547	34,977,547	37,860,020	32,507,968	(2,125,579)
Sheriff-Coroner	35,174,213	35,545,406	36,212,262	40,105,734	35,411,891	(133,515)
<b>Detention &amp; Correction Total</b>	<b>\$ 69,706,095</b>	<b>\$ 70,178,953</b>	<b>\$ 71,189,809</b>	<b>\$ 77,965,754</b>	<b>\$ 67,919,859</b>	<b>\$ (2,259,094)</b>
<b>Judicial</b>						
Child Support Services	10,734,968	11,017,023	11,318,073	11,389,349	10,868,440	(148,583)
County Administrative Office	8,031,069	8,604,485	8,602,485	9,321,931	9,321,931	717,446
District Attorney	16,496,721	17,113,710	17,164,592	18,824,236	17,924,887	811,177
Public Defender	9,872,146	9,269,841	9,537,851	10,010,471	9,226,259	(43,582)
<b>Judicial Total</b>	<b>\$ 45,134,905</b>	<b>\$ 46,005,059</b>	<b>\$ 46,623,001</b>	<b>\$ 49,545,987</b>	<b>\$ 47,341,517</b>	<b>\$ 1,336,458</b>

**Monterey County**  
**Detail of Financing Uses by Function, Activity and Budget Unit**  
**Governmental Funds**  
**Fiscal Year 2011-2012**

Description	FY Actual 2009-10	FY Adopted 2010-11	FY Estimated 2010-11	FY Requested 2011-12	Recommended 2011-12	Recommended Change from Adopted
1	2	3	4	5	6	7
<b>Other Protection</b>						
Assessor-County Clerk-Recorder	1,351,526	1,818,780	2,555,474	1,899,102	1,900,002	81,222
County Administrative Office	4,154,280	3,578,799	3,911,327	3,675,052	3,530,965	(47,834)
Health	3,195,759	3,075,588	3,235,359	3,013,116	2,950,180	(125,408)
Parks	21,809	12,261	24,125	19,785	19,785	7,524
Resource Management Agency	6,685,457	6,318,074	6,331,690	8,831,151	6,016,943	(301,131)
Sheriff-Coroner	1,779,923	1,900,273	1,877,873	1,888,133	1,857,075	(43,198)
<b>Other Protection Total</b>	<b>\$ 17,188,754</b>	<b>\$ 16,703,775</b>	<b>\$ 17,935,848</b>	<b>\$ 19,326,339</b>	<b>\$ 16,274,950</b>	<b>\$ (428,825)</b>
<b>Police Protection</b>						
Sheriff-Coroner	38,299,366	35,553,075	36,366,202	45,130,145	34,611,253	(941,822)
<b>Police Protection Total</b>	<b>\$ 38,299,366</b>	<b>\$ 35,553,075</b>	<b>\$ 36,366,202</b>	<b>\$ 45,130,145</b>	<b>\$ 34,611,253</b>	<b>\$ (941,822)</b>
<b>Protection Inspection</b>						
Agricultural Commissioner	8,917,436	8,565,206	8,826,539	9,373,533	9,269,923	704,717
Resource Management Agency	5,613,877	5,133,349	6,393,036	6,063,539	5,483,715	350,366
<b>Protection Inspection Total</b>	<b>\$ 14,531,313</b>	<b>\$ 13,698,555</b>	<b>\$ 15,219,575</b>	<b>\$ 15,437,072</b>	<b>\$ 14,753,638</b>	<b>\$ 1,055,083</b>
<b>Public Protection Total</b>	<b>\$ 184,860,432</b>	<b>\$ 182,139,417</b>	<b>\$ 187,334,435</b>	<b>\$ 207,405,297</b>	<b>\$ 180,901,217</b>	<b>\$ (1,238,200)</b>
<b>Public Ways &amp; Facilities</b>						
<b>Public Ways</b>						
Resource Management Agency	24,376,956	47,060,843	36,266,013	39,388,720	38,942,386	(8,118,457)
<b>Public Ways Total</b>	<b>\$ 24,376,956</b>	<b>\$ 47,060,843</b>	<b>\$ 36,266,013</b>	<b>\$ 39,388,720</b>	<b>\$ 38,942,386</b>	<b>\$ (8,118,457)</b>
<b>Public Ways &amp; Facilities Total</b>	<b>\$ 24,376,956</b>	<b>\$ 47,060,843</b>	<b>\$ 36,266,013</b>	<b>\$ 39,388,720</b>	<b>\$ 38,942,386</b>	<b>\$ (8,118,457)</b>
<b>Health &amp; Sanitation</b>						
<b>California Childrens Services</b>						
Health	7,888,923	8,155,065	7,968,281	7,933,072	7,941,128	(213,937)
<b>California Childrens Services Total</b>	<b>\$ 7,888,923</b>	<b>\$ 8,155,065</b>	<b>\$ 7,968,281</b>	<b>\$ 7,933,072</b>	<b>\$ 7,941,128</b>	<b>\$ (213,937)</b>
<b>Health</b>						
Health	105,745,882	111,726,119	105,775,465	111,917,114	110,547,485	(1,178,634)
<b>Health Total</b>	<b>\$ 105,745,882</b>	<b>\$ 111,726,119</b>	<b>\$ 105,775,465</b>	<b>\$ 111,917,114</b>	<b>\$ 110,547,485</b>	<b>\$ (1,178,634)</b>
<b>Hospital Care</b>						
County Administrative Office	8,300,000	6,200,000	6,200,000	6,200,000	6,200,000	-
Health	2,165,858	2,698,611	2,631,103	2,148,372	2,148,372	(550,239)
<b>Hospital Care Total</b>	<b>\$ 10,465,858</b>	<b>\$ 8,898,611</b>	<b>\$ 8,831,103</b>	<b>\$ 8,348,372</b>	<b>\$ 8,348,372</b>	<b>\$ (550,239)</b>
<b>Sanitation</b>						
Resource Management Agency	143,824	482,645	579,645	279,375	279,375	(203,270)
<b>Sanitation Total</b>	<b>\$ 143,824</b>	<b>\$ 482,645</b>	<b>\$ 579,645</b>	<b>\$ 279,375</b>	<b>\$ 279,375</b>	<b>\$ (203,270)</b>
<b>Health &amp; Sanitation Total</b>	<b>\$ 124,244,487</b>	<b>\$ 129,262,440</b>	<b>\$ 123,154,494</b>	<b>\$ 128,477,933</b>	<b>\$ 127,116,360</b>	<b>\$ (2,146,080)</b>



**Monterey County**  
**Detail of Financing Uses by Function, Activity and Budget Unit**  
**Governmental Funds**  
**Fiscal Year 2011-2012**

Description	FY Actual 2009-10	FY Adopted 2010-11	FY Estimated 2010-11	FY Requested 2011-12	Recommended 2011-12	Recommended Change from Adopted
1	2	3	4	5	6	7
<b>Public Assistance</b>						
<b>Administration</b>						
Social & Employment Services	79,249,002	82,217,003	85,413,063	81,310,590	76,654,684	(5,562,319)
<b>Administration Total</b>	<b>\$ 79,249,002</b>	<b>\$ 82,217,003</b>	<b>\$ 85,413,063</b>	<b>\$ 81,310,590</b>	<b>\$ 76,654,684</b>	<b>\$ (5,562,319)</b>
<b>Aid Programs</b>						
Social & Employment Services	69,447,793	73,155,713	72,723,880	70,937,107	70,937,107	(2,218,606)
<b>Aid Programs Total</b>	<b>\$ 69,447,793</b>	<b>\$ 73,155,713</b>	<b>\$ 72,723,880</b>	<b>\$ 70,937,107</b>	<b>\$ 70,937,107</b>	<b>\$ (2,218,606)</b>
<b>General Relief</b>						
Social & Employment Services	837,670	781,291	1,035,578	1,044,000	1,044,000	262,709
<b>General Relief Total</b>	<b>\$ 837,670</b>	<b>\$ 781,291</b>	<b>\$ 1,035,578</b>	<b>\$ 1,044,000</b>	<b>\$ 1,044,000</b>	<b>\$ 262,709</b>
<b>Other Assistance</b>						
County Administrative Office	447,615	755,000	755,000	755,000	420,733	(334,267)
Resource Management Agency	2,773,134	2,386,064	3,975,516	4,729,599	4,729,599	2,343,535
Social & Employment Services	17,948,643	15,180,347	16,006,445	10,493,832	10,493,832	(4,686,515)
<b>Other Assistance Total</b>	<b>\$ 21,169,392</b>	<b>\$ 18,321,411</b>	<b>\$ 20,736,961</b>	<b>\$ 15,978,431</b>	<b>\$ 15,644,164</b>	<b>\$ (2,677,247)</b>
<b>Veteran's Services</b>						
Social & Employment Services	605,640	669,266	604,001	653,223	653,223	(16,043)
<b>Veteran's Services Total</b>	<b>\$ 605,640</b>	<b>\$ 669,266</b>	<b>\$ 604,001</b>	<b>\$ 653,223</b>	<b>\$ 653,223</b>	<b>\$ (16,043)</b>
<b>Public Assistance Total</b>	<b>\$ 171,309,497</b>	<b>\$ 175,144,684</b>	<b>\$ 180,513,483</b>	<b>\$ 169,923,351</b>	<b>\$ 164,933,178</b>	<b>\$ (10,211,506)</b>
<b>Education</b>						
<b>Agriculture Education</b>						
Cooperative Extension Service	541,356	608,498	551,174	716,653	589,770	(18,728)
<b>Agriculture Education Total</b>	<b>\$ 541,356</b>	<b>\$ 608,498</b>	<b>\$ 551,174</b>	<b>\$ 716,653</b>	<b>\$ 589,770</b>	<b>\$ (18,728)</b>
<b>Library Services</b>						
Library	7,119,888	7,828,280	7,802,788	7,777,138	7,777,138	(51,142)
<b>Library Services Total</b>	<b>\$ 7,119,888</b>	<b>\$ 7,828,280</b>	<b>\$ 7,802,788</b>	<b>\$ 7,777,138</b>	<b>\$ 7,777,138</b>	<b>\$ (51,142)</b>
<b>Education Total</b>	<b>\$ 7,661,244</b>	<b>\$ 8,436,778</b>	<b>\$ 8,353,962</b>	<b>\$ 8,493,791</b>	<b>\$ 8,366,908</b>	<b>\$ (69,870)</b>
<b>Recreation &amp; Culture</b>						
<b>Recreation Facilities</b>						
Parks	4,594,123	5,483,158	8,138,548	4,984,375	4,806,930	(676,228)
<b>Recreation Facilities Total</b>	<b>\$ 4,594,123</b>	<b>\$ 5,483,158</b>	<b>\$ 8,138,548</b>	<b>\$ 4,984,375</b>	<b>\$ 4,806,930</b>	<b>\$ (676,228)</b>
<b>Recreation &amp; Culture Total</b>	<b>\$ 4,594,123</b>	<b>\$ 5,483,158</b>	<b>\$ 8,138,548</b>	<b>\$ 4,984,375</b>	<b>\$ 4,806,930</b>	<b>\$ (676,228)</b>

**Monterey County**  
**Detail of Financing Uses by Function, Activity and Budget Unit**  
**Governmental Funds**  
**Fiscal Year 2011-2012**

Description	FY Actual 2009-10	FY Adopted 2010-11	FY Estimated 2010-11	FY Requested 2011-12	Recommended 2011-12	Recommended Change from Adopted
1	2	3	4	5	6	7
<b>Debt Service</b>						
<b>Interest on Notes &amp; Warrants</b>						
Auditor-Controller	1,181,571	1,195,000	560,135	1,235,000	1,235,000	40,000
<b>Interest on Notes &amp; Warrants Total</b>	<b>\$ 1,181,571</b>	<b>\$ 1,195,000</b>	<b>\$ 560,135</b>	<b>\$ 1,235,000</b>	<b>\$ 1,235,000</b>	<b>\$ 40,000</b>
<b>Other Financing Uses-DS</b>						
Auditor-Controller	60,640,689	15,381,884	33,883,477	16,167,951	16,167,951	786,067
<b>Other Financing Uses-DS Total</b>	<b>\$ 60,640,689</b>	<b>\$ 15,381,884</b>	<b>\$ 33,883,477</b>	<b>\$ 16,167,951</b>	<b>\$ 16,167,951</b>	<b>\$ 786,067</b>
<b>Debt Service Total</b>	<b>\$ 61,822,260</b>	<b>\$ 16,576,884</b>	<b>\$ 34,443,612</b>	<b>\$ 17,402,951</b>	<b>\$ 17,402,951</b>	<b>\$ 826,067</b>
<b>Overhead Recovery</b>						
<b>Cost Plan Overhead</b>						
Auditor-Controller	(6,620,241)	(7,109,333)	(7,109,333)	(7,070,011)	(7,070,011)	39,322
<b>Cost Plan Overhead Total</b>	<b>\$ (6,620,241)</b>	<b>\$ (7,109,333)</b>	<b>\$ (7,109,333)</b>	<b>\$ (7,070,011)</b>	<b>\$ (7,070,011)</b>	<b>\$ 39,322</b>
<b>Overhead Recovery Total</b>	<b>\$ (6,620,241)</b>	<b>\$ (7,109,333)</b>	<b>\$ (7,109,333)</b>	<b>\$ (7,070,011)</b>	<b>\$ (7,070,011)</b>	<b>\$ 39,322</b>
<b>Other Financing Uses</b>						
<b>Other Financing Uses</b>						
County Administrative Office	18,414,037	13,159,743	13,159,743	14,043,053	15,068,492	1,908,749
<b>Other Financing Uses Total</b>	<b>\$ 18,414,037</b>	<b>\$ 13,159,743</b>	<b>\$ 13,159,743</b>	<b>\$ 14,043,053</b>	<b>\$ 15,068,492</b>	<b>\$ 1,908,749</b>
<b>Other Financing Uses Total</b>	<b>\$ 18,414,037</b>	<b>\$ 13,159,743</b>	<b>\$ 13,159,743</b>	<b>\$ 14,043,053</b>	<b>\$ 15,068,492</b>	<b>\$ 1,908,749</b>
<b>Special Districts</b>						
<b>Housing &amp; Redevelopment</b>						
Resource Management Agency	159,731	344,813	413,245	163,248	163,248	(181,565)
<b>Housing &amp; Redevelopment Total</b>	<b>\$ 159,731</b>	<b>\$ 344,813</b>	<b>\$ 413,245</b>	<b>\$ 163,248</b>	<b>\$ 163,248</b>	<b>\$ (181,565)</b>
<b>Special Districts Total</b>	<b>\$ 159,731</b>	<b>\$ 344,813</b>	<b>\$ 413,245</b>	<b>\$ 163,248</b>	<b>\$ 163,248</b>	<b>\$ (181,565)</b>
<b>Grand Total</b>	<b>\$ 678,926,929</b>	<b>\$ 679,434,444</b>	<b>\$ 658,033,265</b>	<b>\$ 677,283,917</b>	<b>\$ 629,518,613</b>	<b>\$ (49,915,831)</b>

# Schedule 12

## Monterey County Special Districts & Other Agencies Summary Fiscal Year 2011-2012

District Name	Total Financing Sources				Total Financing Uses		
	Fund Balance Unreserved/ Undesignated June 30, 2011	Cancellation of Reserves/ Designations	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Reserves/ Designations	Total Financing Uses
1	2	3	4	5	6	7	8

**Public Protection**

**County Service Areas**

051 CSA # 1 Carmel Point	76,959	-	24,860	101,819	24,860	-	24,860
052 CSA # 9 Oak Park	101,756	-	37,355	139,111	37,355	-	37,355
053 CSA # 10 Laguna Seca Ranch	154,460	-	2,000	156,460	2,000	-	2,000
054 CSA # 14 Moro Cojo	-	-	-	-	-	-	-
055 CSA # 14 Castroville	9,124	-	-	9,124	-	-	-
056 CSA # 15 Sierra Village, Toro Park	18,360	-	131,180	149,540	138,285	-	138,285
057 CSA # 17 Rancho Terra Grande	84,970	-	11,565	96,535	48,865	-	48,865
058 CSA # 19 Carmel Meadows	7,373	-	690	8,063	690	-	690
059 CSA # 20 Royal Estates	17,083	-	6,940	24,023	6,940	-	6,940
060 CSA # 23 Carmel Rancho	65,110	-	15,115	80,225	15,115	-	15,115
061 CSA # 24 Pedrazzi Subdivision	35,483	-	6,520	42,003	6,520	-	6,520
062 CSA # 25 Carmel Valley Country Club	99,170	-	35,545	134,715	35,545	-	35,545
063 CSA # 26 New Moss Landing Heights	18,955	-	4,290	23,245	4,290	-	4,290
064 CSA # 30 Rancho Mar Monte	12,593	-	1,595	14,188	1,595	-	1,595
065 CSA # 31 Aromas Hills	11,579	-	1,645	13,224	1,645	-	1,645
066 CSA # 32 Green Valley Acres	24,221	-	8,585	32,806	8,585	-	8,585
067 CSA # 33 Coast Ridge Subdivision	20,010	-	2,840	22,850	2,840	-	2,840
068 CSA # 34 Rancho Rio Vista	8,890	-	1,960	10,850	1,960	-	1,960
069 CSA # 35 Paradise Park	17,092	-	8,930	26,022	8,930	-	8,930
070 CSA # 37 Colonial Oak Estates	4,834	-	1,095	5,929	1,095	-	1,095
071 CSA # 38 Paradise Lake Estates	16,644	-	2,380	19,024	2,380	-	2,380
072 CSA # 41 Gabilan Acres	103,584	-	18,915	122,499	38,915	-	38,915
073 CSA # 44 Corral De Tierra	7,420	-	6,155	13,575	6,155	-	6,155
074 CSA # 45 Oak Hills	41,003	-	27,435	68,438	27,435	-	27,435
075 CSA # 45 Oak Hills - Open Space	41,722	-	21,215	62,937	21,215	-	21,215
076 CSA # 47 Carmel Views	52,025	-	20,590	72,615	20,590	-	20,590
077 CSA # 50 Rioway Track	198,674	-	120,496	319,170	120,496	-	120,496
078 CSA # 51 High Meadows	42,176	-	15,145	57,321	15,145	-	15,145
079 CSA # 52 Cerro Del Oso	28,771	-	6,050	34,821	6,050	-	6,050
080 CSA # 53 Arroyo Seco	22,077	-	8,497	30,574	8,497	-	8,497
081 CSA # 54 Manzanita	9,685	-	1,369	11,054	1,369	-	1,369
082 CSA # 55 Buena Vista Del Sol	34,293	-	7,275	41,568	7,275	-	7,275

**Monterey County  
Special Districts & Other Agencies Summary  
Fiscal Year 2011-2012**

District Name	Total Financing Sources				Total Financing Uses		
	Fund Balance Unreserved/ Undesignated June 30, 2011	Cancellation of Reserves/ Designations	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Reserves/ Designations	Total Financing Uses
1	2	3	4	5	6	7	8
083 CSA # 56 Del Mesa Carmel	46,601	-	10,585	57,186	10,585	-	10,585
084 CSA # 57 Los Tulares	14,159	-	1,440	15,599	1,440	-	1,440
085 CSA # 58 Vista Corado	16,278	-	3,396	19,674	3,396	-	3,396
086 CSA # 62 Rancho Del Monte	52,776	-	11,528	64,304	11,528	-	11,528
087 CSA # 66 Oak Tree Views	52,893	-	17,555	70,448	17,555	-	17,555
088 CSA # 67 Corral De Tierra Oaks	435,575	-	104,290	539,865	104,290	-	104,290
089 CSA # 68 Vierra Canyon	18,840	-	2,920	21,760	2,920	-	2,920
090 CSA # 69 Ralph Lane	1,268	-	21	1,289	21	-	21
091 CSA # 72 Las Palmas Ranch	64,401	-	5,725	70,126	15,725	-	15,725
092 CSA # 74 Ambulance	1,655,196	-	1,585,000	3,240,196	3,240,196	-	3,240,196
093 CSA # 75 Chualar Consolidated	28,256	-	62,277	90,533	82,277	-	82,277
<b>Total County Service Areas</b>	<b>3,772,339</b>	<b>-</b>	<b>2,362,969</b>	<b>6,135,308</b>	<b>4,112,570</b>	<b>-</b>	<b>4,112,570</b>
<b>Water Resources Agency</b>							
111 Water Resources Administration	2,530,246	-	992,180	3,522,426	3,522,426	-	3,522,426
112 Water Resources - Zone # 1	366,355	-	397,362	763,717	763,717	-	763,717
113 County-Wide Services	64,147	-	722,794	786,941	786,941	-	786,941
114 Water Resources - Zone # 2	109,473	-	613,871	723,344	723,344	-	723,344
115 Water Resources - Zone # 2A	129,608	-	533,489	663,097	663,097	-	663,097
116 Water Resources - Zone # 2C	1,390,115	-	2,928,493	4,318,608	4,318,608	-	4,318,608
117 Water Resources - Zone # 3	56,894	-	29,072	85,966	85,966	-	85,966
118 Water Resources - Zone # 5	13,638	-	31,092	44,730	44,730	-	44,730
119 Water Resources - Zone # 6	454,331	-	191,627	645,958	645,958	-	645,958
120 Water Resources - Zone # 7	2,134	-	4,898	7,032	7,032	-	7,032
121 Water Resources - Zone # 8	116,152	-	64,625	180,777	180,777	-	180,777
122 Water Resources - Zone # 9	843,666	-	2,344,882	3,188,548	3,188,548	-	3,188,548
123 Water Resources - Zone # 11	29,097	-	51,083	80,180	80,180	-	80,180
124 Water Resources - Zone # 12	34,946	-	34,054	69,000	69,000	-	69,000
125 Water Resources - Zone # 14	1,062	-	1,652	2,714	2,714	-	2,714
126 Water Resources - Zone # 15	61,906	-	4,767	66,673	66,673	-	66,673
127 Water Resources - Zone # 17	205,339	-	96,300	301,639	301,639	-	301,639
128 Storm Drain Maintenance # 2	117,423	-	18,036	135,459	135,459	-	135,459
129 Gonzales Slough Maintenance	9,931	-	3,939	13,870	13,870	-	13,870
130 Nacimiento Hydro Operate	294,901	-	255,000	549,901	549,901	-	549,901
131 CSIP Operating Fund	967,425	-	1,450,487	2,417,912	2,417,912	-	2,417,912
132 SVRP Operating Fund	839,300	-	3,754,889	4,594,189	4,594,189	-	4,594,189
133 SV Water Project Revenue	3,276,070	-	2,082,220	5,358,290	5,358,290	-	5,358,290
134 SV Diversion Facility O&M	24,342	-	2,208,370	2,232,712	2,232,712	-	2,232,712

**Monterey County  
Special Districts & Other Agencies Summary  
Fiscal Year 2011-2012**

District Name	Total Financing Sources				Total Financing Uses		
	Fund Balance Unreserved/ Undesignated June 30, 2011	Cancellation of Reserves/ Designations	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Reserves/ Designations	Total Financing Uses
1	2	3	4	5	6	7	8
301 Water Resources - Zone #2	-	-	-	-	-	-	-
302 Water Resources - Zone #2A	-	-	-	-	-	-	-
303 CSIP Debt Service Fund	40,042	-	1,917,900	1,957,942	1,957,942	-	1,957,942
304 Nacimiento Hydro Project	-	-	-	-	-	-	-
308 Chualar Water Revenue	-	-	-	-	-	-	-
313 Monterey County Financing Authority	-	-	2,141,515	2,141,515	2,141,515	-	2,141,515
421 Castroville Seawater Intrusion	-	-	-	-	-	-	-
422 Nacimiento Spillway Mod Construction	-	-	-	-	-	-	-
423 Diversion Facility Construction	40,000	-	-	40,000	40,000	-	40,000
424 Salinas Valley Water Project	-	-	-	-	-	-	-
425 MBRWP Construction	-	-	-	-	-	-	-
<b>Total Water Resources Agency</b>	<b>12,018,543</b>	<b>-</b>	<b>22,874,597</b>	<b>34,893,140</b>	<b>34,893,140</b>	<b>-</b>	<b>34,893,140</b>
<b>Total Public Protection</b>	<b>15,790,882</b>	<b>-</b>	<b>25,237,566</b>	<b>41,028,448</b>	<b>39,005,710</b>	<b>-</b>	<b>39,005,710</b>
<b>Health and Sanitation</b>							
151 Pajaro County Sanitation District	200,000	-	813,075	1,013,075	1,013,075	-	1,013,075
152 Moss Landing County Sanitation Distr	178,973	-	262,025	440,998	262,025	-	262,025
153 Carmel Valley Sanitation Zone # 1 Distr	-	-	-	-	-	-	-
154 Carmel Valley Sanitation Zone # 2 Distr	15,675	-	116	15,791	116	-	116
155 Carmel Valley Sanitation Zone # 3 Distr	-	-	-	-	-	-	-
156 Boronda County Sanitation District	10,540	-	125,560	136,100	125,560	-	125,560
157 Boronda CSD - Zone 2 - San Jerardo	-	-	88,400	88,400	88,400	-	88,400
305 Boronda Co San Sewer Revenue	-	-	-	-	-	-	-
306 Boronda Co San Revenue Bonds	-	-	37,400	37,400	37,400	-	37,400
307 Chualar County Sanitation	-	-	-	-	-	-	-
309 Moss Landing Co San Sewer Revenue	-	-	32,550	32,550	32,550	-	32,550
310 Pajaro Co San Sewer Revenue	19,271	-	34,400	53,671	34,400	-	34,400
311 Hidden Hills Area Assmt Dist	-	-	-	-	-	-	-
312 Chualar Co Water Ser A	29,865	-	15,893	45,758	15,893	-	15,893
<b>Total Health and Sanitation</b>	<b>454,324</b>	<b>-</b>	<b>1,409,419</b>	<b>1,863,743</b>	<b>1,609,419</b>	<b>-</b>	<b>1,609,419</b>
<b>Redevelopment Agencies</b>							
171 Castroville-Pajaro Redev Project	2,009,037	-	4,137,155	6,146,192	6,146,192	-	6,146,192
172 Boronda Redevelopment Project	1,137,766	-	1,870,550	3,008,316	3,008,316	-	3,008,316
173 Fort Ord Redevelopment	67,135	-	431,164	498,299	498,299	-	498,299
174 East Garrison Redevelopment	-	-	592,633	592,633	592,633	-	592,633
175 Castroville-Pajaro Housing Set-Aside	404,427	-	849,352	1,253,779	1,253,779	-	1,253,779
176 Boronda Housing Set-Aside	1,819,148	-	478,000	2,297,148	2,297,148	-	2,297,148
177 Fort Ord Housing Set-Aside	57,148	-	6,500	63,648	63,648	-	63,648

Schedule 12

**Monterey County  
Special Districts & Other Agencies Summary  
Fiscal Year 2011-2012**

District Name	Total Financing Sources				Total Financing Uses		
	Fund Balance Unreserved/ Undesignated June 30, 2011	Cancellation of Reserves/ Designations	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Reserves/ Designations	Total Financing Uses
1	2	3	4	5	6	7	8
178 East Garrison Housing Set-Aside	400,265	-	125,200	525,465	525,465	-	525,465
179 East Garrison RDA Project	-	-	-	-	-	-	-
271 RDA Castroville Pajaro	82,831	-	4,278,000	4,360,831	4,360,831	-	4,360,831
272 RDA Boronda	48,968	-	2,600,000	2,648,968	2,648,968	-	2,648,968
273 RDA Fort Ord	12	-	60,000	60,012	60,000	-	60,000
274 RDA East Garrison	-	-	773,000	773,000	773,000	-	773,000
<b>Total Redevelopment Agencies</b>	<u>6,026,737</u>	-	<u>16,201,554</u>	<u>22,228,291</u>	<u>22,228,279</u>	-	<u>22,228,279</u>
<b>Total Special Districts &amp; Other Agencies</b>	<u>22,271,943</u>	-	<u>42,848,539</u>	<u>65,120,482</u>	<u>62,843,408</u>	-	<u>62,843,408</u>

# Schedule 13

**Monterey County  
Fund Balance - Special Districts and Other Agencies  
Fiscal Year 2011-2012**

District Name	Total Fund Balance June 30, 2011	Less: Fund Balance-Reserved/Designated			Fund Balance Unreserved/ Undesignated June 30, 2011
		Encumbrances	General & Other Reserves	Designations	
1	2	3	4	5	6
<b>Public Protection</b>					
County Service Areas					
051 CSA # 1 Carmel Point	76,959	-	-	-	76,959
052 CSA # 9 Oak Park	101,756	-	-	-	101,756
053 CSA # 10 Laguna Seca Ranch	154,460	-	-	-	154,460
054 CSA # 14 Moro Cojo	-	-	-	-	-
055 CSA # 14 Castroville	9,124	-	-	-	9,124
056 CSA # 15 Sierra Village, Toro Park	24,348	5,988	-	-	18,360
057 CSA # 17 Rancho Terra Grande	84,970	-	-	-	84,970
058 CSA # 19 Carmel Meadows	7,373	-	-	-	7,373
059 CSA # 20 Royal Estates	17,083	-	-	-	17,083
060 CSA # 23 Carmel Rancho	65,110	-	-	-	65,110
061 CSA # 24 Pedrazzi Subdivision	35,483	-	-	-	35,483
062 CSA # 25 Carmel Valley Country Club	99,170	-	-	-	99,170
063 CSA # 26 New Moss Landing Heights	18,955	-	-	-	18,955
064 CSA # 30 Rancho Mar Monte	12,593	-	-	-	12,593
065 CSA # 31 Aromas Hills	11,579	-	-	-	11,579
066 CSA # 32 Green Valley Acres	24,221	-	-	-	24,221
067 CSA # 33 Coast Ridge Subdivision	20,010	-	-	-	20,010
068 CSA # 34 Rancho Rio Vista	8,890	-	-	-	8,890
069 CSA # 35 Paradise Park	17,092	-	-	-	17,092
070 CSA # 37 Colonial Oak Estates	4,834	-	-	-	4,834
071 CSA # 38 Paradise Lake Estates	16,644	-	-	-	16,644
072 CSA # 41 Gabilan Acres	103,584	-	-	-	103,584
073 CSA # 44 Corral De Tierra	7,420	-	-	-	7,420
074 CSA # 45 Oak Hills	41,003	-	-	-	41,003
075 CSA # 45 Oak Hills - Open Space	41,722	-	-	-	41,722
076 CSA # 47 Carmel Views	52,025	-	-	-	52,025
077 CSA # 50 Rioway Track	198,674	-	-	-	198,674
078 CSA # 51 High Meadows	42,176	-	-	-	42,176
079 CSA # 52 Cerro Del Oso	28,771	-	-	-	28,771
080 CSA # 53 Arroyo Seco	22,077	-	-	-	22,077
081 CSA # 54 Manzanita	9,685	-	-	-	9,685
082 CSA # 55 Buena Vista Del Sol	34,293	-	-	-	34,293
083 CSA # 56 Del Mesa Carmel	46,601	-	-	-	46,601

**Monterey County**  
**Fund Balance - Special Districts and Other Agencies**  
**Fiscal Year 2011-2012**

District Name	Total Fund Balance June 30, 2011	Less: Fund Balance-Reserved/Designated			Fund Balance Unreserved/ Undesignated June 30, 2011
		Encumbrances	General & Other Reserves	Designations	
1	2	3	4	5	6
084 CSA # 57 Los Tulares	14,159	-	-	-	14,159
085 CSA # 58 Vista Corado	16,278	-	-	-	16,278
086 CSA # 62 Rancho Del Monte	52,776	-	-	-	52,776
087 CSA # 66 Oak Tree Views	52,893	-	-	-	52,893
088 CSA # 67 Corral De Tierra Oaks	435,575	-	-	-	435,575
089 CSA # 68 Vierra Canyon	18,840	-	-	-	18,840
090 CSA # 69 Ralph lane	1,268	-	-	-	1,268
091 CSA # 72 Las Palmas Ranch	64,401	-	-	-	64,401
092 CSA # 74 Ambulance	1,655,196	-	-	-	1,655,196
093 CSA # 75 Chualar Consolidated	29,584	1,328	-	-	28,256
<b>Total County Service Areas</b>	<b>3,779,655</b>	<b>7,316</b>	-	-	<b>3,772,339</b>

**Water Resources Agency**

111 Water Resources Administration	2,758,234	155,788	72,200	-	2,530,246
112 Water Resources - Zone # 1	449,741	83,386	-	-	366,355
113 County-Wide Services	90,939	26,792	-	-	64,147
114 Water Resources - Zone # 2	161,323	48,861	2,989	-	109,473
115 Water Resources - Zone # 2A	681,081	27,374	524,099	-	129,608
116 Water Resources - Zone # 2C	1,983,200	468,085	-	125,000	1,390,115
117 Water Resources - Zone # 3	56,894	-	-	-	56,894
118 Water Resources - Zone # 5	13,638	-	-	-	13,638
119 Water Resources - Zone # 6	460,567	6,236	-	-	454,331
120 Water Resources - Zone # 7	2,134	-	-	-	2,134
121 Water Resources - Zone # 8	116,152	-	-	-	116,152
122 Water Resources - Zone # 9	1,312,191	223,367	-	245,158	843,666
123 Water Resources - Zone # 11	29,097	-	-	-	29,097
124 Water Resources - Zone # 12	34,946	-	-	-	34,946
125 Water Resources - Zone #14	1,062	-	-	-	1,062
126 Water Resources - Zone #15	61,906	-	-	-	61,906
127 Water Resources - Zone #17	205,339	-	-	-	205,339
128 Storm Drain Maintenance # 2	117,963	540	-	-	117,423
129 Gonzales Slough Maintenance	9,931	-	-	-	9,931
130 Nacimiento Hydro Operate	356,234	61,333	-	-	294,901
131 CSIP Operating Fund	1,708,894	122,822#	618,647	-	967,425
132 SVRP Operating Fund	1,691,074	-	851,774	-	839,300
133 SV Water Project Revenue	3,276,070	-	-	-	3,276,070
134 SV Diversion Facility O&M	29,109	4,767	-	-	24,342
301 Water Resources - Zone #2	-	-	-	-	-
302 Water Resources - Zone #2A	-	-	-	-	-



**Monterey County**  
**Fund Balance - Special Districts and Other Agencies**  
**Fiscal Year 2011-2012**

District Name	Total Fund Balance June 30, 2011	Less: Fund Balance-Reserved/Designated			Fund Balance Unreserved/ Undesignated June 30, 2011
		Encumbrances	General & Other Reserves	Designations	
1	2	3	4	5	6
303 CSIP Debt Service Fund	3,540,042	-	3,500,000	-	40,042
304 Nacimiento Hydro Project	363,126	-	363,126	-	-
308 Chualar Water Revenue	-	-	-	-	-
312 Chualar Co Water Ser A	29,865	-	-	-	29,865
313 Monterey County Financing Authority	2,874,944	-	2,874,944	-	-
421 Castroville Seawater Intrusion	-	-	-	-	-
422 Nacimiento Spillway Mod Construction	8,679	8,679	-	-	-
423 Diversion Facility Construction	179,158	139,158	-	-	40,000
424 Salinas Valley Water Project	-	-	-	-	-
425 MBRWP Construction	-	-	-	-	-
<b>Total Water Resources Agency</b>	<b>22,603,533</b>	<b>1,377,188</b>	<b>8,807,779</b>	<b>370,158</b>	<b>12,048,408</b>
<b>Total Public Protection</b>	<b>26,383,188</b>	<b>1,384,504</b>	<b>8,807,779</b>	<b>370,158</b>	<b>15,820,747</b>
<b>Health and Sanitation</b>					
151 Pajaro County Sanitation District	802,540	202,540	-	400,000	200,000
152 Moss Landing County Sanitation District	201,535	22,562	-	-	178,973
153 Carmel Valley Sanitation Zone # 1 District	-	-	-	-	-
154 Carmel Valley Sanitation Zone # 2 District	15,675	-	-	-	15,675
155 Carmel Valley Sanitation Zone # 3 District	-	-	-	-	-
156 Boronda County Sanitation District	10,540	-	-	-	10,540
157 Boronda CSD - Zone 2 - San Jerardo	148,396	148,396	-	-	-
305 Boronda Co San Sewer Revenue	-	-	-	-	-
306 Boronda Co San Revenue Bonds	15,000	-	15,000	-	-
307 Chualar County Sanitation	-	-	-	-	-
309 Moss Landing Co San Sewer Revenue	22,595	-	22,595	-	-
310 Pajaro Co San Sewer Revenue	50,289	-	31,018	-	19,271
311 Hidden Hills Area Assmt Dist	-	-	-	-	-
<b>Total Health and Sanitation</b>	<b>1,266,570</b>	<b>373,498</b>	<b>68,613</b>	<b>400,000</b>	<b>424,459</b>
<b>Redevelopment Agencies</b>					
171 Castroville-Pajaro Redevelopment Project	3,585,793	661,076	915,680	-	2,009,037
172 Boronda Redevelopment Project	1,785,321	647,555	-	-	1,137,766
173 Fort Ord Redevelopment	215,422	148,287	-	-	67,135
174 East Garrison Redevelopment	1,363	1,363	-	-	-
175 Castroville-Pajaro Housing Set-Aside	1,538,841	1,134,414	-	-	404,427
176 Boronda Housing Set-Aside	1,842,140	22,992	-	-	1,819,148
177 Fort Ord Housing Set-Aside	57,148	-	-	-	57,148
178 East Garrison Housing Set-Aside	405,265	5,000	-	-	400,265
179 East Garrison RDA Project	-	-	-	-	-

Schedule 13

**Monterey County**  
**Fund Balance - Special Districts and Other Agencies**  
**Fiscal Year 2011-2012**

District Name	Total Fund Balance June 30, 2011	Less: Fund Balance-Reserved/Designated			Fund Balance Unreserved/ Undesignated June 30, 2011
		Encumbrances	General & Other Reserves	Designations	
1	2	3	4	5	6
271 RDA Castroville Pajaro	82,831	-	-	-	82,831
272 RDA Boronda	48,968	-	-	-	48,968
273 RDA Fort Ord	12	-	-	-	12
274 RDA East Garrison	-	-	-	-	-
<b>Total Redevelopment Agencies</b>	<b>9,563,104</b>	<b>2,620,687</b>	<b>915,680</b>	<b>-</b>	<b>6,026,737</b>
<b>Total Special Districts and Other Agencies</b>	<b>37,212,862</b>	<b>4,378,689</b>	<b>9,792,072</b>	<b>770,158</b>	<b>22,271,943</b>

## Analysis of Revenues by Fund

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
001 - General	523,477,835	530,424,779	533,938,279	527,500,808	522,379,958	(8,044,821)
002 - Road Fund	26,830,061	47,310,846	36,266,013	38,942,386	38,942,386	(8,368,460)
003 - Library Fund	7,074,179	6,907,335	7,390,753	6,740,770	6,740,770	(166,565)
005 - In-Home Support Services	566,990	626,257	429,683	330,768	330,768	(295,489)
006 - Fish & Game Propagation Fund	22,800	13,486	16,486	18,986	18,986	5,500
007 - Office Of Employment Training	13,058,296	10,000,000	9,998,800	7,141,177	7,141,177	(2,858,823)
008 - Community Action Partnership	1,095,652	798,379	865,628	519,199	519,199	(279,180)
009 - Inclusionary Housing	135,931	148,417	119,439	37,500	37,500	(110,917)
011 - Economic Development Program	490,670	386,500	386,500	386,500	493,000	106,500
012 - Productivity Investment Fund	16,005	0	20,300	0	0	0
013 - Community Development Fund	2,569,234	1,906,191	3,761,510	4,196,675	4,196,675	2,290,484
015 - Fort Ord Reuse	(58,697)	47,000	47,000	47,000	47,000	0
016 - Emergency Medical Service Fund	965,896	970,000	1,403,556	878,072	878,072	(91,928)
051 - CSA #1 Carmel Point	24,973	23,603	24,860	24,860	24,860	1,257
052 - CSA #9 Oak Park	37,972	42,249	37,355	37,355	37,355	(4,894)
053 - CSA #10 Laguna Seca Ranch	2,363	2,900	2,100	2,000	2,000	(900)
054 - CSA #14 Moro Cojo	16	0	0	0	0	0
055 - CSA #14 Castroville	345	0	0	0	0	0
056 - CSA #15 Serra Vllge, Toro Park	131,721	137,830	131,180	131,180	131,180	(6,650)
057 - CSA #17 Rancho Terra Grande	11,802	13,733	11,565	11,565	11,565	(2,168)
058 - CSA #19 Carmel Meadows	728	770	685	690	690	(80)
059 - CSA #20 Royal Estates	6,915	5,695	6,940	6,940	6,940	1,245
060 - CSA #23 Carmel Rancho	15,793	15,483	15,117	15,115	15,115	(368)
061 - CSA #24 Pedrazzi Subdivision	6,537	6,991	6,521	6,520	6,520	(471)
062 - CSA #25 Carmel V Country Club	36,208	40,960	35,635	35,545	35,545	(5,415)
063 - CSA #26 New Moss Landing Hgts	4,413	4,817	4,290	4,290	4,290	(527)
064 - CSA #30 Rancho Mar Monte	1,641	1,745	1,595	1,595	1,595	(150)
065 - CSA #31 Aromas Hills	1,691	1,803	1,645	1,645	1,645	(158)
066 - CSA #32 Green Valley Acres	9,003	9,172	8,585	8,585	8,585	(587)
067 - CSA #33 Coast Ridge Subdivisin	2,851	3,130	2,840	2,840	2,840	(290)
068 - CSA #34 Rancho Rio Vista	1,829	2,010	1,960	1,960	1,960	(50)
069 - CSA #35 Paradise Park	9,280	9,294	8,930	8,930	8,930	(364)
070 - CSA #37 Colonial Oak Estates	1,160	1,170	1,095	1,095	1,095	(75)
071 - CSA #38 Paradise Lake Estates	2,402	2,688	2,380	2,380	2,380	(308)
072 - CSA #41 Gabilan Acres	19,025	19,755	18,915	18,915	18,915	(840)
073 - CSA #44 Corral De Tierra	6,425	6,657	6,155	6,155	6,155	(502)
074 - CSA #45 Oak Hills	27,621	29,323	27,435	27,435	27,435	(1,888)
075 - CSA #45-Oak Hills - Open Space	21,410	21,840	21,315	21,215	21,215	(625)
076 - CSA #47 Carmel Views	20,971	23,085	20,590	20,590	20,590	(2,495)
077 - CSA #50 Rioway Track	120,680	122,120	120,496	120,496	120,496	(1,624)
078 - CSA #51 High Meadow	15,245	16,923	15,145	15,145	15,145	(1,778)
079 - CSA #52 Cerro Del Oso	6,124	6,880	6,050	6,050	6,050	(830)
080 - CSA #53 Arroyo Seco	9,298	9,138	9,022	8,497	8,497	(641)
081 - CSA #54 Manzanita	1,394	1,573	1,369	1,369	1,369	(204)
082 - CSA #55 Buena Vista Del Sol	7,409	8,365	7,275	7,275	7,275	(1,090)
083 - CSA #56 Del Mesa Carmel	10,602	11,104	10,585	10,585	10,585	(519)

Analysis of Revenues by Fund

## Analysis of Revenues by Fund

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
084 - CSA #57 Los Tulares	1,466	1,572	1,440	1,440	1,440	(132)
085 - CSA #58 Vista Corado	3,452	3,762	3,396	3,396	3,396	(366)
086 - CSA #62 Rancho Del Monte	11,740	13,225	11,528	11,528	11,528	(1,697)
087 - CSA #66 Oak Tree Views	19,557	16,125	17,455	17,555	17,555	1,430
088 - CSA #67 Corral De Tierra Oaks	105,624	120,275	104,290	104,290	104,290	(15,985)
089 - CSA #68 Vierra Canyon	2,917	3,125	2,920	2,920	2,920	(205)
090 - CSA #69 Ralph Lane	22	25	21	21	21	(4)
091 - CSA #72 Las Palmas Ranch	5,837	5,930	5,765	5,725	5,725	(205)
092 - CSA #74 Ambulance	1,683,628	1,575,000	1,595,000	1,585,000	1,585,000	10,000
093 - CSA #75 Chualar Consolidated	76,637	67,003	64,315	62,277	62,277	(4,726)
111 - Water Resources Administration	3,163,576	170,000	10,381	992,180	992,180	822,180
112 - Water Resources - Zone # 1	583,236	405,951	398,813	397,362	397,362	(8,589)
113 - County-Wide Services	856,987	1,497,093	750,629	1,101,704	722,794	(774,299)
114 - Water Resources - Zone # 2	696,801	589,554	600,627	613,871	613,871	24,317
115 - Water Resources - Zone # 2A	986,835	487,691	551,222	533,489	533,489	45,798
116 - Water Resources - Zone # 2C	3,078,060	2,828,804	3,142,954	2,928,493	2,928,493	99,689
117 - Water Resources - Zone # 3	30,285	27,786	29,297	29,072	29,072	1,286
118 - Water Resources - Zone # 5	30,727	29,278	31,350	31,092	31,092	1,814
119 - Water Resources - Zone # 6	128,259	118,019	193,870	191,627	191,627	73,608
120 - Water Resources - Zone # 7	4,807	4,886	4,918	4,898	4,898	12
121 - Water Resources - Zone # 8	67,632	68,476	65,278	64,625	64,625	(3,851)
122 - Water Resources - Zone # 9	1,299,087	2,002,105	1,275,042	2,344,882	2,344,882	342,777
123 - Water Resources - Zone # 11	52,978	50,529	52,346	51,083	51,083	554
124 - Water Resources - Zone # 12	34,689	32,593	34,270	34,054	34,054	1,461
125 - Water Resources - Zone # 14	1,698	1,525	1,652	1,652	1,652	127
126 - Water Resources - Zone # 15	5,416	4,254	4,916	4,767	4,767	513
127 - Water Resources - Zone # 17	97,166	95,102	96,367	96,300	96,300	1,198
128 - Storm Drain Maintenance # 2	18,888	16,654	118,215	18,036	18,036	1,382
129 - Gonzales Slough Maintenance	4,347	3,929	3,971	3,939	3,939	10
130 - Nacimiento Hydro Operate	66,282	253,000	253,508	255,000	255,000	2,000
131 - CSIP Operating Fund	2,008,512	1,433,275	1,451,290	1,450,487	1,450,487	17,212
132 - SVRP Operating Fund	3,754,375	3,687,502	3,760,340	3,754,889	3,754,889	67,387
133 - S.V. Water Project Revenue	2,025,699	2,078,113	2,096,297	2,082,220	2,082,220	4,107
134 - S.V. Diversion Facility O&M	276,950	1,638,123	2,127,152	2,208,370	2,208,370	570,247
151 - Pajaro Co Sanitation District	908,394	892,310	707,995	813,075	813,075	(79,235)
152 - Moss Landing Co Sanitation Dst	271,796	248,186	235,020	262,025	262,025	13,839
153 - Carmel Valley San Zone # 1 Dst	1	0	0	0	0	0
154 - Carmel Valley San Zone # 2 Dst	242	300	116	116	116	(184)
156 - Boronda Co Sanitation Dist	131,916	154,800	154,591	125,560	125,560	(29,240)
157 - Boronda Csd-Zone 2-San Jerardo	1,856,937	2,206,790	2,192,618	88,400	88,400	(2,118,390)
171 - Castroville-Pajaro Redev Proj	2,615,510	2,947,790	2,893,839	4,137,155	4,137,155	1,189,365
172 - Boronda Redevelopment Project	1,977,717	1,776,000	1,826,000	1,870,550	1,870,550	94,550
173 - Fort Ord Redevelopment	495,179	298,707	1,025,199	431,164	431,164	132,457
174 - East Garrison Redevelopment	370,046	386,026	394,620	592,633	592,633	206,607
175 - Castroville-Pajaro H Set-Aside	931,543	848,843	770,790	849,352	849,352	509
176 - Boronda Housing Set-Aside	530,327	514,439	475,061	478,000	478,000	(36,439)

## Analysis of Revenues by Fund

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
177 - Fort Ord Housing Set-Aside	8,283	8,218	6,753	6,500	6,500	(1,718)
178 - East Garrison Housing Setaside	160,410	118,300	105,256	125,200	125,200	6,900
251 - Public Improvement Corp Debt Service	60,739,305	15,381,884	33,883,477	16,167,951	16,167,951	786,067
271 - RDA Castroville Pajaro	3,139,275	4,111,000	4,111,000	4,278,000	4,278,000	167,000
272 - RDA Boronda	2,262,632	2,556,000	2,556,000	2,600,000	2,600,000	44,000
273 - RDA Fort Ord	19,713	30,000	30,000	60,000	60,000	30,000
274 - RDA East Garrison	456,493	645,000	646,670	773,000	773,000	128,000
301 - Water Resources - Zone #2	1,070	0	0	0	0	0
302 - Water Resources - Zone #2A	1,900	0	0	0	0	0
303 - CSIP Debt Service Fund	1,906,560	1,940,000	1,927,480	1,917,900	1,917,900	(22,100)
304 - Nacimiento Hydro Project	8,682	0	0	0	0	0
305 - Boronda Co San Sewer Revenue	388	0	0	0	0	0
306 - Boronda Co San Revenue Bonds	38,532	38,300	37,400	37,400	37,400	(900)
309 - Moss Landing Co San Sewer Rev	33,616	33,450	32,550	32,550	32,550	(900)
310 - Pajaro Co San Sewer Revenue	35,324	34,450	34,400	34,400	34,400	(50)
311 - Hidden Hills Area Assmt Dist	1,305	0	0	0	0	0
312 - Chualar Co Water Ser A	14,352	17,500	16,065	15,893	15,893	(1,607)
313 - Monterey County Financing Authority	1,028,665	0	2,143,913	2,141,515	2,141,515	2,141,515
315 - Blackie Road Assessment Dist	287	0	0	0	0	0
401 - Facilities Project Fund	3,268,998	775,000	1,783,183	1,852,427	2,252,427	1,477,427
402 - Capital Projects Fund	973,967	100,000	55,832	557,837	557,837	457,837
403 - Capital Projects Automation Fund	6,358,075	0	1,404	0	0	0
404 - Facility Master Plan Implementation	1,252,714	200,000	878,069	92,500	92,500	(107,500)
405 - NGEN Radio Project	501,339	0	2,630,185	7,689,211	7,689,211	7,689,211
422 - Nac Spillway Mod Construction	128,609	0	0	0	0	0
423 - Diversion Facility Const	3,271,111	0	559,375	0	0	0
424 - Salinas Valley Water Project	48	0	0	0	0	0
425 - MBRWP Construction	0	0	500,000	26,517,820	0	0
451 - Natividad Medical Center	176,060,679	174,574,629	179,272,000	177,986,166	192,986,166	18,411,537
452 - Parks Lake & Resort Operations	4,964,818	6,672,785	3,301,288	10,242,100	9,528,503	2,855,718
475 - General Liability Fund	7,916,951	7,333,825	7,333,825	6,457,210	6,457,210	(876,615)
476 - Worker's Comp Fund	13,119,549	12,955,861	12,955,861	22,758,400	18,683,400	5,727,539
477 - Self-Insurance Reserves Fund	17,253	0	9,186,500	9,523,440	9,523,440	9,523,440
<b>Total</b>	<b>\$895,785,380</b>	<b>\$857,272,673</b>	<b>\$888,738,747</b>	<b>\$909,812,352</b>	<b>\$888,512,675</b>	<b>31,240,002</b>

Analysis of Revenues by Fund

## Analysis of Expenditures by Fund

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
001 - General	535,106,705	546,363,406	547,175,579	567,224,487	533,846,968	(12,516,438)
002 - Road Fund	24,376,956	47,060,843	36,266,013	39,388,720	38,942,386	(8,118,457)
003 - Library Fund	7,119,888	7,828,280	7,802,788	7,777,138	7,777,138	(51,142)
005 - In-Home Support Services	540,556	626,257	429,683	417,208	416,266	(209,991)
006 - Fish & Game Propagation Fund	21,809	12,261	24,125	19,785	19,785	7,524
007 - Office Of Employment Training	13,058,296	10,000,000	9,998,800	7,141,177	7,141,177	(2,858,823)
008 - Community Action Partnership	1,129,617	798,379	865,628	519,199	519,199	(279,180)
009 - Inclusionary Housing	159,731	344,813	413,245	163,248	163,248	(181,565)
011 - Economic Development Program	447,615	755,000	755,000	755,000	420,733	(334,267)
013 - Community Development Fund	2,773,134	2,386,064	3,975,516	4,729,599	4,729,599	2,343,535
015 - Fort Ord Reuse	42,003	47,000	47,000	47,000	47,000	0
016 - Emergency Medical Service Fund	1,100,919	1,250,652	1,452,413	1,019,263	1,019,263	(231,389)
051 - CSA #1 Carmel Point	3,904	77,169	3,820	24,860	24,860	(52,309)
052 - CSA #9 Oak Park	19,743	141,158	29,880	37,355	37,355	(103,803)
053 - CSA #10 Laguna Seca Ranch	54	155,636	200	2,000	2,000	(153,636)
055 - CSA #14 Castroville	(3)	0	0	0	0	0
056 - CSA #15 Serra Vllge, Toro Park	161,463	213,797	178,880	138,285	138,285	(75,512)
057 - CSA #17 Rancho Terra Grande	4,059	46,263	8,320	48,865	48,865	2,602
058 - CSA #19 Carmel Meadows	15	5,625	45	690	690	(4,935)
059 - CSA #20 Royal Estates	3,868	19,109	4,805	6,940	6,940	(12,169)
060 - CSA #23 Carmel Rancho	2,181	70,577	6,315	15,115	15,115	(55,462)
061 - CSA #24 Pedrazzi Subdivision	137	34,713	235	6,520	6,520	(28,193)
062 - CSA #25 Carmel V Country Club	2,086	89,411	241,715	35,545	35,545	(53,866)
063 - CSA #26 New Moss Landing Hgts	1,667	19,635	1,785	4,290	4,290	(15,345)
064 - CSA #30 Rancho Mar Monte	16	10,962	40	1,595	1,595	(9,367)
065 - CSA #31 Aromas Hills	17	9,965	50	1,645	1,645	(8,320)
066 - CSA #32 Green Valley Acres	5,533	29,731	6,085	8,585	8,585	(21,146)
067 - CSA #33 Coast Ridge Subdivisn	15,001	20,850	4,235	2,840	2,840	(18,010)
068 - CSA #34 Rancho Rio Vista	75	7,081	0	1,960	1,960	(5,121)
069 - CSA #35 Paradise Park	6,316	22,365	6,510	8,930	8,930	(13,435)
070 - CSA #37 Colonial Oak Estates	12	3,044	37	1,095	1,095	(1,949)
071 - CSA #38 Paradise Lake Estates	37	15,055	70	2,380	2,380	(12,675)
072 - CSA #41 Gabilan Acres	12,288	55,336	30,740	38,915	38,915	(16,421)
073 - CSA #44 Corral De Tierra	2,244	27,761	66,435	6,155	6,155	(21,606)
074 - CSA #45 Oak Hills	20,181	74,413	28,910	27,435	27,435	(46,978)
075 - CSA #45-Oak Hills - Open Space	10,246	57,093	10,905	21,215	21,215	(35,878)
076 - CSA #47 Carmel Views	9,340	63,793	9,520	20,590	20,590	(43,203)
077 - CSA #50 Rioway Track	20,039	530,927	344,075	120,496	120,496	(410,431)
078 - CSA #51 High Meadow	5,306	48,386	5,170	15,145	15,145	(33,241)
079 - CSA #52 Cerro Del Oso	170	28,407	175	6,050	6,050	(22,357)
080 - CSA #53 Arroyo Seco	220	27,204	7,650	8,497	8,497	(18,707)
081 - CSA #54 Manzanita	13	8,096	40	1,369	1,369	(6,727)
082 - CSA #55 Buena Vista Del Sol	90	34,018	95	7,275	7,275	(26,743)
083 - CSA #56 Del Mesa Carmel	123	45,810	185	10,585	10,585	(35,225)
084 - CSA #57 Los Tulares	31	12,326	55	1,440	1,440	(10,886)
085 - CSA #58 Vista Corado	1,106	15,726	1,181	3,396	3,396	(12,330)

## Analysis of Expenditures by Fund

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
086 - CSA #62 Rancho Del Monte	113	53,643	132	11,528	11,528	(42,115)
087 - CSA #66 Oak Tree Views	4,327	51,069	12,726	17,555	17,555	(33,514)
088 - CSA #67 Corral De Tierra Oaks	8,516	469,275	9,216	104,290	104,290	(364,985)
089 - CSA #68 Vierra Canyon	26	17,402	50	2,920	2,920	(14,482)
090 - CSA #69 Ralph Lane	54	1,331	75	21	21	(1,310)
091 - CSA #72 Las Palmas Ranch	4,066	64,221	4,301	15,725	15,725	(48,496)
092 - CSA #74 Ambulance	1,222,818	4,874,330	3,393,169	3,240,196	3,240,196	(1,634,134)
093 - CSA #75 Chualar Consolidated	80,308	104,616	80,323	82,277	82,277	(22,339)
111 - Water Resources Administration	604,140	170,000	370,504	3,522,426	3,522,426	3,352,426
112 - Water Resources - Zone # 1	706,560	549,447	343,826	763,717	763,717	214,270
113 - County-Wide Services	1,188,038	1,619,201	866,804	786,941	786,941	(832,260)
114 - Water Resources - Zone # 2	1,446,533	941,451	999,819	723,344	723,344	(218,107)
115 - Water Resources - Zone # 2A	1,143,353	643,018	520,191	663,097	663,097	20,079
116 - Water Resources - Zone # 2C	2,708,671	3,343,126	2,806,377	4,318,608	4,318,608	975,482
117 - Water Resources - Zone # 3	16,376	112,352	84,305	85,966	85,966	(26,386)
118 - Water Resources - Zone # 5	19,391	77,492	64,789	44,730	44,730	(32,762)
119 - Water Resources - Zone # 6	155,452	453,526	273,479	645,958	645,958	192,432
120 - Water Resources - Zone # 7	4,400	5,413	4,832	7,032	7,032	1,619
121 - Water Resources - Zone # 8	52,084	203,770	151,907	180,777	180,777	(22,993)
122 - Water Resources - Zone # 9	1,356,522	2,744,441	1,314,050	3,188,548	3,188,548	444,107
123 - Water Resources - Zone # 11	54,306	59,241	36,417	80,180	80,180	20,939
124 - Water Resources - Zone # 12	40,415	70,954	39,996	69,000	69,000	(1,954)
125 - Water Resources - Zone # 14	1,994	1,589	2,025	2,714	2,714	1,125
126 - Water Resources - Zone # 15	3,247	60,924	7,768	66,673	66,673	5,749
127 - Water Resources - Zone # 17	26,046	285,369	93,114	301,639	301,639	16,270
128 - Storm Drain Maintenance # 2	60,886	45,522	34,173	135,459	135,459	89,937
129 - Gonzales Slough Maintenance	2,489	12,079	3,362	13,870	13,870	1,791
130 - Nacimiento Hydro Operate	625,916	594,349	409,533	549,901	549,901	(44,448)
131 - CSIP Operating Fund	2,323,697	2,243,215	1,500,369	2,417,912	2,417,912	174,697
132 - SVRP Operating Fund	3,965,164	4,304,244	3,622,096	4,594,189	4,594,189	289,945
133 - S.V. Water Project Revenue	912,582	4,154,026	2,087,888	5,358,290	5,358,290	1,204,264
134 - S.V. Diversion Facility O&M	156,196	1,726,623	2,223,559	2,232,712	2,232,712	506,089
151 - Pajaro Co Sanitation District	997,324	1,137,473	1,094,416	1,013,075	1,013,075	(124,398)
152 - Moss Landing Co Sanitation Dst	228,558	360,832	195,189	262,025	262,025	(98,807)
154 - Carmel Valley San Zone # 2 Dst	0	15,772	56	116	116	(15,656)
156 - Boronda Co Sanitation Dist	163,080	186,730	155,743	125,560	125,560	(61,170)
157 - Boronda Csd-Zone 2-San Jerardo	1,367,476	3,410,866	2,625,353	88,400	88,400	(3,322,466)
171 - Castroville-Pajaro Redevelop Proj	2,764,741	8,306,224	7,001,442	6,146,192	6,146,192	(2,160,032)
172 - Boronda Redevelopment Project	1,339,880	7,628,297	7,540,145	3,008,316	3,008,316	(4,619,981)
173 - Fort Ord Redevelopment	650,110	298,707	612,630	498,299	498,299	199,592
174 - East Garrison Redevelopment	180,033	386,026	764,887	592,633	592,633	206,607
175 - Castroville-Pajaro H Set-Aside	2,193,378	2,934,958	885,579	1,253,779	1,253,779	(1,681,179)
176 - Boronda Housing Set-Aside	191,164	2,834,720	1,365,013	2,297,148	2,297,148	(537,572)
177 - Fort Ord Housing Set-Aside	71,403	358,299	46,875	63,648	63,648	(294,651)
178 - East Garrison Housing Setaside	8,626	201,715	50,128	525,465	525,465	323,750

Analysis of Expenditures by Fund

## Analysis of Expenditures by Fund

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
251 - Public Improvement Corp Debt Service	60,640,689	15,381,884	33,883,477	16,167,951	16,167,951	786,067
271 - RDA Castroville Pajaro	3,193,801	4,111,000	4,111,000	4,360,831	4,360,831	249,831
272 - RDA Boronda	2,364,211	2,556,000	2,556,000	2,648,968	2,648,968	92,968
273 - RDA Fort Ord	19,889	30,000	30,000	60,000	60,000	30,000
274 - RDA East Garrison	580,932	645,000	646,670	773,000	773,000	128,000
303 - CSIP Debt Service Fund	1,911,585	1,971,973	1,904,445	1,957,942	1,957,942	(14,031)
306 - Boronda Co San Revenue Bonds	38,750	38,300	37,400	37,400	37,400	(900)
309 - Moss Landing Co San Sewer Rev	33,300	33,450	32,550	32,550	32,550	(900)
310 - Pajaro Co San Sewer Revenue	34,450	34,450	34,400	34,400	34,400	(50)
312 - Chualar Co Water Ser A	15,754	17,500	15,893	15,893	15,893	(1,607)
313 - Monterey County Financing Authority	4,745,648	0	2,143,913	2,141,515	2,141,515	2,141,515
401 - Facilities Project Fund	1,949,781	2,876,819	1,928,000	5,122,810	4,606,899	1,730,080
402 - Capital Projects Fund	8,898,466	15,810,417	4,825,065	11,274,279	521,844	(15,288,573)
403 - Capital Projects Automation Fund	5,896,579	323,900	746,062	465,200	465,200	141,300
404 - Facility Master Plan Implementation	16,453,181	27,568,469	4,814,686	6,479,332	4,141,436	(23,427,033)
405 - NGEN Radio Project	63,978	0	2,630,185	7,689,211	7,689,211	7,689,211
422 - Nac Spillway Mod Construction	1,142,575	0	3,486	0	0	0
423 - Diversion Facility Const	6,716,348	0	436,833	40,000	40,000	40,000
425 - MBRWP Construction	0	0	500,000	26,517,820	0	0
451 - Natividad Medical Center	166,389,658	191,087,975	181,311,138	195,599,378	198,504,009	7,416,034
452 - Parks Lake & Resort Operations	6,756,336	6,152,924	2,788,961	10,647,974	9,806,810	3,653,886
475 - General Liability Fund	3,559,069	7,333,825	7,333,825	4,719,748	4,719,748	(2,614,077)
476 - Worker's Comp Fund	16,642,758	12,955,861	12,955,861	20,172,745	20,172,745	7,216,884
477 - Self-Insurance Reserves Fund	0	0	9,191,500	7,948,724	9,748,724	9,748,724
<b>Total</b>	<b>\$923,283,009</b>	<b>\$966,542,022</b>	<b>\$928,763,934</b>	<b>\$1,005,733,714</b>	<b>\$935,314,057</b>	<b>(31,227,965)</b>



# Analysis of Revenues by Object and Subobject

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
<b>Property Taxes</b>						
Property Tax - Prior Supplemental	259,798	481,028	365,049	365,143	365,143	(115,885)
Property Tax In-Lieu of VLF	41,113,687	38,629,327	39,263,571	38,674,618	38,674,618	45,291
Property Tax - Current Secured	84,383,884	81,027,467	83,241,360	82,174,259	82,174,259	1,146,792
Property Tax - Prior Unsecured	42,760	29,428	30,588	30,606	30,606	1,178
Property Tax - Current Unsecured	3,917,947	3,203,552	3,746,839	3,806,738	3,806,738	603,186
Property Tax - Prior Secured	3,236,937	5,148,468	2,854,265	2,855,689	2,855,689	(2,292,779)
Sales and Use Taxes	5,378,707	5,654,499	5,669,157	6,009,306	6,009,306	354,807
Property Tax - Current Supplemental	758,745	594,406	608,789	706,668	706,668	112,262
<b>Subtotal</b>	<b>\$139,092,464</b>	<b>\$134,768,175</b>	<b>\$135,779,618</b>	<b>\$134,623,027</b>	<b>\$134,623,027</b>	<b>(145,148)</b>
<b>Other Taxes</b>						
Transient Occupancy Tax	13,002,225	12,448,574	13,100,000	13,401,300	13,401,300	952,726
Other Taxes	3,529,181	3,264,172	3,481,197	3,490,025	3,490,025	225,853
<b>Subtotal</b>	<b>\$16,531,406</b>	<b>\$15,712,746</b>	<b>\$16,581,197</b>	<b>\$16,891,325</b>	<b>\$16,891,325</b>	<b>1,178,579</b>
<b>Licenses</b>						
Animal Licenses	167,192	200,598	160,000	190,000	190,000	(10,598)
Business Licenses	4,606,624	4,315,706	4,522,706	4,597,110	4,550,351	234,645
<b>Subtotal</b>	<b>\$4,773,816</b>	<b>\$4,516,304</b>	<b>\$4,682,706</b>	<b>\$4,787,110</b>	<b>\$4,740,351</b>	<b>224,047</b>
<b>Permits</b>						
Road Privileges and Permits	450,299	1,500,665	1,719,097	1,074,519	1,074,519	(426,146)
Construction Permits	4,659,949	3,721,000	4,902,920	5,085,781	5,085,781	1,364,781
Zoning Permits	899,654	935,563	935,563	935,563	935,563	0
<b>Subtotal</b>	<b>\$6,009,902</b>	<b>\$6,157,228</b>	<b>\$7,557,580</b>	<b>\$7,095,863</b>	<b>\$7,095,863</b>	<b>938,635</b>
<b>Franchises</b>						
Other Licenses and Permits	360,567	365,695	367,832	368,000	368,000	2,305
Franchises	4,691,532	7,108,415	4,887,138	4,984,838	4,984,838	(2,123,577)
<b>Subtotal</b>	<b>\$5,052,098</b>	<b>\$7,474,110</b>	<b>\$5,254,970</b>	<b>\$5,352,838</b>	<b>\$5,352,838</b>	<b>(2,121,272)</b>
<b>Fines</b>						
Forfeitures and Penalties	4,417,979	5,164,358	5,164,358	6,034,605	5,863,610	699,252
Penalties and Costs on Delinquent Taxes	1,731,854	3,597,815	1,593,509	1,614,859	1,614,859	(1,982,956)
Other Court Fines	2,692,235	2,840,605	3,223,775	2,584,033	2,569,033	(271,572)
Vehicle Code Fines	1,543,870	1,303,214	1,269,409	1,402,483	1,381,720	78,506
<b>Subtotal</b>	<b>\$10,385,937</b>	<b>\$12,905,992</b>	<b>\$11,251,051</b>	<b>\$11,635,980</b>	<b>\$11,429,222</b>	<b>(1,476,770)</b>
<b>Revenue from Use of Money &amp; Property</b>						
Interest on Notes Receivable	0	0	16,722	12,095	12,095	12,095
Royalties	224,709	200,000	165,814	215,000	215,000	15,000
Investment Income	5,763,792	2,909,380	2,895,052	2,412,721	2,412,721	(496,659)
Rents and Concessions	6,800,495	16,322,213	16,435,999	21,274,545	21,274,545	4,952,332
<b>Subtotal</b>	<b>\$12,788,996</b>	<b>\$19,431,593</b>	<b>\$19,513,587</b>	<b>\$23,914,361</b>	<b>\$23,914,361</b>	<b>4,482,768</b>
<b>State Aid - Taxes</b>						
State Highway Users Tax	6,396,241	6,535,677	6,173,183	6,173,183	6,173,183	(362,494)
Vehicle License Fee	11,609,856	11,876,169	11,760,784	11,960,717	11,960,717	84,548

Analysis of Revenues by Object and Subobject

## Analysis of Revenues by Object and Subobject

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Other In-Lieu Taxes	1,621,404	1,671,983	1,708,960	1,734,595	1,734,595	62,612
<b>Subtotal</b>	<b>\$19,627,501</b>	<b>\$20,083,829</b>	<b>\$19,642,927</b>	<b>\$19,868,495</b>	<b>\$19,868,495</b>	<b>(215,334)</b>
<b>State Aid - Grants, Programs, Contributions</b>						
State Disaster Relief	(35,995)	0	2,595	0	0	0
Citizens Option for Public Safety Funds	270,244	0	355,555	0	0	0
State Aid - Construction Operating Grants	5,572,990	12,137,044	12,311,278	6,802,933	6,802,933	(5,334,111)
State Aid - Construction Capital Grants	381,736	8,106,192	9,905,197	7,118,740	7,118,740	(987,452)
State Aid - Public Assistance Programs	24,227,373	44,373,886	62,463,162	53,550,361	53,550,361	9,176,475
Tobacco Program (Prop 99)	86,762	150,000	150,000	150,000	150,000	0
SB 90 Reimbursements	2,668,648	1,629,384	2,154,802	2,354,996	2,354,996	725,612
State Aid - Public Assistance Administration	39,822,537	45,280,528	43,595,091	41,687,728	40,881,748	(4,398,780)
California Children's Services	9,363,568	10,731,159	10,704,194	11,013,136	11,013,136	281,977
Public Safety - Sales Tax	23,016,253	24,392,256	23,580,072	25,123,200	25,123,200	730,944
Tuberculosis Control	176,617	164,501	162,116	157,116	157,116	(7,385)
Realignment - Social Services	11,834,108	13,545,011	12,902,182	13,225,012	13,225,012	(319,999)
Realignment - Health	709,214	2,523,676	2,521,219	2,639,500	2,639,500	115,824
Other State Aid	12,852,975	10,723,390	13,132,741	11,128,064	9,737,414	(985,976)
State Aid - Mental Health	18,790,951	22,246,012	19,023,469	21,567,965	21,567,965	(678,047)
State Veterans' Affairs	66,294	68,377	68,377	67,590	67,590	(787)
Homeowners Property Tax Relief	527,106	481,347	486,758	486,918	486,918	5,571
Realignment - Mental Health	6,612,011	6,522,073	6,506,243	6,251,101	6,251,101	(270,972)
State Aid - Health Programs	6,191,063	6,097,967	6,291,432	6,250,393	6,250,393	152,426
State Aid - Agriculture	4,524,142	3,880,494	4,175,997	4,524,748	4,524,137	643,643
Peace Officer Training (Post)	86,833	119,000	41,995	50,000	50,000	(69,000)
<b>Subtotal</b>	<b>\$167,745,430</b>	<b>\$213,172,297</b>	<b>\$230,534,475</b>	<b>\$214,149,501</b>	<b>\$211,952,260</b>	<b>(1,220,037)</b>
<b>Federal Aid - Taxes</b>						
Federal - In-Lieu Taxes	812,663	443,709	812,663	812,663	812,663	368,954
<b>Subtotal</b>	<b>\$812,663</b>	<b>\$443,709</b>	<b>\$812,663</b>	<b>\$812,663</b>	<b>\$812,663</b>	<b>368,954</b>
<b>Federal Aid - Grants, Programs, Contributions</b>						
Federal Aid Other	61,920,121	47,039,262	51,691,423	46,642,527	46,581,455	(457,807)
Federal Aid - Health Administration	1,461	6,020	545	0	0	(6,020)
Federal Aid - Forest Reserve Revenue	15,069	15,069	15,069	15,069	15,069	0
Federal Aid - Construction	6,469,997	11,286,053	2,998,474	14,183,396	14,183,396	2,897,343
Federal Aid - Disaster Relief	164,868	0	24,953	0	0	0
Aid - Other Governmental Agencies	4,710,252	10,069,082	6,229,552	7,346,961	6,430,273	(3,638,809)
Federal Aid - Public Assistance Administration	31,674,315	29,663,151	32,570,941	33,092,766	32,478,851	2,815,700
Federal Aid - Public Assistance Programs	37,568,835	54,884,132	52,792,213	50,157,457	49,886,224	(4,997,908)
Other In-Lieu Taxes	0	300	300	0	0	(300)
<b>Subtotal</b>	<b>\$142,524,917</b>	<b>\$152,963,069</b>	<b>\$146,323,470</b>	<b>\$151,438,176</b>	<b>\$149,575,268</b>	<b>(3,387,801)</b>
<b>Charges for Services</b>						
Planning and Engineering Services	1,062,349	1,805,759	924,006	2,303,141	2,303,141	497,382

## Analysis of Revenues by Object and Subobject

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Estate Fees	179,570	214,353	98,242	147,187	147,187	(67,166)
Assessment and Tax Collection Fees	3,030,871	1,905,466	2,846,838	2,584,502	2,584,502	679,036
Sanitation Services	1,021,172	1,012,300	831,100	1,006,400	1,006,400	(5,900)
Recording Fees	1,373,962	1,899,000	2,684,062	1,968,875	1,968,875	69,875
Institutional Care and Services	1,395,582	1,665,507	2,000,507	1,665,506	1,665,506	(1)
Park and Recreation Services	5,674,614	6,793,562	6,182,406	6,857,708	6,857,708	64,146
Children's Services	18,628	75,000	27,444	15,000	15,000	(60,000)
Election Services	896,164	410,000	1,151,207	1,450,000	1,450,000	1,040,000
Civil Process Services	3,005,992	3,339,807	3,469,687	3,786,029	3,786,029	446,222
Agricultural Services	1,778,253	1,854,666	1,765,999	1,870,674	1,836,849	(17,817)
Legal Services	222,283	424,800	323,220	549,034	419,300	(5,500)
Health Fees	199,147,852	162,371,725	147,632,051	157,191,853	157,080,237	(5,291,488)
Auditing and Accounting Fees	18,000	18,000	18,000	66,000	66,000	48,000
Communication Services	4,369,988	4,385,385	5,287,309	6,468,362	6,574,021	2,188,636
Humane Services	101,080	140,000	100,000	110,500	110,500	(29,500)
Library Services	140,437	142,800	169,693	170,000	170,000	27,200
Law Enforcement Services	2,838,927	2,927,440	3,217,705	3,053,996	3,053,996	126,556
Educational Services	11,915	50,000	37,000	2,500	2,500	(47,500)
Adoption Fees	2,425	0	0	0	0	0
Other Services	13,604,004	21,338,078	18,755,222	20,504,479	20,504,479	(833,599)
Special Assessments	12,868,202	12,646,103	12,920,972	12,940,967	12,940,967	294,864
Mental Health Fees	4,542,260	682,236	1,245,419	1,042,895	1,042,895	360,659
<b>Subtotal</b>	<b>\$257,304,530</b>	<b>\$226,101,987</b>	<b>\$211,688,089</b>	<b>\$225,755,608</b>	<b>\$225,586,092</b>	<b>(515,895)</b>
<b>Miscellaneous Revenues</b>						
Miscellaneous Revenues	19,600,262	21,814,361	31,658,599	40,239,488	36,270,988	14,456,627
Developer Reimbursements	0	0	124,115	249,833	249,833	249,833
Other Taxable Sales	1,048,423	2,532,859	678,952	872,179	872,179	(1,660,680)
Tobacco Settlement	4,069,035	4,513,735	4,065,440	4,065,440	4,065,440	(448,295)
<b>Subtotal</b>	<b>\$24,717,719</b>	<b>\$28,860,955</b>	<b>\$36,527,106</b>	<b>\$45,426,940</b>	<b>\$41,458,440</b>	<b>12,597,485</b>
<b>Other Financing Sources</b>						
Operating Transfers In	38,026,666	11,083,672	16,644,481	19,008,834	17,678,659	6,594,987
Loan Repayment	794,851	2,445,014	2,108,722	1,779,811	1,779,811	(665,203)
Debt Issuance	43,700,000	667,845	18,345,000	26,517,820	15,000,000	14,332,155
Sale of Capital Assets	244,888	0	0	0	0	0
Premium on Debt Issuance	3,480,991	0	2,935,641	400,000	400,000	400,000
<b>Subtotal</b>	<b>\$86,247,397</b>	<b>\$14,196,531</b>	<b>\$40,033,844</b>	<b>\$47,706,465</b>	<b>\$34,858,470</b>	<b>20,661,939</b>
<b>Special Items</b>						
Contributions	664,318	484,148	2,555,464	354,000	354,000	(130,148)
<b>Subtotal</b>	<b>\$664,318</b>	<b>\$484,148</b>	<b>\$2,555,464</b>	<b>\$354,000</b>	<b>\$354,000</b>	<b>(130,148)</b>
<b>Grand Total</b>	<b>\$894,279,095</b>	<b>\$857,272,673</b>	<b>\$888,738,747</b>	<b>\$909,812,352</b>	<b>\$888,512,675</b>	<b>\$31,240,002</b>

Analysis of Revenues by Object and Subobject

## Analysis of Expenditures by Object and Subobject

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
<b>Salaries and Wages</b>						
Salary Savings	0	(212,090)	(299,970)	(2,810,964)	(2,810,964)	(2,598,874)
Termination Benefits	0	472,798	0	863,673	263,673	(209,125)
Overtime	8,327,795	6,099,435	8,079,398	9,127,926	8,117,926	2,018,491
Standby Pay	0	346,485	42,866	4,623,797	4,895,661	4,549,176
Pay Differential	0	2,617,968	74,417	4,119,051	3,887,383	1,269,415
Regular Employees	300,011,077	323,360,165	314,147,401	308,829,073	296,805,808	(26,554,357)
Vacation Buy Back	0	0	205,779	2,030,620	1,941,257	1,941,257
Bilingual Pay	0	0	7,609	872,659	823,492	823,492
Temporary Employees	12,029,473	2,317,739	3,453,737	6,030,671	6,362,961	4,045,222
<b>Subtotal</b>	<b>\$320,368,345</b>	<b>\$335,002,500</b>	<b>\$325,711,237</b>	<b>\$333,686,506</b>	<b>\$320,287,197</b>	<b>(14,715,303)</b>
<b>Retirement</b>						
PERS	53,096,516	57,776,121	54,787,207	58,432,740	55,648,243	(2,127,878)
Other Post-Employment Benefits	0	2,112,511	2,392,778	2,572,472	2,566,945	454,434
<b>Subtotal</b>	<b>\$53,096,516</b>	<b>\$59,888,632</b>	<b>\$57,179,985</b>	<b>\$61,005,212</b>	<b>\$58,215,188</b>	<b>(1,673,444)</b>
<b>FICA/Medicare/OASDI</b>						
FICA	20,005,443	17,105,613	14,781,122	14,984,253	14,643,758	(2,461,855)
Medicare	(1,053)	3,417,959	3,774,523	4,488,837	4,315,242	897,283
<b>Subtotal</b>	<b>\$20,004,390</b>	<b>\$20,523,572</b>	<b>\$18,555,645</b>	<b>\$19,473,090</b>	<b>\$18,959,000</b>	<b>(1,564,572)</b>
<b>Employee Group Insurance</b>						
Medical Insurance	506,751	2,152,224	127,441	2,520	2,520	(2,149,704)
Dental Insurance	(784)	0	1,531,829	2,090,352	2,029,996	2,029,996
Life Insurance	275,937	310,277	293,228	296,815	287,380	(22,897)
Vision Insurance	(173)	0	396,604	469,023	455,529	455,529
Unemployment Insurance	1,083,585	1,027,188	1,027,753	1,980,389	1,978,685	951,497
Long-Term Disability Insurance	350,000	348,025	407,372	722,788	709,612	361,587
Flex Co Paid Insurance-Pretax	35,731,459	41,315,904	17,167,716	5,650,676	5,465,978	(35,849,926)
Short-Term Disability Insurance	577	(4,131)	0	0	0	4,131
<b>Subtotal</b>	<b>\$37,947,353</b>	<b>\$45,149,487</b>	<b>\$20,951,943</b>	<b>\$11,212,563</b>	<b>\$10,929,700</b>	<b>(34,219,787)</b>
<b>Worker's Compensation Insurance</b>						
Workers Compensation Insurance	12,518,000	11,876,169	11,719,674	22,608,317	18,609,869	6,733,700
<b>Subtotal</b>	<b>\$12,518,000</b>	<b>\$11,876,169</b>	<b>\$11,719,674</b>	<b>\$22,608,317</b>	<b>\$18,609,869</b>	<b>6,733,700</b>
<b>Other Benefits</b>						
Special Benefits	1,835,747	1,701,850	1,487,294	800,749	782,488	(919,362)
Wellness Plan	269,398	343,150	334,927	358,389	358,089	14,939
Educational Assistance Program	0	0	500	0	0	0
Flex-Benefit Plan Contribution	6,514,050	2,445,380	27,026,950	47,605,049	45,762,498	43,317,118
Employee Assistance Program	150,000	147,349	156,415	141,355	137,235	(10,114)
Special Benefits Not Forecasted	0	0	47,500	3,298,228	3,309,418	3,309,418
<b>Subtotal</b>	<b>\$8,769,195</b>	<b>\$4,637,729</b>	<b>\$29,053,586</b>	<b>\$52,203,770</b>	<b>\$50,349,728</b>	<b>45,711,999</b>
<b>Agricultural</b>						
Agricultural Service & Supply	356,011	122,000	317,000	352,500	352,500	230,500
<b>Subtotal</b>	<b>\$356,011</b>	<b>\$122,000</b>	<b>\$317,000</b>	<b>\$352,500</b>	<b>\$352,500</b>	<b>230,500</b>

# Analysis of Expenditures by Object and Subobject

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
<b>Clothing and Personal</b>						
Uniforms and Safety Equipment	588,467	318,010	316,732	308,033	289,110	(28,900)
Clothing and Personal Supplies	188,735	146,225	146,225	135,275	132,075	(14,150)
<b>Subtotal</b>	<b>\$777,202</b>	<b>\$464,235</b>	<b>\$462,957</b>	<b>\$443,308</b>	<b>\$421,185</b>	<b>(43,050)</b>
<b>Communication</b>						
Communication Charges - External	1,782,423	1,793,306	1,625,773	1,390,064	1,363,567	(429,739)
Communication Charges - Internal	4,668,757	4,308,318	4,298,079	3,910,582	3,905,386	(402,932)
<b>Subtotal</b>	<b>\$6,451,180</b>	<b>\$6,101,624</b>	<b>\$5,923,852</b>	<b>\$5,300,646</b>	<b>\$5,268,953</b>	<b>(832,671)</b>
<b>Food</b>						
Food	1,274,815	730,635	724,041	731,076	643,761	(86,874)
<b>Subtotal</b>	<b>\$1,274,815</b>	<b>\$730,635</b>	<b>\$724,041</b>	<b>\$731,076</b>	<b>\$643,761</b>	<b>(86,874)</b>
<b>Household Expense</b>						
Household Expenses	303,553	334,077	391,401	312,375	312,375	(21,702)
Cleaning and Janitorial	2,014,751	1,639,392	1,650,697	1,958,275	1,636,586	(2,806)
<b>Subtotal</b>	<b>\$2,318,304</b>	<b>\$1,973,469</b>	<b>\$2,042,098</b>	<b>\$2,270,650</b>	<b>\$1,948,961</b>	<b>(24,508)</b>
<b>Insurance</b>						
Insurance - Malpractice	1,521,446	758,727	439,095	161,596	161,596	(597,131)
Insurance - Stop Loss	490,086	800,000	800,000	1,800,000	1,800,000	1,000,000
Insurance - Property	1,475,544	2,205,661	2,210,661	2,157,443	2,157,443	(48,218)
Insurance - General Liability (Recoverable)	5,339,173	2,612,290	2,865,641	3,701,321	3,664,606	1,052,316
Insurance - Other	595,078	2,001,369	3,489,601	2,024,702	2,037,904	36,535
Insurance - General Liability (Non- recoverable)	2,460,184	2,850,897	2,383,525	2,340,373	2,334,739	(516,158)
Insurance - Performance Bonds	0	706,288	706,288	717,131	717,131	10,843
<b>Subtotal</b>	<b>\$11,881,511</b>	<b>\$11,935,232</b>	<b>\$12,894,811</b>	<b>\$12,902,566</b>	<b>\$12,873,419</b>	<b>938,187</b>
<b>Jury and Witness Expense</b>						
Trial Related Expense	462,235	330,071	467,614	349,248	338,642	8,571
Grand Jury Related Expense	30,771	26,000	26,000	42,000	42,000	16,000
<b>Subtotal</b>	<b>\$493,007</b>	<b>\$356,071</b>	<b>\$493,614</b>	<b>\$391,248</b>	<b>\$380,642</b>	<b>24,571</b>
<b>Maintenance - Buildings and Improvements</b>						
Buildings & Improvements Maintenance - External	3,887,516	5,938,376	4,448,255	7,551,166	7,035,255	1,096,879
Buildings & Improvements Maintenance - Internal	1,482,676	1,240,930	1,629,635	965,547	965,547	(275,383)
<b>Subtotal</b>	<b>\$5,370,192</b>	<b>\$7,179,306</b>	<b>\$6,077,890</b>	<b>\$8,516,713</b>	<b>\$8,000,802</b>	<b>821,496</b>
<b>Maintenance - Equipment</b>						
Equipment Maintenance	1,208,274	1,379,491	1,414,506	1,401,316	1,401,316	21,825
<b>Subtotal</b>	<b>\$1,208,274</b>	<b>\$1,379,491</b>	<b>\$1,414,506</b>	<b>\$1,401,316</b>	<b>\$1,401,316</b>	<b>21,825</b>
<b>Medical, Dental and Laboratory Supplies</b>						
Laboratory Supplies	2,571,923	248,524	227,772	219,200	219,200	(29,324)
Medical Supplies	10,845,300	1,057,984	1,197,692	1,199,805	1,199,805	141,821
Dental Supplies	(10,321)	0	0	0	0	0

Analysis of Expenditures by Object and Subobject

## Analysis of Expenditures by Object and Subobject

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
<b>Subtotal</b>	<b>\$13,406,902</b>	<b>\$1,306,508</b>	<b>\$1,425,464</b>	<b>\$1,419,005</b>	<b>\$1,419,005</b>	<b>112,497</b>
<b>Memberships</b>						
Membership Fees	924,690	293,961	379,591	339,917	339,917	45,956
<b>Subtotal</b>	<b>\$924,690</b>	<b>\$293,961</b>	<b>\$379,591</b>	<b>\$339,917</b>	<b>\$339,917</b>	<b>45,956</b>
<b>Minor Equipment</b>						
Noncapital Equipment	961,553	1,052,914	1,491,801	1,002,925	938,925	(113,989)
<b>Subtotal</b>	<b>\$961,553</b>	<b>\$1,052,914</b>	<b>\$1,491,801</b>	<b>\$1,002,925</b>	<b>\$938,925</b>	<b>(113,989)</b>
<b>Miscellaneous Expense</b>						
Audio-Visual Service & Supply	78,423	30,950	24,821	29,800	29,800	(1,150)
Advertising	749,285	218,893	236,793	127,286	127,286	(91,607)
Miscellaneous Supplies	226,544	12,365,871	14,503,485	14,371,366	14,371,866	2,005,995
Miscellaneous Services	3,327,748	2,446,569	2,655,630	2,677,112	2,677,112	230,543
<b>Subtotal</b>	<b>\$4,382,000</b>	<b>\$15,062,283</b>	<b>\$17,420,729</b>	<b>\$17,205,564</b>	<b>\$17,206,064</b>	<b>2,143,781</b>
<b>Office Expense</b>						
Minor Equipment and Furnishings	1,188,030	820,680	1,007,500	530,789	530,789	(289,891)
Minor Computer Software	4,246,793	3,116,910	3,473,855	4,293,635	4,251,908	1,134,998
Minor Computer Hardware	1,691,849	1,223,718	821,889	1,312,180	1,547,184	323,466
Courier Services - Internal	302,091	407,800	424,368	399,891	398,987	(8,813)
Books/Periodicals and Other						
Subscriptions	962,147	617,243	685,645	644,874	644,874	27,631
Other Office Expense	175,350	208,285	109,462	48,284	55,779	(152,506)
Office Supplies	4,831,673	2,638,316	2,586,692	2,124,755	2,111,957	(526,359)
Courier Services - External	35,240	60,463	67,604	58,194	42,194	(18,269)
Postage and Shipping	1,197,041	1,086,520	1,015,300	1,018,023	1,018,058	(68,462)
Mail Handling Charges	194,578	187,533	192,124	227,293	215,545	28,012
Printing, Graphics and Binding Charge -						
Internal	467,653	608,037	479,598	467,394	431,375	(176,662)
Printing, Graphics and Binding Charge -						
External	1,294,182	826,419	922,088	1,420,322	1,420,322	593,903
Bottled Water	17,295	15,941	16,828	17,243	17,243	1,302
Copy Machine Charges	190,260	370,365	113,195	126,505	126,505	(243,860)
<b>Subtotal</b>	<b>\$16,794,182</b>	<b>\$12,188,230</b>	<b>\$11,916,148</b>	<b>\$13,008,357</b>	<b>\$13,129,931</b>	<b>941,701</b>

# Analysis of Expenditures by Object and Subobject

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
<b>Professional and Specialized Services</b>						
Other Personnel Services	4,918,856	1,448,145	2,351,856	6,508,275	6,252,655	4,804,510
Legal Service - External	3,870,136	2,184,331	2,919,637	2,751,226	2,484,656	300,325
Outpatient Services	5,878,556	7,458,075	5,946,816	6,304,030	5,523,389	(1,934,686)
Laboratory Services	1,337,861	832,261	721,662	748,535	742,735	(89,526)
Accounting & Auditing Charges	395,323	950,875	1,104,385	1,846,622	1,841,948	891,073
Data Processing Services - Internal	14,874,099	14,152,013	14,049,966	13,992,919	13,292,786	(859,227)
Temporary Help Services	2,943,769	1,193,093	2,552,938	1,177,869	1,335,652	142,559
Other Medical Services	20,656,233	3,963,928	20,736,276	22,753,125	22,077,340	18,113,412
Data Processing Services - External	1,264,570	1,188,623	1,628,713	1,247,299	1,247,299	58,676
Hospital Charges	3,055,625	3,437,406	3,007,412	2,751,813	2,712,923	(724,483)
Legal Service - Internal	2,135,644	1,506,812	1,774,937	2,212,868	2,212,868	706,056
Staff Training Services	227,578	343,049	346,525	326,732	326,732	(16,317)
Other Professional & Special Services	92,911,436	113,432,737	95,801,946	110,691,338	81,865,452	(31,567,285)
<b>Subtotal</b>	<b>\$154,469,686</b>	<b>\$152,091,348</b>	<b>\$152,943,069</b>	<b>\$173,312,651</b>	<b>\$141,916,435</b>	<b>(10,174,913)</b>
<b>Publication and Legal Notices</b>						
Publications and Legal Notices	166,250	238,867	195,414	220,929	220,929	(17,938)
<b>Subtotal</b>	<b>\$166,250</b>	<b>\$238,867</b>	<b>\$195,414</b>	<b>\$220,929</b>	<b>\$220,929</b>	<b>(17,938)</b>
<b>Rents and Leases - Buildings</b>						
Rents and Leases - Buildings	11,504,361	9,805,827	11,716,460	12,120,907	12,105,907	2,300,080
<b>Subtotal</b>	<b>\$11,504,361</b>	<b>\$9,805,827</b>	<b>\$11,716,460</b>	<b>\$12,120,907</b>	<b>\$12,105,907</b>	<b>2,300,080</b>
<b>Rents and Leases - Equipment</b>						
Rents and Leases - Equipment	2,166,706	2,056,276	2,073,292	1,842,725	1,820,074	(236,202)
<b>Subtotal</b>	<b>\$2,166,706</b>	<b>\$2,056,276</b>	<b>\$2,073,292</b>	<b>\$1,842,725</b>	<b>\$1,820,074</b>	<b>(236,202)</b>
<b>Special Departmental Expense</b>						
Criminal Justice System	410,852	388,200	388,200	399,000	349,373	(38,827)
Other Special Departmental Expenses	14,658,555	45,284,184	31,304,709	56,927,599	47,184,020	1,899,836
Purchases For Resale	64,880	57,000	40,000	57,000	57,000	0
Elections	187,727	96,500	129,040	250,000	250,000	153,500
Social Services	12,477,202	10,064,181	15,037,814	8,230,890	7,054,452	(3,009,729)
<b>Subtotal</b>	<b>\$27,799,215</b>	<b>\$55,890,065</b>	<b>\$46,899,763</b>	<b>\$65,864,489</b>	<b>\$54,894,845</b>	<b>(995,220)</b>
<b>Transportation &amp; Travel</b>						
Vehicle Usage/Replacement	1,489,830	1,458,300	1,535,197	1,892,488	2,011,114	552,814
Nonemployee Transportation & Travel	142,974	133,396	139,428	117,471	117,471	(15,925)
Vehicle Maintenance - External	936,206	1,041,878	3,093,438	3,228,869	3,228,869	2,186,991
Conference/Lodging/Meals/Travel	1,305,940	1,817,344	1,693,275	1,897,560	1,878,816	61,472
Employee Moving Expense	147,077	0	0	0	0	0
Employee Mileage Reimbursement	248,550	312,853	255,037	266,453	264,621	(48,232)
Fleet Service Charge	6,396,367	7,799,123	5,071,293	5,132,687	5,131,429	(2,667,694)
<b>Subtotal</b>	<b>\$10,666,945</b>	<b>\$12,562,894</b>	<b>\$11,787,668</b>	<b>\$12,535,528</b>	<b>\$12,632,320</b>	<b>69,426</b>
<b>Utilities</b>						
Utilities	7,576,096	8,709,836	8,499,445	7,673,614	7,673,614	(1,036,222)
<b>Subtotal</b>	<b>\$7,576,096</b>	<b>\$8,709,836</b>	<b>\$8,499,445</b>	<b>\$7,673,614</b>	<b>\$7,673,614</b>	<b>(1,036,222)</b>

Analysis of Expenditures by Object and Subobject

## Analysis of Expenditures by Object and Subobject

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
<b>Support and Care of Persons</b>						
Public Assistance Payments	42,587,832	44,311,936	45,102,299	43,604,459	43,604,459	(707,477)
Reimbursement to Other Governmental Agencies	244,605	1,437,977	2,696,131	837,135	837,135	(600,842)
Other Support and Care	15,697,846	12,213,126	12,413,334	9,027,415	9,027,415	(3,185,711)
Out of Home Care	19,465,420	22,491,522	22,012,418	21,901,704	21,901,704	(589,818)
<b>Subtotal</b>	<b>\$77,995,703</b>	<b>\$80,454,561</b>	<b>\$82,224,182</b>	<b>\$75,370,713</b>	<b>\$75,370,713</b>	<b>(5,083,848)</b>
<b>Bond Redemption</b>						
Bond Principal Payments	8,186,785	9,931,000	11,206,343	10,310,888	10,310,888	379,888
<b>Subtotal</b>	<b>\$8,186,785</b>	<b>\$9,931,000</b>	<b>\$11,206,343</b>	<b>\$10,310,888</b>	<b>\$10,310,888</b>	<b>379,888</b>
<b>Retirement of Other Long-Term Debt</b>						
Other Debt Retirement	1,584,312	2,110,186	2,071,211	1,230,604	1,230,604	(879,582)
<b>Subtotal</b>	<b>\$1,584,312</b>	<b>\$2,110,186</b>	<b>\$2,071,211</b>	<b>\$1,230,604</b>	<b>\$1,230,604</b>	<b>(879,582)</b>
<b>Interest On Bonds</b>						
Interest On Bonds	13,790,446	12,765,023	14,123,756	14,116,534	14,116,534	1,351,511
<b>Subtotal</b>	<b>\$13,790,446</b>	<b>\$12,765,023</b>	<b>\$14,123,756</b>	<b>\$14,116,534</b>	<b>\$14,116,534</b>	<b>1,351,511</b>
<b>Interest On Other Long-Term Debt</b>						
Interest On Other Long-Term Debt	241,488	0	0	690,000	690,000	690,000
<b>Subtotal</b>	<b>\$241,488</b>	<b>\$0</b>	<b>\$0</b>	<b>\$690,000</b>	<b>\$690,000</b>	<b>690,000</b>
<b>Interest On Notes and Warrants</b>						
Other Interest	1,381,153	4,096,172	2,232,178	2,310,602	2,310,602	(1,785,570)
<b>Subtotal</b>	<b>\$1,381,153</b>	<b>\$4,096,172</b>	<b>\$2,232,178</b>	<b>\$2,310,602</b>	<b>\$2,310,602</b>	<b>(1,785,570)</b>
<b>Judgments and Damages</b>						
Insurance Deductible	759,024	2,000,000	2,000,000	550,000	550,000	(1,450,000)
Claims, Judgments & Damages	14,266,986	11,057,000	11,151,248	21,043,000	22,843,000	11,786,000
<b>Subtotal</b>	<b>\$15,026,011</b>	<b>\$13,057,000</b>	<b>\$13,151,248</b>	<b>\$21,593,000</b>	<b>\$23,393,000</b>	<b>10,336,000</b>
<b>Rights of Way</b>						
Rights Of Way	32,300	54,713	9,650	255,000	255,000	200,287
<b>Subtotal</b>	<b>\$32,300</b>	<b>\$54,713</b>	<b>\$9,650</b>	<b>\$255,000</b>	<b>\$255,000</b>	<b>200,287</b>
<b>Taxes and Assessments</b>						
Taxes and Assessments	224,234	222,834	189,399	222,639	222,639	(195)
<b>Subtotal</b>	<b>\$224,234</b>	<b>\$222,834</b>	<b>\$189,399</b>	<b>\$222,639</b>	<b>\$222,639</b>	<b>(195)</b>
<b>Bad Debts</b>						
Bad Debts Expense	0	100,100	100,100	100,100	20,100	(80,000)
<b>Subtotal</b>	<b>\$0</b>	<b>\$100,100</b>	<b>\$100,100</b>	<b>\$100,100</b>	<b>\$20,100</b>	<b>(80,000)</b>
<b>Contributions to Non-County Governmental Agencies</b>						
Contribution to Other Agencies	21,955,539	13,955,221	14,023,528	16,738,189	18,831,121	4,875,900
<b>Subtotal</b>	<b>\$21,955,539</b>	<b>\$13,955,221</b>	<b>\$14,023,528</b>	<b>\$16,738,189</b>	<b>\$18,831,121</b>	<b>4,875,900</b>



## Analysis of Expenditures by Object and Subobject

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
<b>Intra/Inter Fund Activities</b>						
Reimbursement Clearing	209	(1,500)	(1,762,633)	0	0	1,500
Cost Plan Charges	0	(2,833,401)	(2,833,401)	(4,452,756)	(4,452,756)	(1,619,355)
Intrafund Reimbursement	(37,501,561)	(38,050,240)	(37,258,141)	(35,157,041)	(36,121,275)	1,928,965
Expenditure Transfers	(25,570,836)	0	0	0	0	0
Interfund Reimbursement	(30,225,220)	(29,427,991)	(22,337,948)	(28,857,363)	(31,489,289)	(2,061,298)
<b>Subtotal</b>	<b>(\$93,297,408)</b>	<b>(\$70,313,132)</b>	<b>(\$64,192,123)</b>	<b>(\$68,467,160)</b>	<b>(\$72,063,320)</b>	<b>(1,750,188)</b>
<b>Land</b>						
Land	192,207	0	0	0	0	0
<b>Subtotal</b>	<b>\$192,207</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>
<b>Buildings and Improvements</b>						
Buildings and Improvements	104,871	48,325,937	9,801,886	19,404,966	19,404,966	(28,920,971)
<b>Subtotal</b>	<b>\$104,871</b>	<b>\$48,325,937</b>	<b>\$9,801,886</b>	<b>\$19,404,966</b>	<b>\$19,404,966</b>	<b>(28,920,971)</b>
<b>Machinery and Equipment</b>						
Vehicles	2,652,011	72,000	2,787,973	2,888,043	2,472,043	2,400,043
Equipment	4,578,251	23,738,307	17,244,787	19,219,395	14,219,395	(9,518,912)
<b>Subtotal</b>	<b>\$7,230,261</b>	<b>\$23,810,307</b>	<b>\$20,032,760</b>	<b>\$22,107,438</b>	<b>\$16,691,438</b>	<b>(7,118,869)</b>
<b>Infrastructure</b>						
Infrastructure	331,904	0	0	225,000	225,000	225,000
<b>Subtotal</b>	<b>\$331,904</b>	<b>\$0</b>	<b>\$0</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>225,000</b>
<b>Construction In Progress</b>						
Construction In Progress	46,032,829	4,624,000	8,375,533	11,520,962	10,092,374	5,468,374
<b>Subtotal</b>	<b>\$46,032,829</b>	<b>\$4,624,000</b>	<b>\$8,375,533</b>	<b>\$11,520,962</b>	<b>\$10,092,374</b>	<b>5,468,374</b>
<b>Other Assets</b>						
Capital Leases	232,052	129,480	131,567	71,260	71,260	(58,220)
Intangible Assets	71,864	0	543,883	0	0	0
<b>Subtotal</b>	<b>\$303,915</b>	<b>\$129,480</b>	<b>\$675,450</b>	<b>\$71,260</b>	<b>\$71,260</b>	<b>(58,220)</b>
<b>Other Financing Uses</b>						
Operating Transfers Out	38,026,666	32,491,691	32,302,061	28,425,209	28,088,909	(4,402,782)
Disbursement of Loans	3,955,436	7,599,859	4,797,758	5,244,711	7,895,075	295,216
Debt Defeasance	45,478,501	0	16,999,500	0	0	0
Issuance Discounts On Long-Term Debt	0	0	367,831	0	0	0
<b>Subtotal</b>	<b>\$87,460,604</b>	<b>\$40,091,550</b>	<b>\$54,467,150</b>	<b>\$33,669,920</b>	<b>\$35,983,984</b>	<b>(4,107,566)</b>
<b>Appropriation for Contingencies</b>						
Contingencies	0	4,547,909	0	5,216,967	5,216,967	669,058
<b>Subtotal</b>	<b>\$0</b>	<b>\$4,547,909</b>	<b>\$0</b>	<b>\$5,216,967</b>	<b>\$5,216,967</b>	<b>669,058</b>
<b>Grand Total</b>	<b>\$922,430,035</b>	<b>\$966,542,022</b>	<b>\$928,763,934</b>	<b>\$1,005,733,714</b>	<b>\$935,314,057</b>	<b>\$(31,227,965)</b>

Analysis of Expenditures by Object and Subobject

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
<b>Board of Supervisors</b>				
10A01	BOARD OF SUPERVISORS CHAIRMAN	1.0	1.0	0.00
10A02	BOARD OF SUPERVISORS MEMBER	4.0	4.0	0.00
14H02	BOARD OF SUPERVISORS AIDE	5.0	5.0	0.00
14H10	PRINCIPAL BOARD AIDE	5.0	5.0	0.00
80A90	BOARD OF SUPERVISORS ADMINISTRATIVE ASSIST	6.0	6.0	0.00
	Subtotal	21.0	21.0	0.00
<b>County Administrative Office</b>				
11A01	ADMINISTRATIVE OFFICER	1.0	1.0	0.00
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	2.0	1.0	-1.00
14A23	PRINCIPAL ADMINISTRATIVE ANALYST	7.0	6.0	-1.00
14A24	COUNTY BUDGET DIRECTOR	1.0	1.0	0.00
14A25	EMERGENCY SERVICES MANAGER	1.0	1.0	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	3.0	3.0	0.00
14B23	PRINCIPAL PERSONNEL ANALYST	1.0	0.3	-0.70
14B24	SENIOR EMPLOYEE RELATIONS REPRESENTATIVE	1.0	0.0	-1.00
14B28	SUPERVISING PERSONNEL ANALYST	2.0	2.0	0.00
14B32	SENIOR PERSONNEL ANALYST	0.0	1.0	1.00
14B48	PRINCIPAL EMPLOYEE RELATIONS REPRESENTATIVE	1.0	0.0	-1.00
14B53	PRINCIPAL COMPLIANCE ANALYST	1.0	1.0	0.00
14B60	RISK & BENEFITS SPECIALIST-CONFIDENTIAL	1.0	1.0	0.00
14B61	RISK & BENEFITS ANALYST	3.0	3.0	0.00
14B63	SENIOR RISK & BENEFITS ANALYST	2.0	2.0	0.00
14B64	PRINCIPAL RISK & BENEFITS ANALYST	1.0	1.0	0.00
14B65	SUPERVISING RISK & BENEFITS ANALYST	1.0	1.0	0.00
14C30	MANAGEMENT ANALYST II	3.0	3.0	0.00
14C31	MANAGEMENT ANALYST III	7.0	6.0	-1.00
14C32	SAFETY OFFICER	1.0	1.0	0.00
14C85	WORKERS COMPENSATION MANAGER	1.0	1.0	0.00
14C86	ERGONOMICS MANAGER	1.0	1.0	0.00
14E20	BUYER II	2.0	2.0	0.00
14G02	MANAGEMENT ANALYST I	1.0	1.0	0.00
14K65	INTERGOVERNMENTAL & LEGISLATIVE AFFAIRS DIRECTOR	1.0	1.0	0.00
14N35	CONTRACTS & PURCHASING OFFICER	1.0	1.0	0.00
20B95	FINANCE MANAGER I	1.0	1.0	0.00
41G01	EMERGENCY SERVICES PLANNER	3.0	2.3	-0.70
80A32	SENIOR SECRETARY	4.0	4.0	0.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	4.0	3.0	-1.00
80A97	EXECUTIVE ASSISTANT TO ADMINISTRATIVE OFFICER	1.0	1.0	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	2.0	2.0	0.00
80E22	OFFICE ASSISTANT III	3.0	1.0	-2.00
80E23	SENIOR CLERK-CONFIDENTIAL	1.0	1.0	0.00
80E99	SUPERVISING CLERK I-CONFIDENTIAL	1.0	1.0	0.00
80J30	ACCOUNTING TECHNICIAN	1.0	2.0	1.00

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
99ZWC	ALLOCATION ON LOAN WORK COMP	10.0	10.0	0.00
99ZXX	ALLOCATION ON LOAN XX	19.0	18.0	-1.00
	Subtotal	97.0	88.6	-8.40
<b>Economic Development (7/1/11)</b>				
14C31	MANAGEMENT ANALYST III	0.0	1.0	1.0
XXXXX	ALLOCATION TO BE DETERMINED	0.0	1.0	1.0
	Subtotal	0.0	2.0	2.0
<b>Equal Opportunity Office</b>				
14B25	EQUAL OPPORTUNITY OFFICER	1.0	1.0	0.00
14B47	ASSOCIATE EQUAL OPPORTUNITY ANALYST	2.0	1.8	-0.20
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.0	1.0	0.00
	Subtotal	4.0	3.8	-0.20
<b>Auditor-Controller</b>				
10B02	AUDITOR-CONTROLLER	1.0	1.0	0.00
12A02	ASSISTANT AUDITOR-CONTROLLER	1.0	1.0	0.00
14P32	ERP BUSINESS ANALYST	4.0	4.0	0.00
20B21	ACCOUNTANT AUDITOR II	1.0	1.0	0.00
20B22	ACCOUNTANT AUDITOR III	5.0	5.0	0.00
20B24	AUDITOR-CONTROLLER ANALYST I	6.0	6.0	0.00
20B25	AUDITOR-CONTROLLER ANALYST II	1.0	1.0	0.00
20B31	INTERNAL AUDITOR II	1.0	1.0	0.00
20B32	INTERNAL AUDITOR III	3.0	2.0	-1.00
20B96	FINANCE SYSTEMS MANAGER	1.0	0.0	-1.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	4.0	4.0	0.00
80A32	SENIOR SECRETARY	1.0	0.0	-1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.0	1.0	0.00
80E21	OFFICE ASSISTANT II	1.0	1.0	0.00
80J22	SENIOR ACCOUNT CLERK	3.0	3.0	0.00
80J30	ACCOUNTING TECHNICIAN	2.0	2.0	0.00
80J80	ACCOUNTS PAYABLE SUPERVISOR	1.0	1.0	0.00
80J96	PAYROLL TECHNICIAN	7.0	7.0	0.00
80J97	SENIOR PAYROLL TECHNICIAN	1.0	1.0	0.00
80J98	SUPERVISING PAYROLL COORDINATOR-CONFIDENTIAL	1.0	1.0	0.00
	Subtotal	46.0	43.0	-3.00
<b>Treasurer-Tax Collector</b>				
10B06	TREASURER-TAX COLLECTOR	1.0	1.0	0.00
12A24	ASSISTANT TREASURER-TAX COLLECTOR	1.0	1.0	0.00
12E13	REVENUE MANAGER	1.0	1.0	0.00
14C30	MANAGEMENT ANALYST II	1.0	1.0	0.00
14C31	MANAGEMENT ANALYST III	2.0	2.0	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.0	1.0	0.00
20B10	ACCOUNTANT I	1.0	1.0	0.00
20B11	ACCOUNTANT II	2.0	2.0	0.00
20B41	TREASURY OFFICER II	3.0	3.0	0.00
20B42	INVESTMENT OFFICER	1.0	1.0	0.00
20B93	FINANCE MANAGER II	1.0	2.0	1.00

Adopted 2011 to Recommended 2012 Positions

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
20B95	FINANCE MANAGER I	3.0	2.0	-1.00
20B96	FINANCE SYSTEMS MANAGER	1.0	1.0	0.00
25A32	REVENUE OFFICER II	9.0	9.0	0.00
25A33	SUPERVISING REVENUE OFFICER	1.0	1.0	0.00
80D23	LEGAL PROCESS CLERK	1.0	1.0	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.0	1.0	0.00
80J21	ACCOUNT CLERK	8.0	8.0	0.00
80J22	SENIOR ACCOUNT CLERK	2.0	2.0	0.00
80J30	ACCOUNTING TECHNICIAN	6.0	6.0	0.00
	Subtotal	47.0	47.0	0.00

### Assessor-County Clerk-Recorder

11B01	ASSESSOR-COUNTY CLERK-RECORDER	1.0	1.0	0.00
12A05	ASSISTANT COUNTY CLERK-RECORDER	1.0	1.0	0.00
12A15	ASSISTANT ASSESSOR-VALUATION	1.0	1.0	0.00
14B32	SENIOR PERSONNEL ANALYST	1.0	1.0	0.00
14C30	MANAGEMENT ANALYST II	1.0	1.0	0.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.0	1.0	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.0	1.0	0.00
14K45	AUDITOR APPRAISER MANAGER	1.0	1.0	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.0	1.0	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.0	1.0	0.00
28A21	APPRAISER II	12.0	11.3	-0.70
28A22	APPRAISER III	6.0	5.0	-1.00
28A80	SUPERVISING APPRAISER	1.0	2.0	1.00
28B21	AUDITOR-APPRAISER II	4.0	4.0	0.00
28B22	AUDITOR-APPRAISER III	1.0	1.0	0.00
43F80	SENIOR MAP DRAFTING TECHNICIAN	1.0	1.0	0.00
80A96	SECRETARY-CONFIDENTIAL	1.0	1.0	0.00
80D86	SENIOR LEGAL PROCESS CLERK	1.0	1.0	0.00
80E21	OFFICE ASSISTANT II	9.0	7.0	-2.00
80E22	OFFICE ASSISTANT III	6.0	6.0	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.0	1.0	0.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.0	1.0	0.00
80E92	RECORDER SERVICES SUPERVISOR	1.0	1.0	0.00
80J21	ACCOUNT CLERK	2.0	1.0	-1.00
80J22	SENIOR ACCOUNT CLERK	1.0	1.0	0.00
80J30	ACCOUNTING TECHNICIAN	2.0	2.0	0.00
80P22	PHOTOCOPYIST	2.0	2.0	0.00
80R11	ASSESSMENT CLERK	1.0	1.0	0.00
80R21	SENIOR ASSESSMENT CLERK	1.0	0.5	-0.50
80R22	PROPERTY TRANSFER CLERK	4.0	4.0	0.00
80R23	SENIOR PROPERTY TRANSFER CLERK	1.0	1.0	0.00
	Subtotal	69.0	64.8	-4.20

### County Counsel

11A04	COUNTY COUNSEL	1.0	1.0	0.00
12C38	ASSISTANT COUNTY COUNSEL	3.0	2.0	-1.00

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
14C30	MANAGEMENT ANALYST II	3.0	3.0	0.00
39B23	DEPUTY COUNTY COUNSEL IV	13.0	15.0	2.00
39B25	SENIOR DEPUTY COUNTY COUNSEL	2.0	2.0	0.00
39C03	LEGAL SUPPORT COORDINATOR	0.5	0.0	-0.50
39C05	PRINCIPAL LEGAL ANALYST	1.0	1.0	0.00
80B98	LEGAL SECRETARY-CONFIDENTIAL	4.0	4.0	0.00
80B99	SENIOR LEGAL SECRETARY-CONFIDENTIAL	3.0	3.0	0.00
	Subtotal	30.5	31.0	0.50
<b>Clerk of the Board</b>				
11A30	CLERK OF THE BOARD OF SUPERVISORS	1.0	1.0	0.00
80A32	SENIOR SECRETARY	1.0	1.0	0.00
80E83	BOARD OF SUPERVISORS CLERK	2.0	1.0	-1.00
80E84	SENIOR BOARD OF SUPERVISORS CLERK	1.0	1.0	0.00
	Subtotal	5.0	4.0	-1.00
<b>Elections</b>				
11A20	REGISTRAR OF VOTERS	1.0	1.0	0.00
12C14	ASSISTANT REGISTRAR OF VOTERS	1.0	1.0	0.00
14C30	MANAGEMENT ANALYST II	1.0	1.0	0.00
14J20	ELECTIONS SERVICES SPECIALIST I	0.0	1.0	1.00
14J21	ELECTIONS SERVICES SPECIALIST II	0.0	1.0	1.00
14M80	ELECTIONS PROGRAM MANAGER	0.0	5.0	5.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.0	1.0	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.0	1.0	0.00
80F80	ELECTION SERVICES SPECIALIST	5.0	0.0	-5.00
	Subtotal	10.0	12.0	2.00
<b>Emergency Communications</b>				
12C42	EMERGENCY COMMUNICATIONS OPERATIONS MANAGER	1.0	1.0	0.00
14A26	DIRECTOR EMERGENCY COMMUNICATIONS	1.0	1.0	0.00
14C31	MANAGEMENT ANALYST III	1.0	1.0	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.0	1.0	0.00
80A32	SENIOR SECRETARY	1.0	1.0	0.00
80S01	COMMUNICATIONS DISPATCHER I	7.0	5.0	-2.00
80S21	COMMUNICATIONS DISPATCHER II	39.0	38.0	-1.00
80S22	EMERGENCY COMMUNICATIONS SHIFT SUPERVISOR	10.0	10.0	0.00
80S26	EMERGENCY COMMUNICATIONS OPERATIONS SUPERVISOR	4.0	4.0	0.00
	Subtotal	65.0	62.0	-3.00
<b>Information Technology</b>				
12E18	DIRECTOR OF INFORMATION TECHNOLOGY	1.0	1.0	0.00
14B32	SENIOR PERSONNEL ANALYST	1.0	1.0	0.00
14C31	MANAGEMENT ANALYST III	1.0	1.0	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.0	1.0	0.00
14K52	CHIEF SECURITY AND PRIVACY OFFICER	1.0	1.0	0.00
16C30	INFORMATION SYSTEMS TRAINING COORDINATOR	1.0	0.0	-1.00
16C45	SOFTWARE PROGRAMMER ANALYST III	11.0	10.0	-1.00
16C55	SYSTEMS PROGRAMMER ANALYST III	31.0	27.0	-4.00
16C89	INFORMATION TECHNOLOGY BUSINESS MANAGER	5.0	3.0	-2.00

**Adopted 2011 to Recommended 2012 Positions**

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
16C92	ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY	2.0	1.0	-1.00
16C99	PROGRAMMER ANALYST-CONFIDENTIAL	4.0	3.0	-1.00
16D25	DATABASE ADMINISTRATOR III	2.0	2.0	0.00
16E25	SECURITY ANALYST III	2.0	2.0	0.00
16G25	GIS ANALYST III	2.0	2.0	0.00
20B11	ACCOUNTANT II	1.0	2.0	1.00
20B93	FINANCE MANAGER II	1.0	1.0	0.00
41N25	NETWORK SYSTEMS ENGINEER III	6.0	6.0	0.00
43A22	ENGINEERING AIDE III	1.0	1.0	0.00
43G01	INFORMATION TECHNOLOGY MANAGER	5.0	5.0	0.00
43L18	COMMUNICATIONS TECHNICIAN III	8.0	8.0	0.00
43L28	TELECOMMUNICATIONS TECHNICIAN III	5.0	5.0	0.00
43L35	TELECOMMUNICATIONS SPECIALIST III	2.0	2.0	0.00
43M35	INFORMATION TECHNOLOGY SUPPORT TECHNICIAN III	8.0	8.0	0.00
43N26	DATA CENTER OPERATIONS TECHNICIAN III	6.0	6.0	0.00
43N80	DATA CENTER OPERATIONS SUPERVISOR	1.0	1.0	0.00
43P21	GRAPHICS EQUIPMENT OPERATOR II	1.0	0.0	-1.00
43P40	GRAPHICS ART TECHNICIAN	2.0	2.0	0.00
43P80	SENIOR GRAPHICS EQUIPMENT OPERATOR	1.0	1.0	0.00
43P86	GENERAL SERVICES SUPERVISOR	1.0	1.0	0.00
70F79	WAREHOUSE WORKER	4.0	4.0	0.00
70F80	SENIOR STOREKEEPER	1.0	1.0	0.00
70F82	SUPERVISING WAREHOUSE WORKER	1.0	1.0	0.00
70F83	SENIOR WAREHOUSE WORKER	1.0	1.0	0.00
80A32	SENIOR SECRETARY	1.0	1.0	0.00
80E22	OFFICE ASSISTANT III	1.0	1.0	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	2.0	0.0	-2.00
80G21	DATA ENTRY OPERATOR II	2.0	1.0	-1.00
80J22	SENIOR ACCOUNT CLERK	0.0	0.0	0.00
80J30	ACCOUNTING TECHNICIAN	4.0	4.0	0.00
	Subtotal	131.0	118.0	-13.00

### District Attorney

10B04	DISTRICT ATTORNEY	1.0	1.0	0.00
12A03	CHIEF ASSISTANT DISTRICT ATTORNEY	1.0	1.0	0.00
12A04	ASSISTANT DISTRICT ATTORNEY	2.0	2.0	0.00
14C75	ADMINISTRATIVE ASSISTANT TO DISTRICT ATTORNEY	1.0	1.0	0.00
14C87	VICTIM/WITNESS ASSISTANCE PROGRAM MANAGER	1.0	1.0	0.00
14G02	MANAGEMENT ANALYST I	1.0	1.0	0.00
14K60	CHIEF DISTRICT ATTORNEY INVESTIGATOR	1.0	1.0	0.00
20B10	ACCOUNTANT I	0.0	2.0	2.00
20B93	FINANCE MANAGER II	1.0	1.0	0.00
34A20	DISTRICT ATTORNEY INVESTIGATOR I	5.0	5.0	0.00
34A22	DISTRICT ATTORNEY INVESTIGATOR III	18.0	18.0	0.00
34A80	SUPERVISING DISTRICT ATTORNEY INVESTIGATOR	2.0	2.0	0.00
34G10	INVESTIGATIVE AIDE	3.0	3.0	0.00
39C01	LEGAL ASSISTANT	2.0	2.0	0.00

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
39D31	DEPUTY DISTRICT ATTORNEY IV	46.0	46.0	0.00
39D32	MANAGING DEPUTY DISTRICT ATTORNEY	3.0	3.0	0.00
60K02	VICTIM ASSISTANCE ADVOCATE	5.0	5.0	0.00
80B11	LEGAL TYPIST	6.0	5.0	-1.00
80B22	LEGAL SECRETARY	20.0	20.0	0.00
80B23	SENIOR LEGAL SECRETARY	2.0	0.0	-2.00
80B24	SUPERVISING LEGAL SECRETARY	1.0	0.0	-1.00
80E21	OFFICE ASSISTANT II	1.0	1.0	0.00
80J30	ACCOUNTING TECHNICIAN	2.0	0.0	-2.00
Subtotal		125.0	121.0	-4.00

### Child Support Services

11A26	DIRECTOR OF CHILD SUPPORT SERVICES	1.0	1.0	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	1.0	1.0	0.00
14C30	MANAGEMENT ANALYST II	4.0	4.0	0.00
14C31	MANAGEMENT ANALYST III	1.0	1.0	0.00
14G02	MANAGEMENT ANALYST I	1.0	0.0	-1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.0	1.0	0.00
14K62	DEPUTY DIRECTOR CHILD SUPPORT SERVICES	1.0	1.0	0.00
20B10	ACCOUNTANT I	1.0	1.0	0.00
20B95	FINANCE MANAGER I	1.0	1.0	0.00
25C18	CHILD SUPPORT ASSISTANT	11.0	11.0	0.00
25C23	CHILD SUPPORT OFFICER II	42.0	42.0	0.00
25C24	CHILD SUPPORT OFFICER III	7.0	7.0	0.00
25C81	SUPERVISING CHILD SUPPORT OFFICER	5.0	5.0	0.00
25C82	CHILD SUPPORT PERFORMANCE SPECIALIST	4.0	2.0	-2.00
34G21	CIVIL PROCESS SERVER	2.0	1.0	-1.00
34G22	SENIOR CIVIL PROCESS SERVER	1.0	1.0	0.00
39C01	LEGAL ASSISTANT	1.0	1.0	0.00
39D36	CHILD SUPPORT ATTORNEY IV	3.0	3.0	0.00
39D37	MANAGING CHILD SUPPRT ATTORNEY	1.0	1.0	0.00
70A21	CUSTODIAN	1.0	0.0	-1.00
70F21	COURIER	1.0	1.0	0.00
80A33	ADMINISTRATIVE SECRETARY	1.0	1.0	0.00
80B22	LEGAL SECRETARY	1.0	1.0	0.00
80D23	LEGAL PROCESS CLERK	4.0	3.0	-1.00
80E21	OFFICE ASSISTANT II	3.0	3.0	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.0	1.0	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.0	1.0	0.00
80J21	ACCOUNT CLERK	3.0	3.0	0.00
80J22	SENIOR ACCOUNT CLERK	2.0	2.0	0.00
80J30	ACCOUNTING TECHNICIAN	5.0	4.0	-1.00
Subtotal		112.0	105.0	-7.00

### Public Defender

11A18	PUBLIC DEFENDER	1.0	1.0	0.00
12C11	ASSISTANT PUBLIC DEFENDER	1.0	1.0	0.00
14G02	MANAGEMENT ANALYST I	2.0	2.0	0.00

Adopted 2011 to Recommended 2012 Positions

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
20B95	FINANCE MANAGER I	1.0	1.0	0.00
34D23	PUBLIC DEFENDER INVESTIGATOR II	4.0	4.0	0.00
34D40	PUBLIC DEFENDER INVESTIGATOR III	2.0	1.0	-1.00
34D80	SUPERVISING PUBLIC DEFENDER INVESTIGATOR	1.0	1.0	0.00
39P31	DEPUTY PUBLIC DEFENDER IV	25.0	23.0	-2.00
80B22	LEGAL SECRETARY	6.5	6.0	-0.50
80B23	SENIOR LEGAL SECRETARY	3.0	3.0	0.00
80E21	OFFICE ASSISTANT II	1.0	1.0	0.00
Subtotal		47.5	44.0	-3.50

### Sheriff-Coroner

10B05	SHERIFF	1.0	1.0	0.00
12A10	CHIEF DEPUTY SHERIFF	3.0	2.0	-1.00
12A13	UNDERSHERIFF	1.0	1.0	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	1.0	0.0	-1.00
14C30	MANAGEMENT ANALYST II	0.0	1.0	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.0	1.0	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.0	1.0	0.00
14H33	CRIMINAL INTELLIGENCE SPECIALIST	3.0	2.0	-1.00
20B12	ACCOUNTANT III	1.0	0.0	-1.00
20B93	FINANCE MANAGER II	1.0	1.0	0.00
34E22	FORENSIC EVIDENCE TECHNICIAN	2.0	1.0	-1.00
34E30	SUPERVISING FORENSIC EVIDENCE TECHNICIAN	1.0	1.0	0.00
34G21	CIVIL PROCESS SERVER	1.0	1.0	0.00
34P31	VEHICLE ABATEMENT ENFORCEMENT OFFICER	2.0	2.0	0.00
36A22	DEPUTY SHERIFF-OPERATIONS	125.0	114.0	-11.00
36A23	SHERIFFS SERGEANT	21.0	17.0	-4.00
36A24	SHERIFFS INVESTIGATIVE SERGEANT	4.0	2.0	-2.00
36A81	SHERIFFS CAPTAIN	2.0	0.0	-2.00
36A82	SHERIFFS COMMANDER	13.0	8.0	-5.00
36B03	SHERIFFS RECORDS DIRECTOR	1.0	0.0	-1.00
36E21	DEPUTY SHERIFF-CORRECTIONS	143.0	127.0	-16.00
36E23	CORRECTIONAL SERGEANT	20.0	15.0	-5.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	3.0	3.0	0.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.0	1.0	0.00
50S01	FORENSIC AUTOPSY TECHNICIAN	1.0	1.0	0.00
60G32	WORK FURLOUGH PROGRAM ASSISTANT	4.0	4.0	0.00
60S21	CRIME PREVENTION SPECIALIST	3.0	1.0	-2.00
70F80	SENIOR STOREKEEPER	1.0	1.0	0.00
70K92	SHERIFFS CORRECTIONAL COOK II	6.0	6.0	0.00
70N10	INMATE SERVICES SPECIALIST	6.0	4.0	-2.00
72A40	SENIOR INMATE SERVICES SPECIALIST	2.0	1.0	-1.00
72C25	VEHICLE MAINTENANCE COORDINATOR	1.0	1.0	0.00
80A32	SENIOR SECRETARY	1.0	1.0	0.00
80A33	ADMINISTRATIVE SECRETARY	1.0	0.0	-1.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.0	1.0	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.0	0.0	-1.00



## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
80B22	LEGAL SECRETARY	1.0	0.0	-1.00
80E21	OFFICE ASSISTANT II	0.5	0.5	0.00
80E22	OFFICE ASSISTANT III	3.0	3.0	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.0	0.0	-1.00
80H25	MEDICAL TRANSCRIPTIONIST II	1.0	1.0	0.00
80I01	SENIOR CIVIL CLERK	2.0	2.0	0.00
80I06	SHERIFFS PROPERTY TECHNICIAN	2.0	2.0	0.00
80I07	CORRECTIONS SPECIALIST	14.0	14.0	0.00
80I08	SENIOR CORRECTIONS SPECIALIST	3.0	3.0	0.00
80I15	SHERIFFS RECORDS SPECIALIST I	4.0	4.0	0.00
80I16	SHERIFFS RECORDS SPECIALIST II	20.0	18.0	-2.00
80I17	SENIOR SHERIFFS RECORDS SPECIALIST	4.0	4.0	0.00
80I20	SHERIFFS RECORDS SUPERVISOR	5.0	3.0	-2.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	3.0	3.0	0.00
80J21	ACCOUNT CLERK	1.0	1.0	0.00
80J22	SENIOR ACCOUNT CLERK	2.0	2.0	0.00
80J30	ACCOUNTING TECHNICIAN	4.0	4.0	0.00
XXXXX	ALLOCATION TO BE DETERMINED	0.0	1.0	1.00
Subtotal		450.5	388.5	-62.00

Adopted 2011 to Recommended 2012 Positions

### Probation

11A06	CHIEF PROBATION OFFICER	1.0	1.0	0.00
12C35	ASSISTANT CHIEF PROBATION OFFICER	1.0	1.0	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	1.0	1.0	0.00
14C30	MANAGEMENT ANALYST II	3.0	3.0	0.00
14C31	MANAGEMENT ANALYST III	1.0	1.0	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.0	1.0	0.00
20B10	ACCOUNTANT I	1.0	1.0	0.00
20B11	ACCOUNTANT II	1.0	1.0	0.00
20B12	ACCOUNTANT III	1.0	1.0	0.00
20B93	FINANCE MANAGER II	1.0	1.0	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.0	2.0	0.00
60F02	PROBATION AIDE	20.0	12.0	-8.00
60F22	PROBATION OFFICER II	70.5	64.5	-6.00
60F23	PROBATION OFFICER III	25.0	20.0	-5.00
60F84	PROBATION SERVICES MANAGER	14.0	12.0	-2.00
60F85	PROBATION DIVISION MANAGER	4.0	4.0	0.00
60F87	JUVENILE INSTITUTIONS SUPERVISOR	10.0	8.0	-2.00
60F89	JUVENILE INSTITUTIONS OFFICER II	74.0	53.0	-21.00
60F90	SENIOR JUVINILE INSTITUTIONS OFFICER	14.0	14.0	0.00
60K02	VICTIM ASSISTANCE ADVOCATE	2.0	2.0	0.00
70K25	SENIOR COOK	4.5	4.5	0.00
70K80	HEAD COOK	1.0	1.0	0.00
70K83	FOOD ADMINISTRATOR-PROBATION	1.0	1.0	0.00
70L01	LAUNDRY WORKER I	1.0	1.0	0.00
72A23	BUILDING MAINTENANCE WORKER	1.0	1.0	0.00
80A30	SECRETARIAL ASSISTANT	2.0	2.0	0.00

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.0	1.0	0.00
80E21	OFFICE ASSISTANT II	14.0	10.0	-4.00
80E22	OFFICE ASSISTANT III	6.0	6.0	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.0	1.0	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	2.0	2.0	0.00
80J22	SENIOR ACCOUNT CLERK	1.0	1.0	0.00
80J30	ACCOUNTING TECHNICIAN	4.0	4.0	0.00
80W21	WORD PROCESSOR	4.0	3.0	-1.00
Subtotal		291.0	242.0	-49.00

### Agricultural Commissioner

11A02	AGRICULTURAL COMMISSIONER	1.0	1.0	0.00
12C01	ASSISTANT AGRICULTURAL COMMISSIONER	1.0	1.0	0.00
14B32	SENIOR PERSONNEL ANALYST	1.0	1.0	0.00
14C31	MANAGEMENT ANALYST III	1.0	1.0	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	2.0	2.0	0.00
16G25	GIS ANALYST III	1.0	1.0	0.00
20B95	FINANCE MANAGER I	1.0	1.0	0.00
30G22	WEIGHTS/MEASURES INSPECTOR III	4.0	4.0	0.00
30M21	PRODUCE INSPECTOR I	11.0	6.0	-5.00
30M22	PRODUCE INSPECTOR II	6.0	6.0	0.00
30M25	PRODUCE INSPECTOR III	3.0	3.0	0.00
30N22	AGRICULTURAL INSPECTOR/BIOLOGIST III	24.0	26.0	2.00
30N50	STAFF BIOLOGIST	1.0	1.0	0.00
30N80	DEPUTY AGRICULTURAL COMMISSIONER	7.0	7.0	0.00
30N81	CHIEF DEPUTY AGRICULTURAL COMMISSIONER	3.0	3.0	0.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.0	1.0	0.00
43S11	SENIOR AGRICULTURAL AIDE	1.0	1.0	0.00
43S21	AGRICULTURAL AIDE	7.0	10.0	3.00
43T23	FARM ADVISOR ASSISTANT III	1.0	1.0	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.0	1.0	0.00
80E22	OFFICE ASSISTANT III	4.0	4.0	0.00
80G21	DATA ENTRY OPERATOR II	2.0	2.0	0.00
80J22	SENIOR ACCOUNT CLERK	2.0	2.0	0.00
80J30	ACCOUNTING TECHNICIAN	1.0	1.0	0.00
Subtotal		87.0	87.0	0.00

### Resource Management Agency

11A19	PUBLIC WORKS DIRECTOR	1.0	1.0	0.00
11A27	RESOURCE MANAGEMENT AGENCY DIRECTOR	1.0	1.0	0.00
11A28	DIRECTOR OF BUILDING SERVICES	1.0	1.0	0.00
11A29	DIRECTOR OF PLANNING	1.0	1.0	0.00
12C17	ASSISTANT DIRECTOR OF BUILDING SERVICES	1.0	1.0	0.00
12C19	ASSISTANT DIRECTOR OF PLANNING	1.0	1.0	0.00
12C40	DEPUTY DIRECTOR RESOURCE MANAGEMENT AGENCY	1.0	1.0	0.00
12C41	ASSISTANT PUBLIC WORKS DIRECTOR	1.0	1.0	0.00
14A61	ASSISTANT ARCHITECTURAL SERVICES MANAGER	1.0	1.0	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	3.0	1.0	-2.00

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
14C30	MANAGEMENT ANALYST II	6.0	5.0	-1.00
14C31	MANAGEMENT ANALYST III	4.0	5.0	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	2.0	2.0	0.00
14C74	REAL PROPERTY SPECIALIST	1.0	1.0	0.00
14G02	MANAGEMENT ANALYST I	1.0	1.0	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.0	1.0	0.00
14H30	RMA OMBUDSPERSON	1.0	1.0	0.00
14K34	REDEVELOPMENT & HOUSING DIRECTOR	1.0	1.0	0.00
14K51	PLANNING & BUILDING SERVICES MANAGER	6.0	2.0	-4.00
14K63	ARCHITECTURAL SERVICES MANAGER	1.0	1.0	0.00
14K68	RMA ADMINISTRATIVE DIRECTOR	1.0	1.0	0.00
14M11	ASSISTANT DIRECTOR OF REDEVELOPMENT & HOUSING	1.0	1.0	0.00
14M21	REDEVELOPMENT PROGRAM MANAGER	1.0	1.0	0.00
14M22	HOUSING PROGRAM MANAGER	1.0	1.0	0.00
14N21	GENERAL SERVICES MANAGER II	1.0	1.0	0.00
14N22	GENERAL SERVICES MANAGER III	1.0	1.0	0.00
14N99	CONTRACT-ARCHITECTURAL SERVICES PROJECT MANAGER	2.0	0.0	-2.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.0	1.0	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.0	1.0	0.00
20B11	ACCOUNTANT II	2.0	2.0	0.00
20B93	FINANCE MANAGER II	1.0	1.0	0.00
20B94	FINANCE MANAGER III	1.0	1.0	0.00
20B95	FINANCE MANAGER I	2.0	0.0	-2.00
30D21	BUILDING INSPECTOR II	4.0	3.0	-1.00
30D22	SENIOR BUILDING INSPECTOR	1.0	1.0	0.00
30D24	BUILDING INSPECTOR SUPERVISOR	2.0	2.0	0.00
30J87	BRANCH CHIEF CODE ENFORCEMENT	1.0	0.0	-1.00
30P01	GRADING INSPECTOR	4.0	4.0	0.00
34P26	CODE ENFORCEMENT OFFICER II	1.0	0.0	-1.00
34X21	GUARD	3.0	3.0	0.00
41A10	ASSISTANT ENGINEER	9.0	9.0	0.00
41A20	CIVIL ENGINEER	6.0	6.0	0.00
41A22	SENIOR CIVIL ENGINEER	4.0	4.0	0.00
41A85	TRAFFIC ENGINEER	1.0	1.0	0.00
41A87	CHIEF OF SURVEYS	1.0	1.0	0.00
41B21	BUILDING PLANS EXAMINER	3.0	3.0	0.00
41F11	ASSOCIATE PLANNER	13.0	11.0	-2.00
41F22	SENIOR PLANNER	4.0	6.0	2.00
41F31	REDEVELOPMENT/HOUSING PROJECT ANALYST II	1.0	1.0	0.00
41F32	REDEVELOPMENT/HOUSING PROJECT ANALYST III	5.0	5.0	0.00
43A22	ENGINEERING AIDE III	3.0	3.0	0.00
43A23	ENGINEERING TECHNICIAN	9.0	9.0	0.00
43C01	LAND USE TECHNICIAN	11.0	2.0	-9.00
43E50	PLANNING GRAPHICS TECHNICIAN III	1.0	1.0	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.0	0.0	-1.00
70C20	SENIOR GROUNDSKEEPER	1.0	1.0	0.00

Adopted 2011 to Recommended 2012 Positions

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
70C21	GROUNDSKEEPER	4.0	4.0	0.00
70C80	GROUNDS SUPERVISOR	1.0	1.0	0.00
70F21	COURIER	4.0	4.0	0.00
70F23	STOREKEEPER	1.0	1.0	0.00
70F80	SENIOR STOREKEEPER	1.0	1.0	0.00
70M01	SHUTTLE DRIVER	1.5	1.0	-0.50
72A23	BUILDING MAINTENANCE WORKER	13.0	11.0	-2.00
72A29	SENIOR BUILDING MAINTENANCE WORKER	2.0	2.0	0.00
72A81	BUILDING MAINTENANCE SUPERVISOR	1.0	1.0	0.00
72C23	MECHANIC II	10.0	10.0	0.00
72C26	MECHANIC III	1.0	1.0	0.00
72C82	SUPERVISING MECHANIC	1.0	1.0	0.00
74D12	ROAD MAINTENANCE WORKER	25.0	25.0	0.00
74D13	SENIOR ROAD MAINTENANCE WORKER	11.0	11.0	0.00
74D81	ASSISTANT ROAD SUPERINTENDENT	4.0	4.0	0.00
74D83	ROAD SUPERINTENDENT	4.0	4.0	0.00
74D84	ROAD MAINTENANCE SUPERINTENDENT	1.0	1.0	0.00
74D85	MAINTENANCE MANAGER	1.0	1.0	0.00
74E11	BRIDGE MAINTENANCE WORKER	5.0	5.0	0.00
74E31	SENIOR BRIDGE MAINTENANCE WORKER	1.0	1.0	0.00
74E80	ASSISTANT BRIDGE SUPERINTENDENT	1.0	1.0	0.00
74E81	BRIDGE SUPERINTENDENT	1.0	1.0	0.00
74G21	TREE TRIMMER	2.0	2.0	0.00
74G22	SENIOR TREE TRIMMER	1.0	1.0	0.00
74H24	SANITATION WORKER	2.0	2.0	0.00
74H27	SUPERVISING SANITATION WORKER	1.0	1.0	0.00
74H41	SANITATION TREATMNT PLANT OPERATOR	2.0	2.0	0.00
74I11	TRAFFIC MAINTENANCE WORKER	3.0	3.0	0.00
74I15	SENIOR TRAFFIC MAINTENANCE WORKER	1.0	1.0	0.00
74I25	TRAFFIC MAINTENANCE SUPERINTENDENT	1.0	1.0	0.00
74K50	PUBLIC WORKS SAFETY COORDINATOR/INVESTIGATOR	1.0	1.0	0.00
80A31	SECRETARY	8.0	8.0	0.00
80A32	SENIOR SECRETARY	7.0	7.0	0.00
80A33	ADMINISTRATIVE SECRETARY	2.0	2.0	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.0	1.0	0.00
80E21	OFFICE ASSISTANT II	13.0	11.0	-2.00
80E22	OFFICE ASSISTANT III	3.0	2.0	-1.00
80E80	PRINCIPAL OFFICE ASSISTANT	2.0	2.0	0.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.0	1.0	0.00
80E90	MAINTENANCE YARD CLERK	4.0	4.0	0.00
80E91	MAINTENANCE INVENTORY & YARD CLERK	1.0	1.0	0.00
80G21	DATA ENTRY OPERATOR II	1.0	1.0	0.00
80J21	ACCOUNT CLERK	3.0	3.0	0.00
80J22	SENIOR ACCOUNT CLERK	5.0	5.0	0.00
80J30	ACCOUNTING TECHNICIAN	3.0	3.0	0.00
80O22	MAILROOM CLERK	2.5	2.5	0.00

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Subtotal	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
		306.0	277.5	-28.50	
<b>Health</b>					
11A09	DIRECTOR HEALTH SERVICES		1.0	1.0	0.00
14B21	ASSOCIATE PERSONNEL ANALYST		3.0	2.0	-1.00
14B66	DEPARTMENTAL HR MANAGER		1.0	1.0	0.00
14C30	MANAGEMENT ANALYST II		9.0	8.0	-1.00
14C31	MANAGEMENT ANALYST III		8.0	8.0	0.00
14C35	RESEARCH ANALYST		1.0	1.0	0.00
14C48	PUBLIC HEALTH PROGRAM MANAGER II		4.0	4.0	0.00
14C71	ADMINISTRATIVE SERVICES OFFICER		1.0	1.0	0.00
14G02	MANAGEMENT ANALYST I		7.0	7.0	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL		3.0	3.0	0.00
14H66	OUTPATIENT SERVICES DIRECTOR		1.0	1.0	0.00
14K24	DIRECTOR ENVIRONMENTAL HEALTH		1.0	1.0	0.00
14K30	BEHAVIORAL HEALTH DIRECTOR		1.0	1.0	0.00
14K40	CLINIC SERVICES DIRECTOR		1.0	1.0	0.00
14K41	BEHAVIORAL HEALTH SERVICES MANAGER II		10.0	10.0	0.00
14K54	DEPUTY HEALTH OFFICER		1.0	1.0	0.00
14K61	ENVIRONMENTAL HEALTH PROGRAM MANAGER		2.0	2.0	0.00
14K64	EMERGENCY MEDICAL SERVICES DIRECTOR		1.0	1.0	0.00
14K66	ASSISTANT DIRECTOR OF BEHAVIORAL HEALTH		1.0	1.0	0.00
14N10	OUTPATIENT SERVICES MANAGER I		1.0	1.0	0.00
14N11	OUTPATIENT SERVICES MANAGER II		2.0	2.0	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II		2.0	2.0	0.00
16C88	BUSINESS TECHNOLOGY ANALYST III		1.0	1.0	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II		1.0	1.0	0.00
20B11	ACCOUNTANT II		6.0	5.0	-1.00
20B12	ACCOUNTANT III		2.0	2.0	0.00
20B93	FINANCE MANAGER II		2.0	2.0	0.00
20B94	FINANCE MANAGER III		1.0	1.0	0.00
20B95	FINANCE MANAGER I		2.0	2.0	0.00
25G21	CA CHILDRENS SERVICES CASE WORKER II		7.0	7.0	0.00
25G30	CA CHILDRENS SERVICES CASE WORKER III		1.0	1.0	0.00
30J21	ENVIRONMENTAL HEALTH SPECIALIST II		24.0	23.0	-1.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III		15.0	15.0	0.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV		7.0	6.0	-1.00
34C01	ANIMAL CONTROL OFFICER		4.0	2.0	-2.00
34C02	SENIOR ANIMAL CONTROL OFFICER		1.0	1.0	0.00
34C22	ANIMAL SERVICES DIRECTOR		1.0	0.5	-0.50
34H34	DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/CONSERVATOR II		6.0	5.0	-1.00
34H81	PUBLIC ADMINISTRATOR/GUARDIAN/CONSERVATOR		1.0	1.0	0.00
43B02	WATER QUALITY SPECIALIST		1.0	1.0	0.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST		4.0	4.0	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR		4.0	4.0	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR		2.0	1.0	-1.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR		1.0	1.0	0.00

Adopted 2011 to Recommended 2012 Positions

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
50B01	EMERGENCY MEDICAL SERVICES INSTRUCTOR	3.0	0.0	-3.00
50B12	EMERGENCY MEDICAL SERVICES ANALYST	2.0	2.0	0.00
50C22	PUBLIC HEALTH MICROBIOLOGIST II	2.0	2.0	0.00
50C23	SENIOR PUBLIC HEALTH MICROBIOLOGIST	1.0	1.0	0.00
50C80	DIRECTOR PUBLIC HEALTH LABORATORY	1.0	1.0	0.00
50C81	PUBLIC HEALTH CHEMIST	1.0	1.0	0.00
50E21	LABORATORY HELPER	1.0	1.0	0.00
50E23	LABORATORY ASSISTANT	1.0	1.0	0.00
50F20	OCCUPATIONAL THERAPIST	1.0	1.0	0.00
50F23	OCCUPATIONAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	5.0	4.0	-1.00
50G23	PHYSICAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	6.0	5.0	-1.00
50G25	SENIOR THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	2.0	2.0	0.00
50G31	SUPERVISING THERAPIST-MED THER PROG	1.0	1.0	0.00
50J01	CHRONIC DISEASE PREVENTION SPECIALIST I	25.0	25.0	0.00
50J11	CHRONIC DISEASE PREVENTION SPECIALIST II	14.0	13.0	-1.00
50J21	CHRONIC DISEASE PREVENTION COORDINATOR	7.0	7.0	0.00
50K18	HEALTH PROGRAM COORDINATOR	2.0	2.0	0.00
50K19	HEALTH EDUCATION ASSISTANT	5.0	5.0	0.00
50K23	SENIOR HEALTH EDUCATOR	4.0	4.0	0.00
50L22	PUBLIC HEALTH NUTRITIONIST II	7.5	7.5	0.00
50L80	SUPERVISING PUBLIC HEALTH NUTRITIONIST	4.0	4.0	0.00
50M21	REGISTERED VETERINARY TECHNICIAN	0.8	0.8	0.00
50M80	VETERINARIAN	0.8	0.8	0.00
50N11	PUBLIC HEALTH EPIDEMIOLOGIST II	1.0	1.0	0.00
50N22	SUPERVISING PUBLIC HEALTH EPIDEMIOLOGIST	1.0	1.0	0.00
50T11	MEDICAL RECORD TECHNICIAN II	1.0	1.0	0.00
50U16	BEHAVIORAL HEALTH AIDE	24.1	22.1	-2.00
50U42	MEDICAL ASSISTANT	49.0	49.0	0.00
52A21	CLINIC NURSE	3.0	3.0	0.00
52A22	SENIOR CLINIC NURSE	9.0	9.0	0.00
52A97	NURSE PRACTITIONER II	10.0	8.0	-2.00
52A98	NURSE PRACTITIONER III	4.0	3.0	-1.00
52E01	PUBLIC HEALTH LICENSED VOCATIONAL NURSE	11.0	11.0	0.00
52E22	PUBLIC HEALTH NURSE II	22.0	21.0	-1.00
52E23	PUBLIC HEALTH NURSE III	4.0	4.0	0.00
52E80	SUPERVISING PUBLIC HEALTH NURSE	7.0	7.0	0.00
54B04	GENERAL INTERNIST	3.0	3.0	0.00
54B12	CONTRACT PHYSICIAN	40.0	33.5	-6.50
54B23	PSYCHIATRIST	3.0	3.0	0.00
54B90	CLINIC PHYSICIAN II	10.0	10.0	0.00
54B93	HEALTH OFFICER	1.0	1.0	0.00
60A21	CLINICAL PSYCHOLOGIST	9.0	9.0	0.00
60B21	PSYCHIATRIC SOCIAL WORKER II	98.3	91.8	-6.50
60B23	BEHAVIORAL HEALTH UNIT SUPERVISOR	18.0	17.0	-1.00
60B25	SENIOR PSYCHIATRIC SOCIAL WORKER	4.0	4.0	0.00
60B26	CRISIS INTERVENTION SPECIALIST II	4.0	4.0	0.00

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
60C22	SOCIAL WORKER III	23.0	24.4	1.40
60C24	SOCIAL WORKER V	1.0	1.0	0.00
60I02	PROGRAM MANAGER II	1.0	1.0	0.00
60I10	DEPUTY DIRECTOR BEHAVIORAL HEALTH	2.0	2.0	0.00
60L01	PATIENT RIGHTS ADVOCATE	1.0	1.0	0.00
60P22	COMMUNITY SERVICE AIDE III	6.0	5.0	-1.00
60P23	COMMUNITY SERVICE AIDE IV	2.0	2.0	0.00
60V11	BEHAVIORAL HEALTH GROUP COUNSELOR II	3.0	3.0	0.00
70B01	ANIMAL CARE TECHNICIAN I	1.0	0.5	-0.50
70B03	ANIMAL CARE TECHNICIAN II	4.0	4.0	0.00
70B04	SENIOR ANIMAL CARE TECHNICIAN	1.0	1.0	0.00
72A23	BUILDING MAINTENANCE WORKER	2.0	2.0	0.00
80A30	SECRETARIAL ASSISTANT	1.0	1.0	0.00
80A31	SECRETARY	2.0	2.0	0.00
80A32	SENIOR SECRETARY	3.0	3.0	0.00
80A33	ADMINISTRATIVE SECRETARY	1.0	1.0	0.00
80E21	OFFICE ASSISTANT II	17.0	16.0	-1.00
80E22	OFFICE ASSISTANT III	17.0	17.0	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	9.0	9.0	0.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.0	1.0	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.0	1.0	0.00
80J21	ACCOUNT CLERK	1.0	1.0	0.00
80J22	SENIOR ACCOUNT CLERK	6.0	6.0	0.00
80J30	ACCOUNTING TECHNICIAN	4.0	4.0	0.00
80K20	CLINIC OFFICE SUPERVISOR	5.0	5.0	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	65.0	64.5	-0.50
80L04	SUPERVISING PATIENT SERVICES REPRESENTATIVE	3.0	3.0	0.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	16.0	15.0	-1.00
80M03	SENIOR PATIENT ACCOUNT REPRESENTATIVE	1.0	1.0	0.00
80M04	SUPERVISING PATIENT ACCOUNT REPRESENTATIVE	1.0	1.0	0.00
<b>Subtotal</b>		790.5	752.4	-38.10

Adopted 2011 to Recommended 2012 Positions

### Social & Employment Services

11A12	DIRECTOR SOCIAL SERVICES	1.0	1.0	0.00
12E16	WIB EXECUTIVE DIRECTOR	1.0	1.0	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	3.0	3.0	0.00
14B32	SENIOR PERSONNEL ANALYST	2.0	1.3	-0.70
14B51	DEPARTMENTAL HR MANAGER-MERIT SYSTEMS	1.0	1.0	0.00
14C30	MANAGEMENT ANALYST II	26.0	15.0	-11.00
14C31	MANAGEMENT ANALYST III	16.0	13.0	-3.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	2.0	2.0	0.00
14C72	ADMINISTRATIVE SERVICES MANAGER	1.0	1.0	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	3.0	3.0	0.00
14H70	STAFF TRAINER II	10.0	8.0	-2.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.0	0.0	-1.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.0	1.0	0.00
20B10	ACCOUNTANT I	3.0	2.0	-1.00

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
20B11	ACCOUNTANT II	3.0	2.0	-1.00
20B12	ACCOUNTANT III	1.0	1.0	0.00
20B93	FINANCE MANAGER II	2.0	2.0	0.00
20B94	FINANCE MANAGER III	1.0	1.0	0.00
20B95	FINANCE MANAGER I	2.0	2.0	0.00
25E21	ELIGIBILITY WORKER II	139.0	139.0	0.00
25E22	ELIGIBILITY WORKER III	94.0	94.0	0.00
25E80	ELIGIBILITY SUPERVISOR	34.0	32.0	-2.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	7.0	4.6	-2.40
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	6.0	5.3	-0.70
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	3.0	3.0	0.00
52E22	PUBLIC HEALTH NURSE II	2.0	2.0	0.00
60C21	SOCIAL WORKER II	5.0	1.0	-4.00
60C22	SOCIAL WORKER III	17.0	14.0	-3.00
60C23	SOCIAL WORKER IV	1.0	0.0	-1.00
60C24	SOCIAL WORKER V	77.0	67.0	-10.00
60C81	SOCIAL WORK SUPERVISOR II	18.0	16.0	-2.00
60D11	SOCIAL SERVICES AIDE II	41.0	38.0	-3.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	32.0	20.0	-12.00
60G33	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III	7.0	4.0	-3.00
60G43	WIB EMPLOYMENT PROGRAMS SUPERVISOR	5.0	3.0	-2.00
60H11	EMPLOYMENT & TRAINING WORKER II	4.0	4.0	0.00
60H21	EMPLOYMENT & TRAINING WORKER III	37.0	31.0	-6.00
60H31	EMPLOYMENT & TRAINING SUPERVISOR	7.0	6.0	-1.00
60H32	SUPERVISING STAFF TRAINER	1.0	1.0	0.00
60I01	DEPUTY DIRECTOR SOCIAL SERVICES	5.0	3.0	-2.00
60I02	PROGRAM MANAGER II	14.0	13.0	-1.00
60U20	MILITARY & VETERAN AFFAIRS OFFICER	1.0	1.0	0.00
60U21	MILITARY & VETERANS REPRESENTATIVE III	3.0	3.0	0.00
60X01	COMMUNITY AFFILIATION MANAGER	2.0	1.0	-1.00
70A21	CUSTODIAN	1.0	1.0	0.00
70F79	WAREHOUSE WORKER	1.0	1.0	0.00
70F80	SENIOR STOREKEEPER	1.0	0.0	-1.00
70F82	SUPERVISING WAREHOUSE WORKER	1.0	1.0	0.00
70N01	OFFICE MAINTENANCE WORKER	4.0	2.0	-2.00
80A31	SECRETARY	12.0	10.0	-2.00
80A32	SENIOR SECRETARY	7.0	6.0	-1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.0	1.0	0.00
80E21	OFFICE ASSISTANT II	94.0	88.0	-6.00
80E22	OFFICE ASSISTANT III	33.0	30.0	-3.00
80E80	PRINCIPAL OFFICE ASSISTANT	19.0	17.0	-2.00
80E81	SUPERVISING OFFICE ASSISTANT I	15.0	14.0	-1.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.0	1.0	0.00
80E98	PRINCIPAL CLERK-CONFIDENTIAL	3.0	2.0	-1.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	2.0	2.0	0.00
80J21	ACCOUNT CLERK	1.0	0.0	-1.00



## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
80J22	SENIOR ACCOUNT CLERK	6.0	4.0	-2.00
80J30	ACCOUNTING TECHNICIAN	5.0	4.0	-1.00
80W21	WORD PROCESSOR	1.0	1.0	0.00
99ZXX	ALLOCATION ON LOAN XX	0.0	1.0	1.00
	Subtotal	850.0	752.2	-97.80
<b>Library</b>				
11A05	COUNTY LIBRARIAN	1.0	1.0	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.0	1.0	0.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECLIST	1.0	1.0	0.00
65A10	LITERACY PROGRAM ASSISTANT	1.0	1.0	0.00
65A11	LITERACY PROGRAM SPECIALIST	1.0	1.0	0.00
65A31	LIBRARIAN	1.0	1.0	0.00
65A33	SUPERVISING LIBRARIAN	10.0	11.0	1.00
65A40	PRINCIPAL LIBRARIAN	3.0	3.0	0.00
65A85	MANAGING LIBRARIAN	3.0	3.0	0.00
80C01	LIBRARY ASSISTANT I	12.0	12.0	0.00
80C21	LIBRARY ASSISTANT II	22.5	22.5	0.00
80C22	LIBRARY ASSISTANT III	10.5	10.5	0.00
80J21	ACCOUNT CLERK	1.0	1.0	0.00
80J22	SENIOR ACCOUNT CLERK	1.0	1.0	0.00
	Subtotal	69.0	70.0	1.00
<b>Cooperative Extension Service</b>				
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.0	1.0	0.00
43T23	FARM ADVISOR ASSISTANT III	1.0	1.0	0.00
80A31	SECRETARY	1.0	1.0	0.00
80J30	ACCOUNTING TECHNICIAN	1.0	1.0	0.00
	Subtotal	4.0	4.0	0.00
<b>Parks</b>				
11A11	CHIEF RANGER/PARKS DIRECTOR	1.0	1.0	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	1.0	1.0	0.00
20B10	ACCOUNTANT I	2.0	2.0	0.00
20B95	FINANCE MANAGER I	1.0	1.0	0.00
41F85	PARKS PLANNING MANAGER	1.0	1.0	0.00
65C10	PARKS MUSEUM ASSISTANT	1.0	1.0	0.00
65C23	HISTORIC & CULTURAL AFFAIRS MANAGER	1.0	1.0	0.00
68A30	RANGE MASTER	1.0	1.0	0.00
68A41	COUNTY PARK RANGER II	15.0	15.0	0.00
68A42	COUNTY PARK RANGER III	5.0	4.0	-1.00
68A43	COUNTY PARK RANGER SUPERVISOR	6.0	6.0	0.00
68B02	SPECIAL EVENTS MANAGER	1.0	1.0	0.00
68C02	RANGE AIDE	1.0	1.0	0.00
68C23	PARK SERVICES AIDE III	1.0	1.0	0.00
68E01	COUNTY PARK RANGER MANAGER	1.0	1.0	0.00
68E21	DEPUTY CHIEF RANGER/PARKS OPERATIONS MANAGER	2.0	2.0	0.00
72B31	PARKS BUILDING & GROUNDS WORKER II	17.0	13.0	-4.00
72B32	PARKS BUILDING & GROUNDS WORKER SUPERVISOR	1.0	1.0	0.00

Adopted 2011 to Recommended 2012 Positions

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	2.0	2.0	0.00
72B41	SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.0	1.0	0.00
72C23	MECHANIC II	1.0	1.0	0.00
72C26	MECHANIC III	1.0	1.0	0.00
80A31	SECRETARY	1.0	1.0	0.00
80E21	OFFICE ASSISTANT II	2.0	2.0	0.00
80E22	OFFICE ASSISTANT III	1.0	1.0	0.00
80J21	ACCOUNT CLERK	1.0	1.0	0.00
80J22	SENIOR ACCOUNT CLERK	1.0	1.0	0.00
99ZXX	ALLOCATION ON LOAN XX	0.0	1.0	1.00
Subtotal		70.0	66.0	-4.00

### Water Resources Agency

11A15	GENERAL MANAGER-WATER RESOURCES AGENCY	1.0	1.0	0.00
12C32	ASSISTANT GENERAL MANAGER/ENGINEER	2.0	2.0	0.00
12C36	DEPUTY GENERAL MANAGER - WATER RESOURCES AGENCY	1.0	1.0	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.0	1.0	0.00
14K22	CHIEF OF WATER RESOURCES PLANNING	1.0	1.0	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.0	1.0	0.00
20B12	ACCOUNTANT III	1.0	1.0	0.00
20B93	FINANCE MANAGER II	1.0	1.0	0.00
28C02	RIGHT OF WAY SPECIALIST	1.0	1.0	0.00
41C02	WATER RESOURCES HYDROLOGIST	7.0	7.0	0.00
41C14	ASSOCIATE WATER RESOURCES HYDROLOGIST	3.0	3.0	0.00
41C17	SENIOR WATER RESOURCES HYDROLOGIST	4.0	4.0	0.00
41C20	WATER RESOURCES BIOLOGIST	1.0	1.0	0.00
41C21	ASSOCIATE WATER RESOURCES BIOLOGIST	1.0	1.0	0.00
41C30	WATER RESOURCES PROPERTY SPECIALIST	1.0	1.0	0.00
41E11	WATER RESOURCES ENGINEER	4.0	4.0	0.00
41E21	ASSOCIATE WATER RESOURCES ENGINEER	2.0	2.0	0.00
41E30	SENIOR WATER RESOURCES ENGINEER	3.0	3.0	0.00
43A21	ENGINEERING AIDE II	1.0	1.0	0.00
43A22	ENGINEERING AIDE III	1.0	1.0	0.00
43B03	WATER RESOURCES TECHNICIAN	9.0	9.0	0.00
74C01	WATER MAINTENANCE SUPERINTENDENT	1.0	1.0	0.00
74F23	HYDROELECTRIC TECHNICIAN	1.0	1.0	0.00
74J01	WATER MAINTENANCE HELPER	2.0	2.0	0.00
74J11	WATER MAINTENANCE WORKER	3.0	3.0	0.00
74J21	SENIOR WATER MAINTENANCE WORKER	3.0	3.0	0.00
74J22	ASSISTANT WATER MAINTENANCE SUPERINTENDENT	2.0	2.0	0.00
80A32	SENIOR SECRETARY	1.0	1.0	0.00
80E22	OFFICE ASSISTANT III	1.0	1.0	0.00
80J22	SENIOR ACCOUNT CLERK	1.0	1.0	0.00
80J82	SENIOR ACCOUNT CLERK-CONFIDENTIAL	1.0	1.0	0.00
Subtotal		63.0	63.0	0.00

### Natividad Medical Center

11A25	NMC CHIEF EXECUTIVE OFFICER	1.0	1.0	0.00
-------	-----------------------------	-----	-----	------

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
12C28	NMC CHIEF NURSING OFFICER	1.0	1.0	0.00
12C29	NMC ASSISTANT ADMINISTRATOR	2.0	2.0	0.00
14A70	HOSPITAL REVENUE CYCLE EXAMINER	2.0	2.0	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	3.0	3.0	0.00
14B32	SENIOR PERSONNEL ANALYST	1.0	1.0	0.00
14C31	MANAGEMENT ANALYST III	2.0	2.0	0.00
14C52	PATIENT FINANCIAL SERVICES DIRECTOR	1.0	1.0	0.00
14C60	NMC CHIEF FINANCIAL OFFICER	1.0	1.0	0.00
14E20	BUYER II	1.0	1.0	0.00
14E90	DIRECTOR OF MATERIAL MANAGEMENT	1.0	1.0	0.00
14G02	MANAGEMENT ANALYST I	2.0	2.0	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	4.0	4.0	0.00
14H60	DIRECTOR OF MARKETING AND COMMUNITY RELATIONS	1.0	0.0	-1.00
14H65	MEDICAL STAFF COORDINATOR	1.0	1.0	0.00
14K26	MANAGED CARE OPERATIONS MANAGER	1.0	1.0	0.00
14K31	MANAGER OF DIAGNOSTIC IMAGING SERVICES	1.0	1.0	0.00
14K33	HOSP DIRECTOR OF ENGINEERING AND SAFETY	1.0	1.0	0.00
14K35	NMC HUMAN RESOURCES ADMINISTOR	1.0	1.0	0.00
14K43	HOSPITAL CHIEF INFORMATION OFFICER	1.0	1.0	0.00
14K67	HOSPITAL PURCHSING & MATERIALS SUPPORT DIRECTOR	1.0	1.0	0.00
14M31	HOSPITAL DIRECTOR OF NURSING EDUCATION	1.0	1.0	0.00
14M32	HOSPITAL RISK ASSESSMENT & COMPLIANCE OFFICER	1.0	1.0	0.00
14M33	HOSPITAL MEDICAL INTERPRETATION COORDINATOR	1.0	1.0	0.00
14N11	OUTPATIENT SERVICES MANAGER II	2.0	1.0	-1.00
14N30	HOSPITAL PATIENT ADMITTING MANAGER	1.0	1.0	0.00
14N31	HOSPITAL DIRECTOR OF ENVIRONMENTAL SERVICES	1.0	1.0	0.00
14P40	HOSPITAL CLINICAL INFORMATICIST	1.0	2.0	1.00
16C61	HOSPITAL SOFTWARE ANALYST II	2.0	2.0	0.00
16C62	HOSPITAL SOFTWARE ANALYST III	4.0	4.0	0.00
16E50	HOSPITAL SECURITY & DATABASE ADMINISTRATOR	1.0	1.0	0.00
20B12	ACCOUNTANT III	2.0	2.0	0.00
20B91	CHIEF HOSPITAL ACCOUNTANT	1.0	1.0	0.00
20B92	HOSPITAL CONTROLLER	1.0	1.0	0.00
20B94	FINANCE MANAGER III	0.0	1.0	1.00
41K01	HOSPITAL NETWORK & SYSTEMS ENGINEER	4.0	3.0	-1.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.0	0.0	-1.00
43M40	HOSPITAL INOFRMAITON SYSTEMS SUPPORT TECHNICIAN	4.0	4.0	0.00
50A21	PHARMACIST I	6.6	9.0	2.40
50A23	PHARMACY DIRECTOR	1.0	1.0	0.00
50A25	CLINICAL PHARMACY COORDINATOR	1.0	1.0	0.00
50D12	CLINICAL LABORATORY ASSISTANT	9.5	8.5	-1.00
50D13	SENIOR CLINICAL LABORATORY ASSISTANT	2.0	2.0	0.00
50D21	CLINICAL LABORATORY SCIENTIST	12.6	12.6	0.00
50D22	SENIOR CLINICAL LABORATORY SCIENTIST	6.0	6.0	0.00
50D23	SUPERVISING CLINICAL LABORATORY SCIENTIST	1.0	1.0	0.00
50D80	CLINICAL LABORATORY MANAGER	1.0	1.0	0.00

Adopted 2011 to Recommended 2012 Positions

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
50F10	SUPERVISING THERAPIST	0.0	1.0	1.00
50F20	OCCUPATIONAL THERAPIST	6.6	3.3	-3.30
50G11	PHYSICAL THERAPIST	4.0	4.0	0.00
50G31	SUPERVISING THERAPIST-MED THER PROG	1.0	0.0	-1.00
50G95	REHABILITATIVE SERVICES MANAGER	1.0	0.0	-1.00
50K19	HEALTH EDUCATION ASSISTANT	5.0	5.0	0.00
50P21	CARDIOPULMONARY TECHNICIAN II	14.0	13.0	-1.00
50P22	SENIOR CARDIOPULMONARY TECHNICIAN	1.0	1.0	0.00
50P80	DIRECTOR OF CARDIOPULMONARY SERVICES	1.0	1.0	0.00
50R21	RADIOLOGIC TECHNICIAN	10.0	9.8	-0.20
50R22	SENIOR RADIOLOGIC TECHNICIAN	3.0	3.0	0.00
50R25	DIAGNOSTIC IMAGING SUPERVISOR	1.0	1.0	0.00
50R31	SONOGRAPHER	6.8	5.2	-1.60
50R32	SENIOR SONOGRAPHER	1.0	1.0	0.00
50R41	NUCLEAR MEDICINE TECHNOLOGIST	1.0	1.0	0.00
50T03	HEALTH INFORMATION MANAGEMENT CODER II	2.0	5.0	3.00
50T22	HEALTH INFORMATION MANAGEMENT CODING SUPERVISOR	1.0	1.0	0.00
50T33	HEALTH INFORMATION MANAGEMENT DATA INTEGRITY EXAMINER	0.0	0.0	0.00
50T41	DIRECTOR OF HEALTH INFORMATION MANAGEMENT	1.0	1.0	0.00
50U17	PHYSICAL THERAPIST ASSISTANT	1.0	1.0	0.00
50U18	PHARMACY TECHNICIAN	8.4	8.4	0.00
50U19	PHYSICAL THERAPIST HELPER	1.0	1.0	0.00
50U20	NURSING ASSISTANT	65.3	65.2	-0.10
50U22	HEALTH CARE TECHNICIAN	20.7	22.9	2.20
50U28	SENIOR PHARMACY TECHNICIAN	1.0	1.0	0.00
50U30	DIETITIAN AIDE	3.0	3.0	0.00
50U35	SENIOR HEALTH CARE TECHNICIAN	2.0	2.0	0.00
50U42	MEDICAL ASSISTANT	1.0	0.8	-0.20
50Y21	DIETITIAN	2.9	2.8	-0.10
52A02	LICENSED VOCATIONAL NURSE	6.7	5.9	-0.80
52A16	SUPERVISING NURSE I	9.4	12.3	2.90
52A17	SUPERVISING NURSE II	3.0	2.0	-1.00
52A19	STAFF NURSE II	189.5	190.6	1.10
52A20	STAFF NURSE III	30.8	25.6	-5.20
52A21	CLINIC NURSE	1.5	1.0	-0.50
52A22	SENIOR CLINIC NURSE	2.3	2.0	-0.30
52A31	INFECTION CONTROL NURSE	1.0	1.0	0.00
52A33	CASE MANAGEMENT NURSE	3.5	3.5	0.00
52A34	UTILIZATION MANAGEMENT COORDINATOR	1.0	2.0	1.00
52A40	HOSPITAL NURSE AUDITOR	2.0	1.0	-1.00
52A50	HOSPITAL QUALITY ASSURANCE NURSE	2.0	4.0	2.00
52A60	CLN NURSE SPECIALIST	0.0	3.0	3.00
52A83	SUPVGV CLINIC NU	0.0	1.0	1.00
52A84	QUALITY/COMPLIANCE ADMINISTRATOR	1.0	1.0	0.00
52A88	NURSING SERVICES DIVISION MANAGER	4.0	3.0	-1.00
52A89	ADMIN NURSE/HOUSE SUPV	4.7	4.7	0.00

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
52A92	NURSING SERVICES UNIT MANAGER	0.0	1.0	1.00
52A96	DIRECTOR OF SURGICAL SERVICES	1.0	1.0	0.00
52A98	NURSE PRACTITIONER III	5.0	4.0	-1.00
54A03	RESIDENT PHYSICIAN III	25.0	27.0	2.00
54B03	PEDIATRICIAN	2.0	1.0	-1.00
54B10	CHIEF OB/GYN SURGEON	1.0	1.0	0.00
54B12	CONTRACT PHYSICIAN	27.6	27.6	0.00
54B70	HOSPITAL CHIEF MEDICAL OFFICER	1.0	1.0	0.00
54B82	CHIEF OF SURGERY	1.0	1.0	0.00
54B83	CHIEF PATHOLOGIST	1.0	1.0	0.00
54B84	DIRECTOR FAMILY PRACTICE RESIDENCY PROGRAM	1.0	1.0	0.00
54B92	ASSISTANT DIRECTOR FAMILY PRACTICE RESIDENCY PROGRAM	1.0	1.0	0.00
54C02	PHYSICIAN ASSISTANT II	0.8	0.8	0.00
60C24	SOCIAL WORKER V	5.0	4.0	-1.00
60C82	MEDICAL SOCIAL SERVICES SUPERVISOR	0.0	2.0	2.00
60D23	ACTIVITIES DIRECTOR	1.0	0.0	-1.00
65A22	MEDICAL LIBRARIAN	1.0	1.0	0.00
70A10	HOSPITAL ENVIRONMENTAL SERVICES AIDE	45.0	45.0	0.00
70A12	HOSPITAL SENIOR ENVIRONMENTAL SERVICES AIDE	1.0	1.0	0.00
70A13	HOSPITAL SUPERVISING ENVIRONMENTAL SERVICES AIDE	2.0	2.0	0.00
70C21	GROUNDSKEEPER	1.0	1.0	0.00
70F21	COURIER	2.0	2.0	0.00
70F23	STOREKEEPER	6.0	6.0	0.00
70F79	WAREHOUSE WORKER	0.0	0.0	0.00
70F81	SUPERVISING STOREKEEPER	1.0	1.0	0.00
70K21	FOOD SERVICE WORKER II	15.9	14.0	-1.90
70K23	COOK	2.0	2.0	0.00
70K25	SENIOR COOK	2.0	2.0	0.00
70K80	HEAD COOK	1.0	1.0	0.00
70K84	HOSPITAL DIRECTOR OF FOOD SERVICES	1.0	1.0	0.00
70N01	OFFICE MAINTENANCE WORKER	0.0	2.0	2.00
72A24	MAINTENANCE PAINTER	0.0	1.0	1.00
72A80	HOSPITAL MAINTENANCE SUPERVISOR	1.0	1.0	0.00
72A87	PHYSICAL PLANT MANAGER	1.0	1.0	0.00
72A90	FACILITIES PROJECTS SPECIALIST	0.0	1.0	1.00
72C19	HOSPITAL MAINTENANCE MECHANIC	7.0	7.0	0.00
80A32	SENIOR SECRETARY	8.0	8.0	0.00
80A33	ADMINISTRATIVE SECRETARY	1.0	1.0	0.00
80A96	SECRETARY-CONFIDENTIAL	1.0	0.0	-1.00
80E21	OFFICE ASSISTANT II	13.0	15.0	2.00
80E22	OFFICE ASSISTANT III	12.1	12.1	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	4.6	4.0	-0.60
80E82	SUPERVISING OFFICE ASSISTANT II	2.0	2.0	0.00
80G21	DATA ENTRY OPERATOR II	0.0	1.0	1.00
80H25	MEDICAL TRANSCRIPTIONIST II	2.0	2.0	0.00
80J22	SENIOR ACCOUNT CLERK	4.0	4.0	0.00

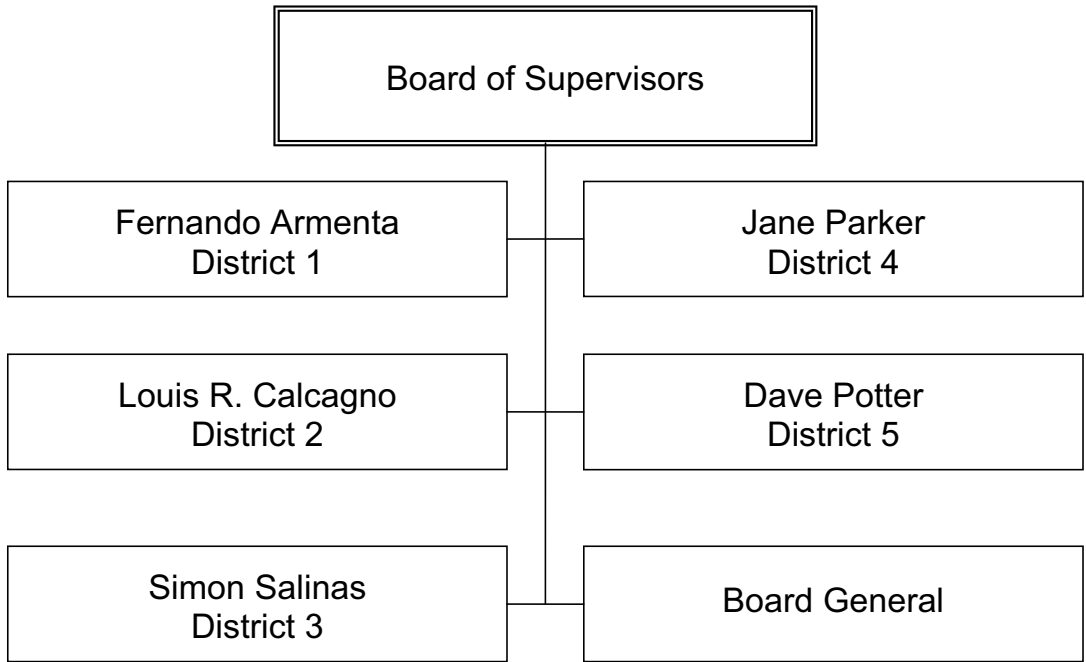
Adopted 2011 to Recommended 2012 Positions

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
80J30	ACCOUNTING TECHNICIAN	2.0	2.0	0.00
80K21	MEDICAL UNIT CLERK	15.1	17.1	2.00
80K23	MEDICAL INTERPRETER	1.0	1.0	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	36.2	35.8	-0.40
80L03	SENIOR PATIENT SERVICES REPRESENTATIVE	1.0	0.0	-1.00
80L04	SUPERVISING PATIENT SERVICES REPRESENTATIVE	2.0	2.0	0.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	26.5	27.5	1.00
80M03	SENIOR PATIENT ACCOUNT REPRESENTATIVE	3.0	3.0	0.00
80M05	PATIENT ACCOUNT MANAGER	2.0	1.0	-1.00
80U11	HOSPITAL COMMUNICATIONS OPERATOR II	6.0	6.0	0.00
80U14	HOSPITAL SUPERVISING COMMUNICATIONS OPERATOR	1.0	1.0	0.00
99ZXX	ALLOCATION ON LOAN XX	0.0	1.0	1.00
XXXXX	ALLOCATION TO BE DETERMINED	5.5	0.0	-5.50
	Subtotal	840.1	841.0	-.90
	Grand Total	4,631.1	4,308.8	-322.30

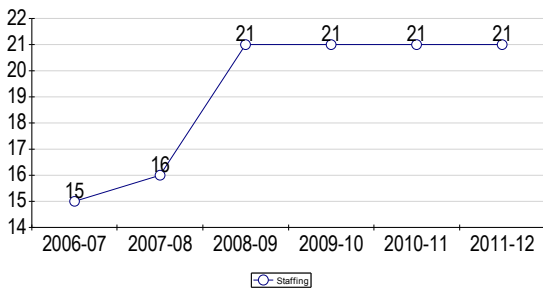
# Board of Supervisors

Operating Budget: \$3,021,690  
Positions (FTEs): 21.0

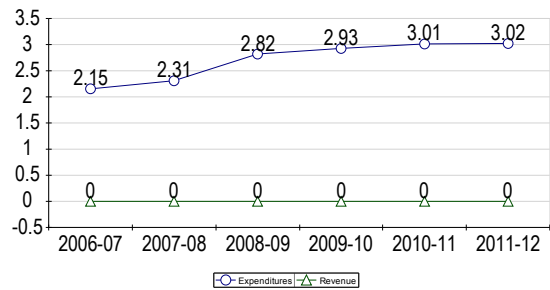


Board of Supervisors

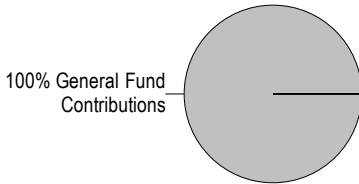
**Staffing Trends**



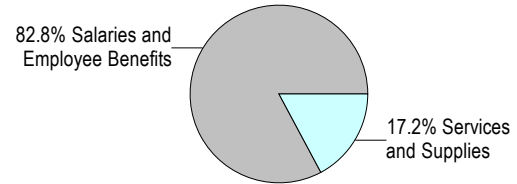
**Expenditure/Revenue History (in thousands)**



## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	2,295,637	2,514,544	2,380,566	2,323,588	2,502,071	(12,473)
Services and Supplies	631,541	577,877	562,551	523,378	519,619	(58,258)
Other Charges	0	0	69,800	0	0	0
Subtotal	\$2,927,178	\$3,092,421	\$3,012,917	\$2,846,966	\$3,021,690	(70,731)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$2,927,178	\$3,092,421	\$3,012,917	\$2,846,966	\$3,021,690	(70,731)
Total Source of Funds	\$2,927,178	\$3,092,421	\$3,012,917	\$2,846,966	\$3,021,690	(70,731)

## Department Description

Monterey County is governed by five elected supervisors who represent, by district, its beautiful, varied and unique geographical areas. District One is represented by Supervisor Fernando Armenta, whose district encompasses the urban east, west, and north areas of the City of Salinas. District Two is represented by Supervisor Lou Calcagno, whose district spans the area from the Boronda north to the Santa Cruz County line, including Castroville and Pajaro. Supervisor Simon Salinas represents District Three, which includes a small part of east Salinas, the four Salinas Valley cities, and continues south to the San Luis Obispo County line. Supervisor Jane Parker is the representative for District Four, which includes south Salinas, Fort Ord, and the cities of Marina, Seaside, Del Rey Oaks, and Sand City. District Five is represented by Supervisor Dave Potter, whose district covers the cities of Carmel by the Sea, Monterey, Pacific Grove, as well as Pebble Beach, Carmel Valley, the Highway 68 corridor, and the Big Sur coastline. Each of these districts has a unique identity and specific needs. Supervisors seek to ensure the constituents in their districts are well-served while bearing in mind their ultimate responsibility is to act on behalf of all of Monterey County's residents.

The Monterey County 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 Monterey County Redevelopment Agency.

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

Each Supervisor is directly supported by a two or three-person staff. District Offices coordinate Board business with the Clerk of the Board and the County Administrative Office (CAO). The Board of Supervisors' budget provides for the payment of salaries and benefits to Board members and their staff, as well as its share of the costs for countywide internal services, such as information technology, telecommunications, general liability insurance, workers' compensation insurance, etc. Budgeted appropriations also provide for expenses to meet the business needs of each district, including expenditures for office supplies, equipment maintenance, travel, and other items, as necessary, to remain responsive to new and emerging issues that impact the residents of their districts and all of the citizens of Monterey County.

The Board of Supervisors devised the County's Strategic Initiatives, which focus on five policy areas: economic development, administration, health and human services, resource management, and public safety. These policy areas are defined in the Strategic Initiatives section of the FY 2011-12 Recommended Budget. The initiatives were incorporated into the financial policies, principles, and strategies and originally adopted by the Board of Supervisors for development of the FY 2010-11 Recommended Budget.



**Summary of Recommendation**

The County Administrative Office (CAO) worked closely with individual Board districts to identify where it would be feasible for the Board of Supervisors to participate in countywide reduction requirements while maintaining responsiveness to individual district constituencies and the ability to meet mandated Board activities and obligations to Monterey County.

The FY 2011-12 Recommended Budget provides Board districts with appropriations for salaries and benefits at a level consistent with earned step increases and benefits for existing staff and to meet fixed, non-discretionary expenditures. Recommended appropriations total \$3.0 million, representing a 2.3% decrease from FY 2010-11. Salaries and Benefits expenses account for 82.8% of total appropriations and Services and Supplies account for the remaining 17.2%. Of the 17.2% allocated for Services and Supplies, 15.5% provides for fixed/non-discretionary expenditures and the remaining 1.7% provides each district with a conservative level of discretionary funding to meet day-to-day requirements related to individual district constituencies and county-wide representation issues. Significant changes include the following:

Total Services and Supplies appropriations are reduced by \$58,258, or 10.0%, due to a \$35,592 reduction in the costs for Professional & Special Services as well as across-the-board reductions in several other Services and Supplies accounts.

Appropriations for Salaries and Benefits are decreased by \$12,473, or 0.5%, which provides each District Office with sufficient funding to cover Salaries & Benefits costs, with no flexibility.

**Budget Impacts**

Individual districts have made decisions on where they can reduce costs while remaining responsive to the needs of their respective districts.

**Prior Year Accomplishments**

Actions by the Board of Supervisors during FY 2010-11 addressed the Board's established goals, as follows:

Passed the 2010 General Plan, which provides policy guidance for land use throughout unincorporated Monterey County. Related to the passage of the General Plan, the Board developed a timeline and budget plan for implementation of ordinances that will update County Codes to incorporate the new General Plan policies.

Provided continued support for the creation of a sustainable and diversified economy that builds on the County's local assets, including the establishment of a Board of Supervisors' Economic Development Committee to coordinate and advance partnerships and initiatives that strengthen our local economy. Reorganized several existing programs into an Economic Development Department, with a focus on business attraction and retention and the creation of new jobs.

County-operated Natividad Medical Center (NMC), under new management, continued to demonstrate increased fiscal stability and effective leadership.

Assured a strong public safety system that protects the public and minimizes the fear of crime. Worked with the Sheriff's Office to establish higher profiles in rural areas. Participated in regional planning for reducing violence, taking advantage of potential federal resources for local initiatives; developed the Community Alliance for Safety and Peace (CASP) framework in response to a request from Congressman Sam Farr; and, initiated a new enforcement program to increase community compliance to the Monterey County Code, utilizing the services of an administrative law judge.

Addressed the financial stability of the County with prudent investments and the implementation of an updated financial/accounting/budgeting/payroll system (Advantage/Enterprise Resource Planning/ERP) to better track revenues and expenditures, as well as provide for more efficient and effective budgeting and payroll functions.

Continued to implement sound fiscal management policies that resulted in a credit rating of A1 during a period of local and national financial instability.

**Budget Year Goals**

Prepare for anticipated changes at the State and federal level, which will affect the County budget, including the shifting of State responsibilities to counties, loss of State and federal funding, and implementation of health care reform.

Continue implementation of the Board's 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. Among these goals are:

- Increase economic development efforts.
- Improve health outcomes for Monterey County residents.
- Develop partnerships to better conserve and manage County resources.
- Improve methods for reducing gangs and violence.

**Pending Issues**

There are no pending issues.

**Policy Considerations**

There are no policy considerations.

**Appropriation Expenditure Detail**

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Board General (BOA001)	474,213	377,877	371,914	348,823	348,823	(29,054)	001	1000_8012
District 1 (BOA001)	431,233	546,331	530,672	511,316	545,543	(788)	001	1000_8013

**Appropriation Expenditure Detail**

	<b>Prior Year 2009-2010</b>	<b>Adopted Budget 2010-2011</b>	<b>CY Estimate 2010-2011</b>	<b>Requested Budget 2011-2012</b>	<b>Recommended Budget 2011-2012</b>	<b>Recommended Change from Adopted</b>	<b>Fund Code</b>	<b>Org Code</b>
District 2 (BOA001)	494,625	540,749	512,373	494,219	534,892	(5,857)	001	1000_8014
District 3 (BOA001)	530,064	546,624	544,808	490,711	531,384	(15,240)	001	1000_8015
District 4 (BOA001)	489,791	538,554	532,473	491,911	523,025	(15,529)	001	1000_8016
District 5 (BOA001)	507,252	542,286	520,677	509,986	538,023	(4,263)	001	1000_8017
Subtotal	\$2,927,178	\$3,092,421	\$3,012,917	\$2,846,966	\$3,021,690	(70,731)		

**Crosswalk - Advantage Appropriation to AFIN Budget Unit**

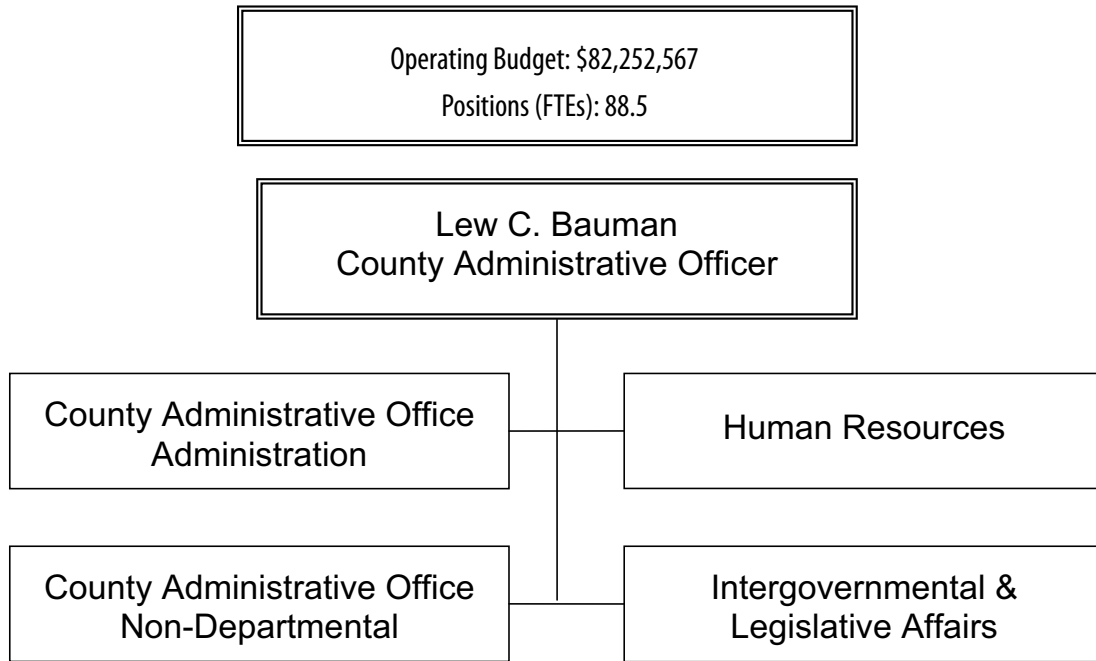
<b>Advantage</b>			<b>AFIN</b>		
<b>Appropriation Code</b>	<b>Appropriation Name</b>	<b>Budget Unit</b>	<b>Budget Unit Name</b>	<b>Fund</b>	<b>Fund Name</b>
(BOA001)	Board of Supervisors	100	Board of Supervisors	001	General

**Adopted 2011 to Recommended 2012 Positions**

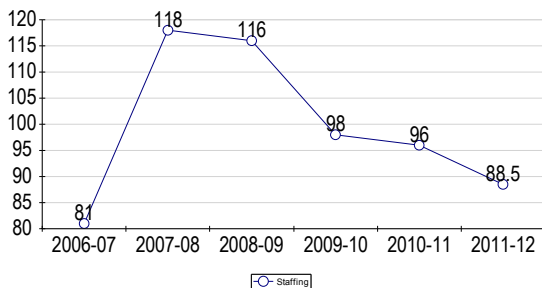
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
10A01	BOARD OF SUPERVISORS CHAIRMAN	1.0	1.0	0.00
10A02	BOARD OF SUPERVISORS MEMBER	4.0	4.0	0.00
14H02	BOARD OF SUPERVISORS AIDE	5.0	5.0	0.00
14H10	PRINCIPAL BOARD AIDE	5.0	5.0	0.00
80A90	BOARD OF SUPERVISORS ADMINISTRATIVE ASSIST	6.0	6.0	0.00
	<b>Total</b>	<b>21.0</b>	<b>21.0</b>	<b>0.00</b>

Board of Supervisors

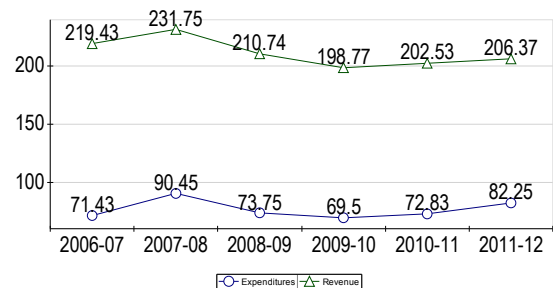
# County Administrative Office



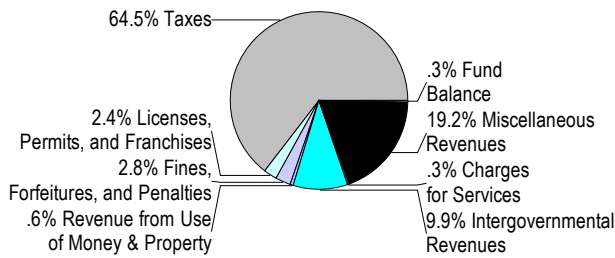
### Staffing Trends



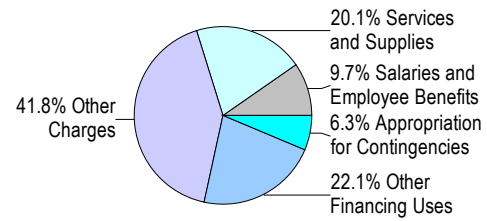
### Expenditure/Revenue History (in thousands)



## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	8,056,899	8,722,492	7,987,021	8,146,778	7,967,159	(755,333)
Services and Supplies	19,169,783	13,026,542	19,769,361	15,874,104	16,549,578	3,523,036
Other Charges	23,609,994	21,669,632	25,112,343	30,487,965	34,360,201	12,690,569
Other Financing Uses	18,665,123	19,958,580	19,958,580	20,089,229	18,158,662	(1,799,918)
Appropriation for Contingencies	0	4,547,909	0	5,216,967	5,216,967	669,058
Subtotal	\$69,501,799	\$67,925,155	\$72,827,305	\$79,815,043	\$82,252,567	14,327,412
Provision for Reserves	11,546,486	0	0	14,200,000	0	0

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Taxes	139,391,384	132,893,252	134,715,588	133,567,278	133,567,278	674,026
Licenses, Permits, and Franchises	4,690,152	7,108,415	4,887,138	4,984,838	4,984,838	(2,123,577)
Fines, Forfeitures, and Penalties	6,214,670	7,693,330	5,734,024	5,734,024	5,734,024	(1,959,306)
Revenue from Use of Money & Property	2,223,013	1,265,988	1,735,530	1,200,548	1,200,548	(65,440)
Intergovernmental Revenues	19,678,722	19,170,289	20,820,950	20,507,837	20,507,837	1,337,548
Charges for Services	725,818	1,212,352	707,105	690,335	690,335	(522,017)
Miscellaneous Revenues	25,354,513	24,838,921	33,928,726	43,651,390	39,682,890	14,843,969
Other Financing Sources	490,339	0	0	0	0	0
Subtotal	\$198,768,610	\$194,182,547	\$202,529,061	\$210,336,250	\$206,367,750	12,185,203
Cancellation of Reserve	6,445,983	7,961,847	1,184,480	10,640,371	10,640,371	2,678,524
Fund Balance	(893,732)	368,500	348,200	(3,071,307)	562,926	194,426
General Fund Contributions	(\$128,355,825)	(\$126,625,892)	(\$130,054,956)	(\$125,875,184)	(\$124,903,393)	1,722,499
Total Source of Funds	\$75,965,035	\$75,887,002	\$74,006,785	\$92,030,130	\$92,667,654	16,780,652

## Department Description

The County Administrative Office (CAO) provides assistance and advice to the Board of Supervisors through coordination of County operations and response to and resolution of county-wide issues and problems. The CAO's Office is responsible for recommendation of the annual County budget, representation of the Board of Supervisors in relationships with other agencies, and

assistance to departments in analyzing new or changed systems, procedures, and organizations.

The CAO Department has four major divisions within its organization: Administration, Human Resources, Intergovernmental and Legislative Affairs, and Non-Departmental. Administration includes the Administration & Finance, Budget & Analysis, and Contracts/Purchasing units. Human Resources (HR)

includes the units for Central HR, Employee Relations, Training, Benefits, and Risk Management. Intergovernmental and Legislative Affairs (IGLA) includes IGLA, Federal Emergency Management Agency (FEMA) Disaster Assistance, and the Office of Emergency Services (OES).

Non-Departmental units provide for accounting of General Fund non-program revenue, administration of funds on behalf of other departments and/or Funds, financing pass-through, contributions to other agencies, and/or single-purpose county-wide needs and requirements, such as employee benefit plans, and various insurance programs. These units include: Contributions - Proposition 172; Contributions - Other Agencies; Grand Jury; Trial Courts; General Liability; Workers' Compensation; Contingencies; County Memberships; Insurance; Medical Care Services; Other Financing Uses; Other General Expenditures; Non-Program Revenue; Cluster Loans; Development Set-Aside; Revolving Loan Program; and internal service funds for dental, vision, employee assistance, disability, unemployment, and miscellaneous benefits (i.e., other post employment benefits).

The County Administrative Office continues to be engaged in leadership and change management issues within its divisions and with other County departments to improve the overall leadership of the County and to improve customer service.

Board Strategic Initiatives that the County Administrative Office actively addresses: Streamline County operations for greater accountability and efficiency of service delivery and cost savings.

### Summary of Recommendation

The Recommended Budget for the County Administrative Office totals \$82,252,567. Included in this budget is a \$755,333 reduction to salaries and benefits due to position reductions necessary to meet a lower level of available General Fund Contributions (GFC).

Significant areas of increased appropriation are in non-departmental programs and include new Internal Service Funds (ISFs) totaling \$9,748,724 for employee benefit programs (e.g., dental, vision, and unemployment) previously budgeted in a special revenue fund (Fund 40) and a \$7,216,884 increase in Workers' Compensation appropriations. Partially offsetting these increases is

a \$2,614,077 decrease in costs for the General Liability ISF based on the latest actuarial analysis.

### Budget Impacts

In order to meet its GFC target for FY 2011-12, the CAO's Recommended Budget includes elimination of 8.0 Full-Time Equivalent (FTE) positions, of which 5.25 are filled. These include: one vacant Assistant County Administrative Officer in the Finance/Administration Division; one filled Principal Administrative Analyst position and one filled Senior Secretary-Confidential position in the Budget & Analysis Division; one filled Office Assistant III position in the Contracts/Purchasing Division; one filled Management Analyst III position in the Intergovernmental & Legislative Affairs Division; one vacant Principal Employee Relations Representative in the Human Resources (HR) Division; one vacant 0.75 FTE Principal Personnel Analyst in the HR Division; one filled 0.5 FTE Management Analyst III position in the HR Division (added as a mid-year adjustment after adoption of the FY 2009-10 budget); and one filled 0.75 FTE Emergency Services Planner in the Office of Emergency Services.

### Prior Year Accomplishments

Current Year Accomplishments are discussed at the Departmental/Non-Departmental and Unit levels.

### Budget Year Goals

Budget Year Goals are discussed at the Departmental/Non-Departmental and Unit levels.

### Pending Issues

Pending issues are presented at the Departmental and Non-Departmental levels.

### Policy Considerations

Policy considerations are presented at the Departmental and Non-Departmental levels.

### Appropriation Expenditure Detail

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Contributions - Proposition 172 (CA0007)	1,880,474	2,100,996	2,051,024	2,158,703	2,101,635	639	001	1050_8028
Contributions-Other Agencies (CA0007)	541,299	325,381	97,682	325,381	325,381	0	001	1050_8029
Grand Jury (CA0008)	114,927	98,135	96,135	153,600	153,600	55,465	001	1050_8030
Trial Courts (CA0008)	7,916,142	8,506,350	8,506,350	9,168,331	9,168,331	661,981	001	1050_8031
General Liability (CA0010)	3,559,069	7,333,825	7,333,825	4,719,748	4,719,748	(2,614,077)	475	1050_8032
Workers Compensation (CA0009)	16,642,758	12,955,861	12,955,861	20,172,745	20,172,745	7,216,884	476	1050_8033
Contingencies (CA0020)	0	4,547,909	0	5,216,967	5,216,967	669,058	001	1050_8034
County Memberships (CA0013)	46,881	50,902	50,092	50,902	50,902	0	001	1050_8035
Insurance (CA0014)	1,013,437	1,094,731	1,094,731	0	0	(1,094,731)	001	1050_8036
Medical Care Services (CA0016)	8,300,000	6,200,000	6,200,000	6,200,000	6,200,000	0	001	1050_8037
Other Financing Uses (CA0017)	18,414,037	13,159,743	13,159,743	13,159,743	14,185,182	1,025,439	001	1050_8038

## Appropriation Expenditure Detail

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Other General Expenditures (CA0014)	8,231	44,711	26,628	18,083	18,083	(26,628)	001	1050_8039
Productivity Investment (CA0018)	0	0	0	883,310	883,310	883,310	012	1050_8040
Cluster Loans (CA0011)	60,477	108,962	108,962	108,962	108,962	0	001	1050_8042
Development Set-Aside (CA0011)	1,384,187	1,409,128	1,409,128	1,302,052	1,459,963	50,835	001	1050_8043
Revolving Loan Program (CA0012)	447,615	755,000	755,000	755,000	420,733	(334,267)	011	1050_8044
Administration & Finance (CA0001)	1,426,129	1,251,649	1,251,527	1,042,433	1,099,096	(152,553)	001	1050_8045
Budget & Analysis (CA0001)	1,382,721	1,484,823	1,449,739	1,328,893	1,318,627	(166,196)	001	1050_8046
Contracts/Purchasing (CA0002)	867,743	889,605	866,411	824,026	814,928	(74,677)	001	1050_8047
Employee Relations (CA0003)	13,723	501,548	487,759	238,177	238,177	(263,371)	001	1050_8048
Human Resources (CA0003)	1,974,234	1,756,303	1,756,207	1,869,037	1,749,047	(7,256)	001	1050_8049
Human Resources/Training (CA0003)	399,010	413,038	435,428	2,500	2,500	(410,538)	001	1050_8050
Benefits (CA0006)	0	0	0	0	0	0	001	1050_8051
Compliance (CA0006)	(623)	0	0	0	0	0	001	1050_8052
Risk Management (CA0006)	206,328	0	0	0	0	0	001	1050_8053
Intergovernmental & Legislative Affairs (CA0004)	1,135,729	1,196,158	1,192,977	976,758	991,977	(204,181)	001	1050_8054
FEMA Disaster Assist (CA0015)	0	0	0	0	0	0	010	1050_8055
Office of Emergency Services (CA0005)	1,732,507	1,152,422	1,762,621	1,190,968	1,103,949	(48,473)	001	1050_8056
Dental (CA0021)	0	0	3,365,000	3,212,560	3,212,560	3,212,560	477	1050_8295
Vision (CA0021)	0	0	650,500	612,724	612,724	612,724	477	1050_8296
Employee Assistance Program (CA0021)	0	0	151,000	118,440	118,440	118,440	477	1050_8297
Disability (CA0021)	0	0	120,000	400,000	400,000	400,000	477	1050_8298
Unemployment (CA0021)	0	0	1,505,000	230,000	2,030,000	2,030,000	477	1050_8378
Misc. Benefits (CA0021)	0	0	3,400,000	3,375,000	3,375,000	3,375,000	477	1050_8379
Employee Benefits (CA0003)	34,764	587,975	587,975	0	0	(587,975)	001	1050_8384
Subtotal	\$69,501,799	\$67,925,155	\$72,827,305	\$79,815,043	\$82,252,567	14,327,412		

## Crosswalk - Advantage Appropriation to AFIN Budget Unit

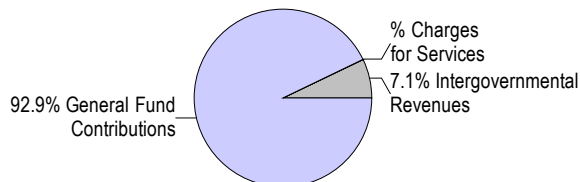
Advantage			AFIN		
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
(CA0001)	CA0 - Administration / Finance / Budget	105	County Administrative Office	001	General
(CA0002)	Contracts & Purchasing	119	Purchasing	001	General
(CA0003)	Human Resources	125	Human Resources	001	General
(CA0004)	Intergovernmental / Legislative Affairs	130	Intergovern & Legislative	001	General
(CA0005)	Office of Emergency Services	295	Office of Emergency Services	001	General
(CA0006)	Risk Management	195	Risk Management	001	General
(CA0007)	Contributions	285	Contributions - Prop 172	001	General
(CA0007)	Contributions	420	Contributions-Other Agencies	001	General
(CA0008)	Courts	222	Grand Jury	001	General
(CA0008)	Courts	207	Trial Courts	001	General
(CA0009)	Workers Compensation	186	Workers Compensation	096	Workers' Comp Fund
(CA0010)	General Liability	185	General Liability	095	General Liability Fund
(CA0011)	Economic Development	180	Cluster Loan Fund	001	General
(CA0011)	Economic Development	181	Development Set-Aside	001	General

## Crosswalk - Advantage Appropriation to AFIN Budget Unit

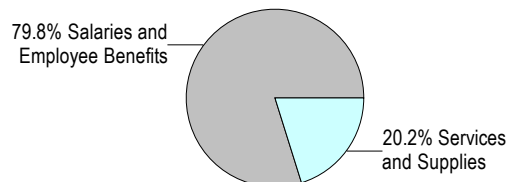
Advantage				AFIN	
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
(CA0012)	Revolving Loan Program	576	Revolving Loan Program	014	Economic Development
(CA0013)	County Memberships	103	County Memberships	001	General
(CA0014)	Insurance & Other General Expenditures	192	Insurance	001	General
(CA0014)	Insurance & Other General Expenditures	191	Other General Expenditures	001	General
(CA0015)	FEMA Disaster Assistance	286	FEMA Disaster Assistance	012	FEMA Disaster Assistance
(CA0016)	Medical Care Services	430	Medical Care Services	001	General
(CA0017)	Other Financing Uses	850	Other Financing Uses	001	General
(CA0018)	Productivity Investment	845	Productivity Investment	015	Productivity Investment Fund
(CA0019)	Non-Program Revenue	104	Non-Program Revenue	001	General
(CA0020)	Contingencies	990	Contingencies	001	General

# CAO Departmental

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	8,056,899	8,722,492	7,987,021	8,146,778	7,967,159	(755,333)
Services and Supplies	2,863,424	2,227,286	3,147,501	2,046,212	2,012,036	(215,250)
Other Charges	(1,748,058)	(1,716,257)	(1,343,878)	(2,720,198)	(2,660,894)	(944,637)
Subtotal	\$9,172,265	\$9,233,521	\$9,790,644	\$7,472,792	\$7,318,301	(1,915,220)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	1,102,337	520,623	1,155,700	520,623	520,623	0
Charges for Services	3,483	25,000	25,000	2,500	2,500	(22,500)
Miscellaneous Revenues	60,129	0	0	0	0	0
Subtotal	\$1,165,948	\$545,623	\$1,180,700	\$523,123	\$523,123	(22,500)
General Fund Contributions	\$8,006,316	\$8,687,898	\$8,609,944	\$6,949,669	\$6,795,178	(1,892,720)
Total Source of Funds	\$9,172,265	\$9,233,521	\$9,790,644	\$7,472,792	\$7,318,301	(1,915,220)

## Unit Description

The County Administrative Office (CAO) Departmental section includes Administration, Human Resources, and Intergovernmental and Legislative Affairs. Administration includes: Administration & Finance, Budget & Analysis, and Contracts/Purchasing.

Human Resources (HR) includes: Central HR, Employee Relations, Training, Benefits, Dental, Vision, Employee Assistance Program (EAP), Disability, Compliance, and Risk Management.

Intergovernmental and Legislative Affairs (IGLA) includes: IGLA and the Office of Emergency Services (OES).

Responsibilities and programs in these various units are discussed in narratives provided for each area in the pages that follow.

## Summary of Recommendation

The FY 2011-12 Recommended Budget for the CAO's Departmental section is \$7,318,301. Reflected in this budget is a \$755,333 reduction in salaries and benefits expenditures achieved through a reduction of 8.0 positions. Details of this budget are provided below.

**ADMINISTRATION & FINANCE:** The FY 2011-12 Recommended Budget for the Administration & Finance Division is \$1,099,096, an expenditure decrease of \$152,553. The reduction reflects the elimination of the Assistant County Administrative Officer position.

**BUDGET & ANALYSIS:** The FY 2011-12 Recommended Budget for the Budget & Analysis Division is \$1,318,627, a decrease of \$166,196, or 11.2%, from the prior year. The reduction reflects deletion of two filled positions: one Principal Administrative Analyst and one Senior Secretary-Confidential.

**CONTRACTS/PURCHASING:** The Recommended Budget for the Contracts/Purchasing Division totals \$814,928, a reduction of \$74,677, or 8.4%. Appropriations for Salaries and Benefits are decreased by 9.7%, or \$77,500, due to the elimination of one filled Office Assistant III position.

**HUMAN RESOURCES:** The FY 2011-12 Recommended Budget for the Human Resources (HR) Division, including Employee Relations, HR, County Training, and Employee Benefits total \$1,989,884. Combined appropriations for HR and Labor Relations declined by \$270,627 (12.0%), due primarily to position reductions discussed earlier. Effective July 1, 2011, Training and Employee Benefits are budgeted as zero GFC units, with expenditures offset



by reimbursements from County departments. Budgeted expenditures for the Training Unit declined \$26,539. Expenditures for Employee Benefits increased by \$70,554, primarily due to an increase in the actuarially-determined cost for County benefit programs.

**RISK MANAGEMENT:** The Human Resources area of the CAO's Department includes Risk Management. Risk Management administers the General Liability and Workers' Compensation programs on a countywide basis. Costs for these units total \$1,113,886 (an increase of \$37,553) and are offset by funding from the related Internal Service Funds (ISFs).

**INTERGOVERNMENTAL AND LEGISLATIVE AFFAIRS:** The FY 2011-12 Recommended Budget for the Intergovernmental & Legislative Affairs (IGLA) Division totals \$991,977, a decrease of \$204,181, or 17.1%.

Salaries and Benefits expenditures are reduced by \$126,373, or 18.3%, reflecting the transfer of one Management Analyst III position to the newly-created Economic Development Department.

Services and Supplies decreased by \$77,708, or 15.3%, due to a reduction in IGLA's legislative advocacy contracts, which was necessary to meet the Division's GFC reduction requirements.

**OFFICE OF EMERGENCY SERVICES:** The Recommended Budget for the Office of Emergency Services (OES) totals \$1,103,949, reflecting a \$48,473, or 4.2%, reduction from FY 2010-11.

---

### **Budget Impacts**

**ADMINISTRATION:** Recommended reductions in the Administration & Finance unit in order to meet its General Fund Contribution (GFC) target includes elimination of the Assistant County Administrative Officer position. This will result in a reduction in executive management capabilities, oversight, and coordination throughout the County organization, particularly as it relates to fiscal matters.

**BUDGET AND ANALYSIS:** In order to meet this unit's GFC target, one filled Principal Administrative Analyst position and one filled Senior Secretary-Confidential position were eliminated. The loss of the Principal Administrative Analyst position will result in a reduction in the Budget & Analysis Unit's capacity to perform in-depth fiscal/financial analysis across the County organization; assist County departments in analyzing new or changing organizational programs, systems, policies, and procedures; and provide thorough review and financial analysis of items on the weekly Board of Supervisors' meeting agendas.

The impact of the loss of the Senior Secretary-Confidential position will be a reduced capability to provide staff support to the Board's Budget, Capital Improvement, and Health and Human Services Committees, resulting in a shifting of these duties to other CAO clerical staff, which will affect responsiveness to other day-to-day processes and priorities in the CAO's Office that clerical staff is responsible for (coordinating meetings, typing meeting minutes, preparing correspondence and other time critical countywide communications from the CAO's Office, etc.).

**CONTRACTS/PURCHASING:** Reductions in the Contracts/Purchasing unit's budget to meet its GFC target includes the elimination of one filled Office Assistant III position. This position

provides fundamental clerical support to the Contracts/Purchasing Officer and division staff and is vital to the daily operations of this division. The loss of this position will compromise Contracts/Purchasing's ability to serve both the public and its internal customers in a timely manner. The elimination of this position will also impact the division's ability to provide the level of service and oversight required by law and policy for the upkeep and compliance review of insurance documents and vendor reporting documents required by the IRS. It is likely that some areas of compliance would go unchecked for lengthy periods of time, causing the County to be at risk for potential fines for non-compliance, or even at greater risk due to the lapse in insurance coverage requirements.

**HUMAN RESOURCES:** Elimination of a vacant, full-time Principal Employee Relations Representative, a vacant 0.75 Principal Personnel Analyst, and a filled 0.50 Management Analyst III, will impact the Human Resources Division's operations and services in a number of ways.

The loss of the full-time Principal Employee Relations Analyst will impact HR's ability to address and respond in a timely manner to employee relations issues throughout the County organization, including labor contract negotiations, disciplinary matters, and grievances.

The elimination of the 0.75 Principal Personnel Analyst position will result in much slower responses to requests for reclassification studies, salary surveys, job specification reviews, and new hire processing.

The loss of the Management Analyst III position will result in the discontinuation of the County's centralized Internship Program, which functions out of the HR Division of the CAO's Office.

**RISK MANAGEMENT:** The Recommended Budget funds Risk Management and Benefits administration functions at a level similar to the FY 2010-11 service level.

**INTERGOVERNMENTAL AND LEGISLATIVE AFFAIRS (IGLA):** Reductions in this unit's budget will impact the County's federal and State legislative and lobbying efforts. Contracts for legislative advocacy services are budgeted at approximately 36% less than FY 2010-11. This reduction will require renegotiation for a reduced level of service from the County's federal and State legislative consultants, potentially diminishing the County's voice and visibility in Washington D.C. and Sacramento.

In addition, with the creation of the new Economic Development Department, a Management Analyst III that was previously assigned to IGLA will be moving to the new Department to provide required administrative support. The impact to IGLA of losing this position is: the inability to provide direction and oversight to the Office of Emergency Services (OES); the inability to develop and implement improvements to the updating, tracking, and monitoring of public access and reporting of Board-adopted strategic initiatives/key objectives; the inability to continue coordinating efforts to establish a joint Monterey County/City of Salinas/School Districts governance structure related to youth violence prevention and anti-gang programs; the inability to develop and implement a county-wide program to track State and federal grant availability and applications in order to monitor activity and to provide lobbying support as needed; the inability to continue as CAO liaison to Inter-Agency Criminal Justice Collaborative; the inability to continue to work to implement the

video conferencing pilot project; and the inability to continue agency coordination and analysis to determine the feasibility, desirability, and cost to establish a Veterans' Treatment Court in Monterey County.

---

### **Prior Year Accomplishments**

**ADMINISTRATION:** Developed and presented the County's annual Recommended Budget, the Three-Year Financial Forecast, the Budget End-of-Year Report (BEYR), quarterly fiscal reports, and various other financial reports, organizational studies and reviews as directed by the County Administrative Officer (CAO) and the Board of Supervisors.

**CONTRACTS/PURCHASING:** Continued to provide County departments with centralized procurement services for purchase of goods and services and assistance with management of county-wide contractual services.

**HUMAN RESOURCES:** Continued to assist with the implementation of the new Advantage/Enterprise Resource Project (ERP)/HR/Payroll system.

Began implementing a coaching/mentoring program for County Administrative Office (CAO)/HR staff to assist in skill and career development in order to support a variety of HR initiatives, which will require staff to work more independently and broadly in order to successfully accomplish their duties and responsibilities.

Collaborated with County Counsel and the Service Employees International Union (SEIU) to pilot a one-day, four-case, non-binding, mini-arbitration in an effort to reduce the time and expenses associated with taking disciplinary and grievance appeals to full arbitration.

Coordinated joint training and information gathering on the subjects of Approved Local Merit System (ALMS), broad-banding, and competency and skill-based pay.

In addition, completed impact negotiations with SEIU on FY 2010-11 layoffs, and with Units F, H, J, K, M, N, Q, V and S on implementation of the Advantage Payroll/ERP system; and negotiated the first memorandum of understanding with the new Monterey County Registered Nurses' Association (Unit S).

Staffed the Board of Supervisors' HR Committee and provided staff support and discussion on a number of topics including, grievance handling, classification management, re-centralization of HR functions, and becoming an Approved Local Merit System (ALMS).

Implemented an MOU between the Health Department and CAO/HR to provide HR services through the administration of all HR functions and processes for the Health Department.

Implemented the HR and Position Control/Management modules of the County's Advantage/ERP system.

Reviewed and updated the Personnel Policies and Procedures Resolution (PPPR) to provide greater clarity and better understanding throughout the County organization of current personnel policies and procedures for CAO/HR staff, as well as the decentralized HR staff at the departmental level.

Implemented new employment application tracking system.

The Learning and Organization Development (LOD) program provided 20+ core competency development training programs, which were offered to all County employees; updated and implemented the Support for Employment & Educational Knowledge (SEEK) program, which provides services to assist displaced County employees through placement, provision of career-change resources, and coaching services; developed customized training for law enforcement; and launched the first Finance Academy.

**INTERGOVERNMENTAL AND LEGISLATIVE AFFAIRS:** Provided analysis and staff support leading to the Board of Supervisors' establishment of an Economic Development Department.

Coordinated City of Salinas/County lobbying efforts to secure State and federal funding for anti-gang programs.

Coordinated efforts to establish a joint City of Salinas/County/Schools joint governance structure to identify and analyze trends related to youth violence and to secure funding for and implement anti-gang programs.

Completed the first phase of work on the supervisorial redistricting plan related to the 2010 U.S. Census.

Coordinated initial staff and agency analysis of the video conferencing pilot project and Veterans' Treatment Court.

Continued to provide high quality, open, and responsive media relations, including crisis communications support to County departments.

Expanded employee communications about activities and accomplishments by making the CAO Weekly Report available to both employees and the public via the Internet.

---

### **Budget Year Goals**

**ADMINISTRATION:** Work with the Board of Supervisors and department heads to develop and implement performance measures to ensure implementation of County strategic initiatives, goals, and objectives.

Update, develop, and recommend fiscal policies to assure the financial stability of the County.

Work with departments to produce periodic financial reports and annual three-year financial forecasts for the Board of Supervisors.

Develop and recommend Board of Supervisors' principles and strategies for development of the FY 2012-13 Recommended Budget.

Enhance the Recommended Budget publication to continue to provide greater transparency and user-friendliness.

**CONTRACTS/PURCHASING:** Identify methods to improve the County's surplus property program through innovative approaches and sound business practices.

Develop performance measures that track workload and major activities within this unit, as well as measurable efficiency and effectiveness outputs related to these activities.

Identify and implement new methods to improve the County's management of insurance documents to ensure that policies do not inadvertently lapse during the term of the contract.

Work towards moving the County in the direction of being more environmentally conscious in its procurement practices through the development of a new Green Purchasing Policy.

**HUMAN RESOURCES:** Review and update the Personnel Services Manual and the Personnel Policies and Procedures Resolution (PPPR) to provide greater clarity and better understanding throughout the County organization of current personnel policies and procedures for centralized HR staff as well as decentralized HR staff at the departmental level.

Provide guidance and training in Employment Law, County Personnel Policies and Procedures, recruitment and selection techniques, and classification and compensation to centralized and decentralized HR analysts for the benefit of consistent personnel transactions, treatment, and compliance requirements.

Obtain Approved Local Merit System (ALMS) status from the State Personnel Board to comply with federal merit system requirements.

Assist in the implementation of the Advantage/Enterprise Resource Planning (ERP)/Human Resources/Payroll module.

Develop performance measures that track workload and major activities within this unit, as well as measurable efficiency and effectiveness outputs related to these activities, and begin reporting on these measures in the FY 2012-13 budget.

Improve the confidence level of the General Liability Internal Service Fund (ISF) by reducing the amount of unfunded liability in the Fund, as approved by the Board of Supervisors in the funding plan that was presented to them in FY 2003-04.

**INTERGOVERNMENTAL & LEGISLATIVE AFFAIRS:** Direct preparation and implementation of the County's FY 2011-12 legislative platform priorities.

Direct the work of staff and outside consultants to ensure adoption of a supervisorial redistricting plan by November 2011 and assure that adequate public outreach is conducted for the redistricting plan.

Develop a Legislative Committee website that will provide updated information to outside entities and the public on the County's current legislative efforts and activities.

Coordinate the County's involvement in the implementation of the Monterey County Comprehensive Violence Prevention, Intervention, Suppression, and Re-entry Framework document's recommendations to reduce the level of gang-related violence in the community.

Coordinate the County's efforts to establish a joint City-County-School Districts governance structure to identify, secure funding for, and implement anti-gang programs.

Develop performance measures that track workload and major activities within this unit, as well as measurable efficiency and effectiveness outputs related to these activities, and begin reporting on these measures in the FY 2012-13 budget book.

---

### **Pending Issues**

There are no pending issues.

---

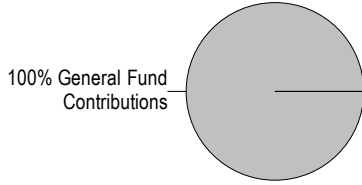
### **Policy Considerations**

There are no policy considerations.

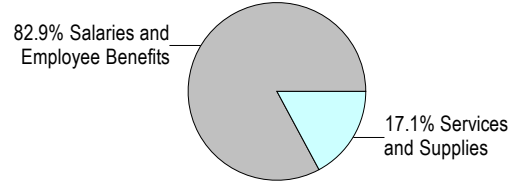
## Administration & Finance

(Unit 8045— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	1,105,718	1,064,187	1,042,071	910,019	910,603	(153,584)
Services and Supplies	322,349	246,766	221,956	191,718	188,493	(58,273)
Other Charges	(1,938)	(59,304)	(12,500)	(59,304)	0	59,304
Subtotal	\$1,426,129	\$1,251,649	\$1,251,527	\$1,042,433	\$1,099,096	(152,553)

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	18	0	0	0	0	0
Subtotal	\$18	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$1,426,111	\$1,251,649	\$1,251,527	\$1,042,433	\$1,099,096	(152,553)
Total Source of Funds	\$1,426,129	\$1,251,649	\$1,251,527	\$1,042,433	\$1,099,096	(152,553)

### Unit Description

The Administration & Finance unit provides funding for countywide executive management and fiscal support to County Administrative Office divisions, the Board of Supervisors and the Clerk of the Board for departmental processes such as payroll, accounts payable, accounts receivable, purchase requisitions, reimbursements, cost accounting and related interactions with the Auditor-Controller's Office and other County departments. The team also assists individual CAO divisions, Board of Supervisors' District Offices, the Clerk of the Board, the Assessor-County Clerk-Recorder's Office, and the Equal Opportunity Office with details for development of annual budget requests and budget maintenance throughout the fiscal year.

### Prior Year Accomplishments

The CAO/Administration & Finance unit continued to meet its primary goal of providing coordination and implementation of the Board of Supervisors' goals and objectives.

### Budget Year Goals

Work with the Board of Supervisors and department heads to develop and implement performance measures to ensure implementation of County strategic initiatives, goals, and objectives.

### Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
11A01	ADMINISTRATIVE OFFICER	1.0	1.0	0.00
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	1.0	0.0	-1.00
20B95	FINANCE MANAGER I	1.0	1.0	0.00
80A97	EXECUTIVE ASSISTANT TO ADMINISTRATIVE OFFICER	1.0	1.0	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.0	1.0	0.00

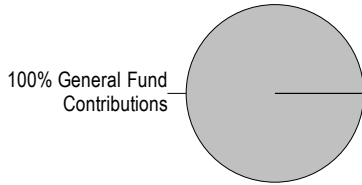
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
80E22	OFFICE ASSISTANT III	1.0	0.0	-1.00
80J30	ACCOUNTING TECHNICIAN	1.0	2.0	1.00
99ZXX	ALLOCATION ON LOAN XX	18.0	18.0	0.00
<b>Total</b>		<b>25.0</b>	<b>24.0</b>	<b>-1.00</b>

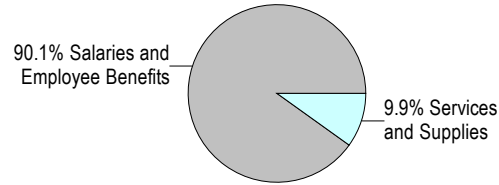
## Budget & Analysis

(Unit 8046— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	1,350,756	1,431,306	1,395,222	1,195,451	1,188,185	(243,121)
Services and Supplies	60,246	53,517	54,517	133,442	130,442	76,925
Other Charges	(28,281)	0	0	0	0	0
Subtotal	\$1,382,721	\$1,484,823	\$1,449,739	\$1,328,893	\$1,318,627	(166,196)

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$1,382,721	\$1,484,823	\$1,449,739	\$1,328,893	\$1,318,627	(166,196)
Total Source of Funds	\$1,382,721	\$1,484,823	\$1,449,739	\$1,328,893	\$1,318,627	(166,196)

### Unit Description

The Budget and Analysis unit is responsible for the development and presentation of the County's annual Recommended Budget, assuring recommendations are aligned with the adopted goals, policies, and priorities of the Board of Supervisors. The Budget and Analysis unit also develops and presents the annual Three-Year Financial Forecast, the Budget End-of-Year Report (BEYR), and quarterly fiscal reports; recommends responsible fiscal policy to ensure fiscal transparency and the financial solvency of the County; monitors revenues and expenditures for conformance with the annual budget; evaluates potential Federal, State, and local budget impacts; ensures implementation of Board policy; reviews all agenda items for the weekly Board meetings to ensure recommendations are consistent with Board policy, transparency in reporting, and clarity; works closely with County departments to monitor and report on issues that may impact or require modifications to the budget during the fiscal year; provides advisory assistance and analysis to departments on recommendations for new or changing organizational programs, systems, policies, and procedures; and recommends, assists, implements, and evaluates organizational improvements to maximize countywide service delivery and efficiencies. The Budget and Analysis unit also coordinates and provides professional staff support to the Board's Budget, Capital Improvement, and Health and Human Services Committees.

### Prior Year Accomplishments

Revised the FY 2010-11 budget to maintain a balanced current year budget.

Completed the annual Budget End-of-Year Report (BEYR) covering actual FY 2009-10 expenditure and revenue experience. The BEYR report promotes transparency and accountability in County operations.

Further redesigned the FY 2011-12 Recommended Budget book to provide greater depth in budget reporting and transparency.

Working with departments and their fiscal staff, prepared and presented to the Board the FY 2011-12 through FY 2013-14 Three-Year Financial Forecast. This forecast assists with strategic planning and was utilized in developing the FY 2011-12 Recommended Budget.

Developed and recommended fiscal policies to assure the financial stability of the County and developed and recommended revised Board of Supervisors' principles and strategies for development of the FY 2011-12 Recommended Budget.

Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.

---

**Budget Year Goals**

Work with the Board of Supervisors and department heads to develop and implement performance measures to ensure implementation of County strategic initiatives, goals, and objectives.

Update, develop, and recommend fiscal policies to assure the financial stability of the County.

Work with departments to produce periodic financial reports and the annual three-year financial forecast.

Develop and recommend Board of Supervisors' principles and strategies for development of the FY 2011-12 Recommended Budget.

Enhance the Recommended Budget publication to be more user-friendly and transparent.

Develop performance measures that track workload and major activities within this unit, as well as measurable efficiency and effectiveness outputs related to these activities, and begin reporting on these measures in the FY 2012-13 budget document.

Achieve the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the second straight year.

---

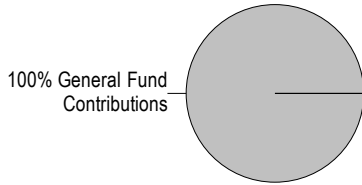
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14A23	PRINCIPAL ADMINISTRATIVE ANALYST	7.0	6.0	-1.00
14A24	COUNTY BUDGET DIRECTOR	1.0	1.0	0.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.0	0.0	-1.00
	Total	9.0	7.0	-2.00

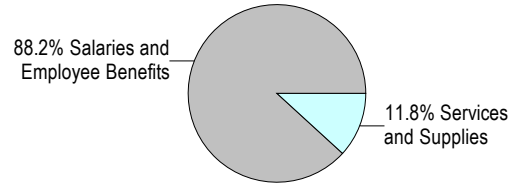
## Contracts/Purchasing

(Unit 8047— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	837,300	796,241	764,802	726,228	718,741	(77,500)
Services and Supplies	73,708	93,364	101,609	97,798	96,187	2,823
Other Charges	(43,265)	0	0	0	0	0
Subtotal	\$867,743	\$889,605	\$866,411	\$824,026	\$814,928	(74,677)

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Miscellaneous Revenues	799	0	0	0	0	0
Subtotal	\$799	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$866,945	\$889,605	\$866,411	\$824,026	\$814,928	(74,677)
Total Source of Funds	\$867,743	\$889,605	\$866,411	\$824,026	\$814,928	(74,677)

### Unit Description

The Contracts/Purchasing unit provides County departments with services related to centralized procurement of goods and services and assistance with management of countywide contractual issues. This unit develops and coordinates Requests for Proposals (RFPs) and other competitive bidding processes, administers contract documentation, maintains contract data, and acts as the Purchasing Agent representative for the Board of Supervisors. The Contracts/Purchasing unit also manages the County's surplus property program, utilizing best business practices in the redistribution and sale of County property no longer needed for County use.

procurement and contract-related tasks. Examples include: user training on the new Advantage/ERP financial system; and providing an overview of the sometimes arduous and complex contracting process.

Responded, on an ongoing basis, to the needs of the vendor community, and undertook proactive efforts to promote the Board-approved Small/Local Business Program by conducting outreach programs to establish relationships between the County and small/local and minority-owned businesses in the County.

Developed and released an electronic online database used for self-tracking of contracts and amendments sent to Contracts/Purchasing by County departments for review and approval. This system allows departments to look up the status and location of their submitted documents easily, which, in turn, frees up Contracts/Purchasing staff to work on other critical tasks.

Collaborated with several County departments in the development and release of RFPs for the County's first two solar projects. The development and release of these RFPs required extensive research and review by the Contracts/Purchasing Division. This effort is still underway, but will establish a good foundation for developing future solar RFPs.

### Prior Year Accomplishments

Updated and refreshed the Contracts/Purchasing Division's website on an ongoing basis for easy access to current templates and procedural documents to ensure current information is made available to all County departments.

Provided quarterly training for the entire County organization on routine and new procurement practices. Also provided one-on-one training for departmental staff, upon request, for a variety of



Collaborated with several County departments and committees on the drafting and development of a countywide climate-friendly purchasing policy. The policy is geared towards achieving two main goals: (1) Reduction of greenhouse gas emissions; and (2) Achieving cost savings related to green procurement. This policy, if approved by the Board of Supervisors, will play a major role in significantly reducing the environmental effects caused by the County's purchasing practices. This policy is the first of its kind in the County.

Initiated several major cost-saving initiatives by implementing a change in the County's office supply procurement policies. The program requires that vendors providing office supplies to the County create a program that requires their processing and order-filling systems to "force-sub" general office supplies to the lowest cost item available.

Contracts/Purchasing assisted the County Auditor-Controller's Office with a mandated verification process to ensure the accuracy of vendor tax identification information provided to the County by vendors.

Reviewed and approved between 400 and 500 purchase orders each month.

Reviewed and approved between 120 and 180 contract documents each month.

### Budget Year Goals

Identify methods to improve the County's surplus property management program through innovative approaches and sound business practices.

Identify and implement new methods to improve the County's management of insurance documents to ensure that policies do not inadvertently lapse during the term of the contract.

Develop performance measures that track workload and major activities within this unit, as well as measurable efficiency and effectiveness outputs related to these activities.

Create additional agreement templates which meet County Counsel's standards, better protect the County, and provide more flexibility for County departments. Examples include: (1) Establishment of a standardized basic services agreement; (2) Development of a standardized consulting agreement (to better protect the County); and (3) Development of a standard agreement for hazardous goods and services.

Initiate an "E-Procurement" process designed to streamline selected County procurement practices.

### Adopted 2011 to Recommended 2012 Positions

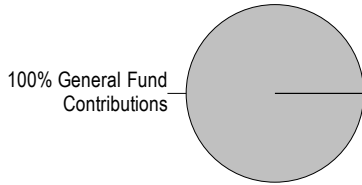
Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
14C30	MANAGEMENT ANALYST II	1.0	1.0	0.00
14C31	MANAGEMENT ANALYST III	1.0	1.0	0.00
14E20	BUYER II	2.0	2.0	0.00
14G02	MANAGEMENT ANALYST I	1.0	1.0	0.00
14N35	CONTRACTS & PURCHASING OFFICER	1.0	1.0	0.00
80E22	OFFICE ASSISTANT III	1.0	0.0	-1.00
Total		7.0	6.0	-1.00

County Administrative Office

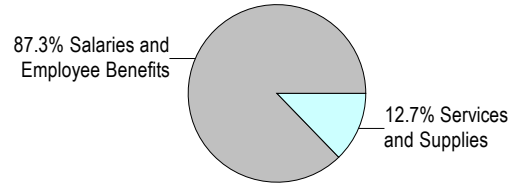
# Employee Relations

(Unit 8048— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	5,222	365,929	202,140	207,818	207,818	(158,111)
Services and Supplies	8,501	135,619	285,619	30,359	30,359	(105,260)
Subtotal	\$13,723	\$501,548	\$487,759	\$238,177	\$238,177	(263,371)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$13,723	\$501,548	\$487,759	\$238,177	\$238,177	(263,371)
Total Source of Funds	\$13,723	\$501,548	\$487,759	\$238,177	\$238,177	(263,371)

## Unit Description

The Employee Relations (ER) unit is responsible for labor and employee relations activities, including labor contract negotiations, interpretation, and maintenance in accordance with the Monterey County Employer-Employee Relations Resolution, the Meyers-Milias Brown Act and other applicable laws and regulations; handles dispute resolution; grievance processing; and oversight of the County's disciplinary practices.

## Prior Year Accomplishments

In keeping with the Board's commitment to the tenets of interest-based bargaining: Collaborated with County Counsel and the Service Employees International Union (SEIU) to pilot a one-day, four-case, non-binding, mini-arbitration in an effort to reduce the time and expenses associated with taking disciplinary and grievance appeals to full arbitration.

Coordinated joint training and information gathering on the subjects of Approved Local Merit System (ALMS), broad-banding, and competency and skill-based pay.

In addition, completed impact negotiations with SEIU on FY 2010-11 layoffs, and with Units F, H, J, K, M, N, Q, V and S on implementation of the Advantage Payroll/ERP system; and negotiated the first memorandum of understanding with the new Monterey County Registered Nurses' Association (Unit S).

## Budget Year Goals

In accordance with Board direction, collaborate with County Counsel and the County's Leadership and Organizational Development Team to complete the transfer of primary responsibility for managing the County's disciplinary process to the CAO Department/Human Resources (HR) Division. The process will include development of a formal philosophy on discipline as well as a matrix to guide determination of level of discipline, tracking and reporting mechanisms, and provision of appropriate training.

Provide training to managers and supervisors on the contents and interpretation of memoranda of understanding.

---

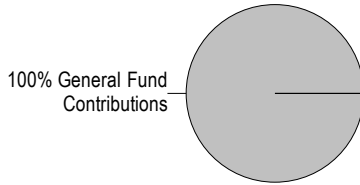
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14B24	SENIOR EMPLOYEE RELATIONS REPRESENTATIVE	1.0	0.0	-1.00
14B32	SENIOR PERSONNEL ANALYST	0.0	1.0	1.00
14B48	PRINCIPAL EMPLOYEE RELATIONS REPRESENTATIVE	1.0	0.0	-1.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.0	1.0	0.00
	Total	3.0	2.0	-1.00

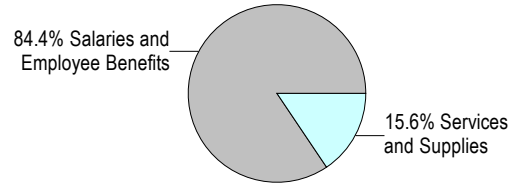
## Human Resources

(Unit 8049— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	1,689,248	1,710,589	1,577,493	1,553,825	1,476,475	(234,114)
Services and Supplies	538,366	134,691	267,691	315,212	272,572	137,881
Other Charges	(253,380)	(88,977)	(88,977)	0	0	88,977
Subtotal	\$1,974,234	\$1,756,303	\$1,756,207	\$1,869,037	\$1,749,047	(7,256)

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Miscellaneous Revenues	30	0	0	0	0	0
Subtotal	\$30	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$1,974,204	\$1,756,303	\$1,756,207	\$1,869,037	\$1,749,047	(7,256)
Total Source of Funds	\$1,974,234	\$1,756,303	\$1,756,207	\$1,869,037	\$1,749,047	(7,256)

### Unit Description

This unit supports the County in fulfilling its mission and strategic goals and initiatives through activities related to countywide staffing requirements. Responsibilities include maintenance of classification and compensation plans and innovative management of County Human Resources (HR) functions to effectively recruit, select, retain, develop and manage the County's diverse workforce. Other responsibilities include compliance with legal mandates, minimization of liability related to personnel functions, maintenance of policies and procedures, ongoing maintenance and enhancement of the HR module of the County's Advantage/Enterprise Resource Planning (ERP) system, the HR website, and internal HR system audits and reviews.

### Prior Year Accomplishments

- Provided services to home departments in the core HR disciplines.
- Conducted an assessment of alternatives to the current County personnel system.
- Staffed the Board of Supervisors' HR Committee and provided staff support and discussion on a number of topics including, grievance handling, classification management, re-centralization of HR

functions, and becoming an Approved Local Merit System (ALMS).

Implemented an Memorandum of Understanding (MOU) between the Health Department and CAO/HR to provide HR services through the administration of all HR functions and processes for the Health Department.

Implemented the HR and Position Control/Management modules of the County's Advantage/ERP system.

Reviewed and updated the Personnel Policies and Procedures Resolution (PPPR) to provide greater clarity and better understanding throughout the County organization of current personnel policies and procedures for CAO/HR staff, as well as the decentralized HR staff at the departmental level.

Implemented new employment application tracking system.

### Budget Year Goals

Review and provide updates to the Personnel Services Manual and the PPPR to provide current interpretations and eliminate archaic provisions for use throughout the County.

Review the effectiveness of the Health and CAO/HR MOU and make modifications to services included, as may be required.

Review and implement any new MOUs to recentralize HR functions as requested by County departments.

Provide technical support to County departments for HR processes and procedures as a result of the implementation of the new Advantage/ERP/ HR/Payroll system.

Develop performance measures that track workload and major activities within this unit, as well as measurable efficiency and effectiveness outputs related to these activities, and begin reporting on these measures in the FY 2012-13 budget.

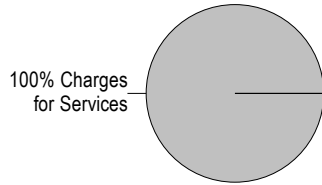
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	1.0	1.0	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	3.0	3.0	0.00
14B23	PRINCIPAL PERSONNEL ANALYST	1.0	0.3	-0.75
14B28	SUPERVISING PERSONNEL ANALYST	2.0	2.0	0.00
14C30	MANAGEMENT ANALYST II	1.0	1.0	0.00
14C31	MANAGEMENT ANALYST III	1.0	1.0	0.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.0	1.0	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.0	1.0	0.00
80E22	OFFICE ASSISTANT III	1.0	1.0	0.00
80E23	SENIOR CLERK-CONFIDENTIAL	1.0	1.0	0.00
80E99	SUPERVISING CLERK I-CONFIDENTIAL	1.0	1.0	0.00
<b>Total</b>		<b>14.0</b>	<b>13.3</b>	<b>-0.70</b>

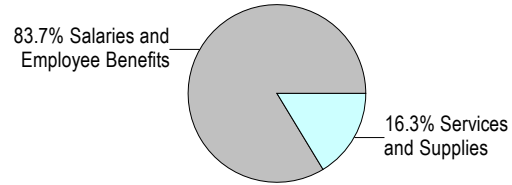
## Human Resources/Training

(Unit 8050— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	449,242	342,805	392,145	323,346	323,346	(19,459)
Services and Supplies	103,393	70,233	43,283	63,154	63,154	(7,079)
Other Charges	(153,626)	0	0	(384,000)	(384,000)	(384,000)
Subtotal	\$399,010	\$413,038	\$435,428	\$2,500	\$2,500	(410,538)

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	0	25,000	25,000	2,500	2,500	(22,500)
Subtotal	\$0	\$25,000	\$25,000	\$2,500	\$2,500	(22,500)
General Fund Contributions	\$399,010	\$388,038	\$410,428	\$0	\$0	(388,038)
Total Source of Funds	\$399,010	\$413,038	\$435,428	\$2,500	\$2,500	(410,538)

### Unit Description

This unit consists of the Learning and Organizational Development (LOD) program, which provides mandatory, elective and customized learning programs to enhance the County's management, supervisory and line staff competencies.

Core learning programs are mandatory to meet State requirements and organizational goals and objectives aligned with the Board of Supervisors' strategic initiatives (Financial Stability, Transformational Learning and Effective Communication). These programs provide the tools, skills and knowledge to allow staff to leverage available resources to realize financial stability, transformational learning and effective communication in their operations. A variety of curriculum is offered, such as: leadership, time and project management, coaching for optimum results, department-specific training, and development needs, as well as a career track, which is aligned with succession planning strategies to promote the transfer of institutional knowledge.

### Prior Year Accomplishments

LOD provided 20+ core competency development training programs which were offered to all County employees. The

training calendar for the complete list of courses can be found on: [www.co.monterey.ca.us/training](http://www.co.monterey.ca.us/training).

LOD updated and implemented Support for Employment & Educational Knowledge (SEEK) - [www.in.co.monterey.ca.us/seek](http://www.in.co.monterey.ca.us/seek) - which provided services to support displaced County employees through placement, provision of career change resources, and coaching services; through an eco-system of collaborative support with the Personnel Analysts and the Office of Employment Training.

LOD developed customized training for law enforcement; obtained additional certifications to provide ethics training; and completed SB-POST outlines for curriculum to secure college credit for all LOD courses.

LOD launched the first Finance Academy, which provided certification through the Association for Government Accountants-CGFM program.

For further Prior Year Accomplishments, please visit: [www.co.monterey.ca.us/training/accomplishments](http://www.co.monterey.ca.us/training/accomplishments)

---

**Budget Year Goals**

LOD will provide all employees with the newly-developed mandatory and elective trainings approved by the Board of Supervisors' Human Resources/Labor Committee and the Department Heads' Training Advisory Committee. These new mandatory trainings are to embellish skill sets that will assist in the organization's goals to respond to its fiscal challenges, establish effective succession planning through transformational learning and improve horizontal and vertical communication.

New academies for Writing and Human Resources will be implemented.

Training in Board report-writing for employees and annual report-writing for Boards, Commissions, and Committees will be developed, with logistical support/collaboration with the Clerk of the Board in training implementation.

For more FY 2011-12 Budget Year Goals, please visit: [www.co.monterey.ca.us.training/goals](http://www.co.monterey.ca.us.training/goals)

---

**Adopted 2011 to Recommended 2012 Positions**

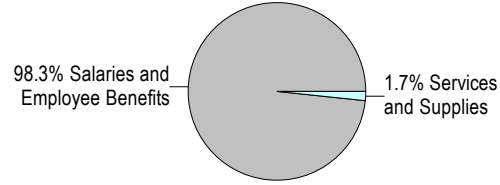
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14C31	MANAGEMENT ANALYST III	2.0	2.0	0.00
80A32	SENIOR SECRETARY	1.0	1.0	0.00
99ZXX	ALLOCATION ON LOAN XX	1.0	0.0	-1.00
	Total	4.0	3.0	-1.00

**Compliance**  
(Unit 8052— Fund 001)

**Source of Funds**

Intentionally Left Blank

**Use of Funds**



**Use of Funds**

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	0	145,953	58,005	164,837	164,837	18,884
Services and Supplies	(623)	8,853	8,853	2,805	2,805	(6,048)
Other Charges	0	(154,806)	(66,858)	(167,642)	(167,642)	(12,836)
Subtotal	(\$623)	\$0	\$0	\$0	\$0	0

**Source of Funds**

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	(\$623)	\$0	\$0	\$0	\$0	0
Total Source of Funds	(\$623)	\$0	\$0	\$0	\$0	0

**Unit Description**

This unit supports the County in fulfilling its policy to comply with all Federal, State, and local laws, rules and regulations, as well as policies adopted by the Board of Supervisors. With the ever-increasing amount of laws and regulations, the legal environment pertaining to labor laws, grows more complex. The Compliance unit is responsible for working with departments to identify and resolve compliance issues, in an effort to avoid violations, fines, and damages and to prevent waste.

Documented results of reviews in reports to affected County departments.

Developed conceptual framework for a new Compliance Program.

**Budget Year Goals**

Engage stakeholders in the development of compliance assessments. Develop a Compliance Program Work Plan.

Develop and implement key compliance policies, procedures, and internal controls.

**Prior Year Accomplishments**

Performed five internal reviews to identify potential non-compliance issues.

**Adopted 2011 to Recommended 2012 Positions**

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
14B53	PRINCIPAL COMPLIANCE ANALYST	1.0	1.0	0.00
Total		1.0	1.0	0.00



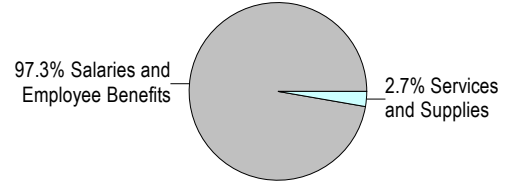
## Risk Management

(Unit 8053— Fund 001)

### Source of Funds

Intentionally Left Blank

### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	1,292,925	1,017,077	779,655	1,080,960	1,083,466	66,389
Services and Supplies	174,699	59,256	59,256	32,926	30,420	(28,836)
Other Charges	(1,261,297)	(1,076,333)	(838,911)	(1,113,886)	(1,113,886)	(37,553)
Subtotal	\$206,328	\$0	\$0	\$0	\$0	0

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Miscellaneous Revenues	58,977	0	0	0	0	0
Subtotal	\$58,977	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$147,351	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$206,328	\$0	\$0	\$0	\$0	0

### Unit Description

Risk Management is responsible for the oversight and management of all County insurance and self-insurance programs, claims management, safety, ergonomics, contract review, and other risk transfer and loss control activities that protect the County and mitigate losses. Core functions of this unit include: protection of County resources utilizing proactive strategies to provide the best customer service which best enables the County to fulfill its stated mission and meet its strategic goals and initiatives; management and oversight of all County self-insurance programs; transference of risk, based upon an analysis of the capacity to bear loss, through written agreements or commercial insurance for risks that cannot be appropriately assumed internally at an acceptable cost, utilizing self-insurance retention levels; and elimination or mitigation and control of practices and conditions that may result in preventable losses. The responsibilities of this division include the management, oversight, and administration of safety programs; workers' compensation insurance and self-insurance; general liability insurance and self-insurance; healthcare liability and medical malpractice insurance; and directors and officers' liability coverage. Additional responsibilities include administration of the general insurance programs such as fire, earthquake, property, boiler/machinery, and performance bonds. Risk Management also

negotiates and places excess insurance and manages and directs general liability and workers' compensation claims and medical malpractice claims involving the Health Department and Natividad Medical Center (NMC).

### Prior Year Accomplishments

Negotiated a \$1,170,000 annual premium reductions in healthcare liability and medical malpractice insurance and locked-in favorable pricing for two years.

Continued development of Monterey County's ergonomics and safety websites, which contain updated information for County managers and staff, as well as updated related policies. Safety has updated and implemented County of Monterey Safety Policies and Procedures; conducted safety audits/assessments; investigated serious incidents and developed recommendations for departments, preventing future injury and loss. Ergonomics performed 246 evaluations; average purchase cost per case was \$225 (only 12 preventative evaluations converted to workers compensation claims); and provided training to 326 employees. Based on the total savings projected and the costs invested in training and purchases, the ROI for 2010 ergonomics process was \$14.15 saved for every \$1.00 invested.

---

**Budget Year Goals**

Maintain the Risk Management program's current costs within total annual departmental allocations.

Aggressively work with departments to prevent injuries and reduce related costs.

---

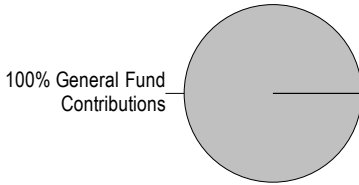
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14B61	RISK & BENEFITS ANALYST	1.0	1.0	0.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.0	1.0	0.00
14B64	PRINCIPAL RISK & BENEFITS ANALYST	1.0	1.0	0.00
14C30	MANAGEMENT ANALYST II	1.0	1.0	0.00
14C32	SAFETY OFFICER	1.0	1.0	0.00
14C85	WORKERS COMPENSATION MANAGER	1.0	1.0	0.00
14C86	ERGONOMICS MANAGER	1.0	1.0	0.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.0	1.0	0.00
99ZWC	ALLOCATION ON LOAN WORK COMP	10.0	10.0	0.00
	Total	18.0	18.0	0.00

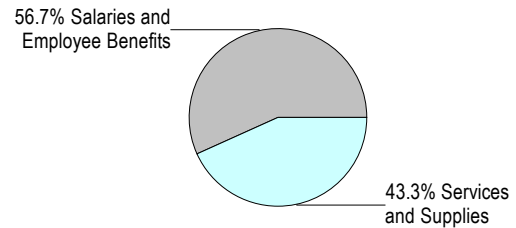
## Intergovernmental & Legislative Affairs

(Unit 8054— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	732,899	689,182	685,497	566,516	562,809	(126,373)
Services and Supplies	403,009	506,976	507,480	410,242	429,168	(77,808)
Other Charges	(178)	0	0	0	0	0
Subtotal	<u>\$1,135,729</u>	<u>\$1,196,158</u>	<u>\$1,192,977</u>	<u>\$976,758</u>	<u>\$991,977</u>	<u>(204,181)</u>

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Miscellaneous Revenues	121	0	0	0	0	0
Subtotal	<u>\$121</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0</u>
General Fund Contributions	<u>\$1,135,608</u>	<u>\$1,196,158</u>	<u>\$1,192,977</u>	<u>\$976,758</u>	<u>\$991,977</u>	<u>(204,181)</u>
Total Source of Funds	<u><u>\$1,135,729</u></u>	<u><u>\$1,196,158</u></u>	<u><u>\$1,192,977</u></u>	<u><u>\$976,758</u></u>	<u><u>\$991,977</u></u>	<u><u>(204,181)</u></u>

### Unit Description

The Intergovernmental and Legislative Affairs (IGLA) unit is responsible for State and Federal legislative coordination and advocacy and coordinates and negotiates with other governmental and regulatory agencies on matters of mutual concern. IGLA manages and provides for the needs of countywide strategic planning and oversees the Office of Emergency Services (OES). This unit coordinates media relations and staffs the activities of a number of standing and ad hoc committees of the Board of Supervisors, including the Legislative Committee and the Inter-Agency Anti-Gang Governance Committee. Responsibilities also include a wide variety of special projects assigned by the County Administrative Office (CAO), many at the request of the Board of Supervisors.

### Prior Year Accomplishments

Provided primary staff support to the Board of Supervisors' Economic Development Committee and Legislative Committee.

Prepared an inventory/analysis of economic development funding models for review by the Board of Supervisors' Economic Development Committee.

Provided analysis and staff support leading to the Board of Supervisors' establishment of an Economic Development Department.

Worked closely with the Board of Supervisors and department heads to develop, facilitate, refine, track, and monitor the County's strategic initiatives/key objectives.

Directed preparation and implementation of the County's 2011 legislative platform/priorities.

Developed and implemented a Legislative Committee website.

Coordinated and administered the County's State and Federal lobbying efforts.

Coordinated City of Salinas/County lobbying efforts to secure State and Federal funding for anti-gang programs.

Coordinated efforts to establish a joint City of Salinas/County/Schools joint governance structure to identify and analyze trends related to youth violence and to secure funding for and implement anti-gang programs.

Completed the first phase of work on the supervisorial redistricting plan related to the 2010 U.S. Census.

Served as CAO liaison to the Inter-Agency Criminal Justice Collaborative.

Coordinated initial staff and agency analysis of the video conferencing pilot project and Veterans' Treatment Court.

Continued to provide high quality, open, and responsive media relations, including crisis communications support to County departments.

Continue to provide programming oversight for the County Government Channel, which serves the public, offering information about County services and programs and access to public meetings. An expansion of outreach information includes providing broadcast listings of local and regional job opportunities available through County employment services and programs.

Improved public access to County services by creating a searchable online service directory.

Expanded employee communications about activities and accomplishments by making the CAO Weekly Report available to both employees and the public via the Internet.

Provided County representation and staff support for the Salinas Valley Enterprise Zone (SVEZ).

Provided program management for the County's Small Business Revolving Loan Fund Program.

Developed and implemented the economic development business services information website.

Coordinated efforts with the California Association for Local Economic Development (CALED) on CALED's Economic Development Observations and Recommendations Report for Monterey County.

Managed contracts with Development Set-Aside Agencies and the Monterey County Business Council to promote economic development efforts.

Coordinated the 5th Annual Revolving Art Exhibit in the Monterey County Government Center Administration Building.

Served as County representative at Cal Expo for the County's Annual State Fair Exhibit, including development and design of the exhibit.

### Budget Year Goals

Continue to provide staff support to the Board of Supervisors' Legislative Committee.

Direct preparation and implementation of the County's 2012 Legislative Platform and Priorities.

Coordinate County and joint agency efforts to secure funding for anti-gang programs.

Direct the work of staff and outside consultants to ensure adoption of a supervisorial redistricting plan by November 2011 and ensure that adequate public outreach is conducted for the development of the redistricting plan.

Continue to provide high level, responsive media relations.

Continue to provide programming oversight for the County Government Channel. Ensure programming is meeting the needs of both the community and the County organization through the use of a content review focus group. Ensure departments are aware of low and no cost aspects of the County Government Channel for outreach purposes.

Coordinate responses to 2012 Civil Grand Jury report.

Respond to ad hoc special project needs of the CAO and Board of Supervisors.

Develop performance measures that track workload and major activities within this unit, as well as measurable efficiency and effectiveness outputs related to these activities, and begin reporting on these measures in the FY 2011-12 budget documents.

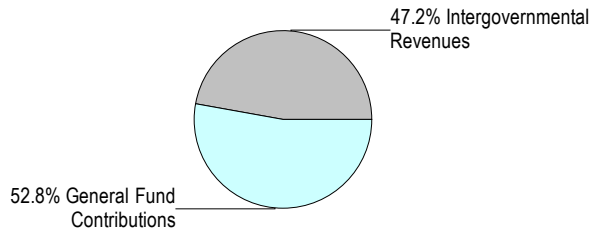
### Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
14C31	MANAGEMENT ANALYST III	3.0	2.0	-1.00
14K65	INTERGOVERNMENTAL & LEGISLATIVE AFFAIRS DIRECTOR	1.0	1.0	0.00
80A32	SENIOR SECRETARY	1.0	1.0	0.00
Total		5.0	4.0	-1.00

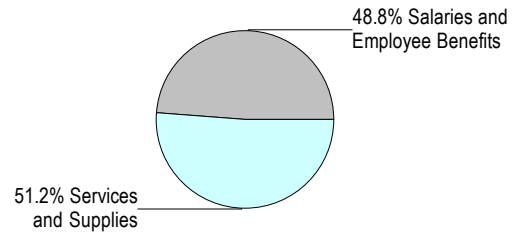
# Office of Emergency Services

(Unit 8056— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	591,376	592,004	522,772	625,568	538,669	(53,335)
Services and Supplies	1,147,224	560,418	1,239,644	565,400	565,280	4,862
Other Charges	(6,093)	0	205	0	0	0
Subtotal	\$1,732,507	\$1,152,422	\$1,762,621	\$1,190,968	\$1,103,949	(48,473)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	1,102,337	520,623	1,155,700	520,623	520,623	0
Charges for Services	3,465	0	0	0	0	0
Miscellaneous Revenues	202	0	0	0	0	0
Subtotal	\$1,106,004	\$520,623	\$1,155,700	\$520,623	\$520,623	0
General Fund Contributions	\$626,503	\$631,799	\$606,921	\$670,345	\$583,326	(48,473)
Total Source of Funds	\$1,732,507	\$1,152,422	\$1,762,621	\$1,190,968	\$1,103,949	(48,473)

County Administrative Office

## Unit Description

The Office of Emergency Services (OES) unit functions under the direction of the Intergovernmental and Legislative Affairs (IGLA) Director in the CAO's Office. The mission of the OES is to develop and maintain a state of readiness and preparation for the potential of a natural, technological, or human conflict-related emergency that could adversely impact any segment of Monterey County.

Responsibilities include initiating and coordinating disaster and emergency preparation, response, recovery, and mitigation operations within the County. To accomplish this task, the OES develops and maintains a wide variety of emergency plans, including incident response plans specific to certain incidents and coordinated emergency response plans specific to certain geographic areas. The OES is the lead agency of the Monterey County Operational Area. The OES operates the Monterey County and Operational Area Emergency Operations Center (EOC), which is activated during emergency conditions.

## Prior Year Accomplishments

Homeland Security Grants - successfully obtained approximately \$1 million in new funding for the Monterey County Operational Area and administered prior years' grants, meeting all deadlines, milestones, and spending documentation requirements.

Emergency Management Planning Grant Program (EMPG) - obtained \$200,000 through this grant program, which funded projects in the following areas: operational area readiness, strategic planning for intentional disasters (agro-terrorism, Weapons of Mass Destruction response, continuity of government operations), citizen preparedness, disaster service worker program/California Volunteers.

Additional EMPG Grant - successfully obtained \$50,000 in funding to hire an outside contractor to update the Monterey County emergency operations plan. The contractor (URS Corporation) is scheduled to complete this project by June 30, 2011.

---

**Budget Year Goals**

Maintain and, when possible, enhance the state of local readiness for the occurrence of any natural, technological, or human conflict-related emergency or disaster that may impact any segment of Monterey County.

Maintain an integrated Operational Area response capability for hazard identification, risk management and assessment, and prevention for both the public and private sectors, and maximize

the availability of public and private resources for allocation when needed to address local emergencies.

Refine the Continuity of Government Operations Plan for the County, expanding on conceptual alternatives to standard emergency operations and, through bi-annual table top training, familiarize Emergency Operations Center (EOC) staff with the process for relocating the County EOC should the current Center become unusable.

---

**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14A25	EMERGENCY SERVICES MANAGER	1.0	1.0	0.00
41G01	EMERGENCY SERVICES PLANNER	3.0	2.3	-0.75
80A32	SENIOR SECRETARY	1.0	1.0	0.00
	Total	5.0	4.3	-0.70

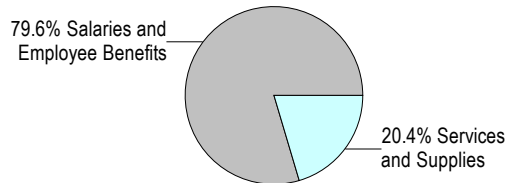
## Employee Benefits

(Unit 8384— Fund 001)

### Source of Funds

Intentionally Left Blank

### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	2,213	567,219	567,219	792,210	792,210	224,991
Services and Supplies	32,551	357,593	357,593	203,156	203,156	(154,437)
Other Charges	0	(336,837)	(336,837)	(995,366)	(995,366)	(658,529)
Subtotal	\$34,764	\$587,975	\$587,975	\$0	\$0	(587,975)

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$34,764	\$587,975	\$587,975	\$0	\$0	(587,975)
Total Source of Funds	\$34,764	\$587,975	\$587,975	\$0	\$0	(587,975)

### Unit Description

The Employee Benefits unit is responsible for the day-to-day operation of specific employee benefit programs provided or offered by the County. This includes benefits paid by the County or by individual employees. Benefit programs managed by this unit include, but are not limited to, health insurance, voluntary optional benefits, the Dependent Care Assistance Program (DECAP), the Alternative Benefit Option Program (ABO), sick leave bank, sick leave conversion, retirement planning, employee physicals, deferred compensation program, service credit purchases, layoff benefits, and COBRA administration. Other responsibilities include compliance with legal mandates and County or negotiated policies and procedures addressing the various benefit components.

Provided updates and training to County Benefit Coordinators, Human Resources staff, and the ERP regarding Family Medical Leave law changes.

Ensured compliance under the American Reinvestment and Recovery Act (ARRA) with regard to benefit changes for current and separated employees.

Ensured various extensions under ARRA were met and that benefit issues were addressed in an appropriate and timely manner.

With legal advice, combined multiple Section 125 programs into a single plan document.

Provided four CalPERS retirement sessions specifically designed to address the needs of County employees.

### Prior Year Accomplishments

Completed the initial Benefits User Guide for use by all County Benefit Coordinators to support the learning and transactional processes of the new Advantage/Enterprise Resource Planning (ERP) system for the benefits functions in the system.

Provided resources for development of the new Advantage/ERP financial system for the benefits process side of the system.

### Budget Year Goals

Implement and monitor applicable benefit changes as a result of changes in regulatory standards (including the American Reinvestment and Recovery Act.)

Identify new ways to improve employee awareness and understanding of benefits to contain costs.

Complete a compliance review of absence processes for legal compliance.

Provide support to the Support for Employment & Educational Knowledge (SEEK) program and its participants through specifically designed materials and training sessions.

Draft a Leave of Absence handbook for Benefit Coordinators and payroll timekeepers to improve absence management and reduce payroll adjustments.

---

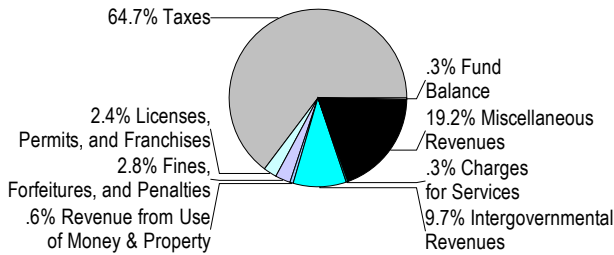
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14B60	RISK & BENEFITS SPECIALIST-CONFIDENTIAL	1.0	1.0	0.00
14B61	RISK & BENEFITS ANALYST	2.0	2.0	0.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.0	1.0	0.00
14B65	SUPERVISING RISK & BENEFITS ANALYST	1.0	1.0	0.00
80A32	SENIOR SECRETARY	1.0	1.0	0.00
Total		6.0	6.0	0.00

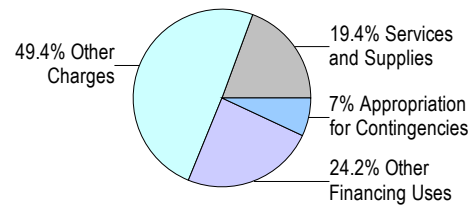


# CAO Non-Departmental

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	16,306,359	10,799,256	16,621,860	13,827,892	14,537,542	3,738,286
Other Charges	25,358,052	23,385,889	26,456,221	33,208,163	37,021,095	13,635,206
Other Financing Uses	18,665,123	19,958,580	19,958,580	20,089,229	18,158,662	(1,799,918)
Appropriation for Contingencies	0	4,547,909	0	5,216,967	5,216,967	669,058
Subtotal	\$60,329,534	\$58,691,634	\$63,036,661	\$72,342,251	\$74,934,266	16,242,632

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Taxes	139,391,384	132,893,252	134,715,588	133,567,278	133,567,278	674,026
Licenses, Permits, and Franchises	4,690,152	7,108,415	4,887,138	4,984,838	4,984,838	(2,123,577)
Fines, Forfeitures, and Penalties	6,214,670	7,693,330	5,734,024	5,734,024	5,734,024	(1,959,306)
Revenue from Use of Money & Property	2,223,013	1,265,988	1,735,530	1,200,548	1,200,548	(65,440)
Intergovernmental Revenues	18,576,385	18,649,666	19,665,250	19,987,214	19,987,214	1,337,548
Charges for Services	722,335	1,187,352	682,105	687,835	687,835	(499,517)
Miscellaneous Revenues	25,294,385	24,838,921	33,928,726	43,651,390	39,682,890	14,843,969
Other Financing Sources	490,339	0	0	0	0	0
Subtotal	\$197,602,661	\$193,636,924	\$201,348,361	\$209,813,127	\$205,844,627	12,207,703
Fund Balance	(893,732)	368,500	348,200	(3,071,307)	562,926	194,426
General Fund Contributions	(\$136,362,142)	(\$135,313,790)	(\$138,664,900)	(\$132,824,853)	(\$131,698,571)	3,615,219
Total Source of Funds	\$60,346,787	\$58,691,634	\$63,031,661	\$73,916,967	\$74,708,982	16,017,348

County Administrative Office

## Unit Description

Non-Departmental consists of individual non-operational units under the management and control of the County Administrative Office (CAO). Specific details on each of the non-departmental units are provided in the individual unit narratives.

Included within Non-Departmental are the following units: Contributions - Proposition 172; Contributions - Other Agencies; Grand Jury; Trial Courts; General Liability; Workers' Compensation; Contingencies; County Memberships; Insurance; Medical Care Services; Other Financing Uses; Other General Expenditures; Non-Program Revenue; Cluster Loans; Development Set-Aside; Revolving Loan Program; and internal service funds (ISFs) for dental; vision; employee assistance; disability; unemployment; and other post employment benefits.

## Summary of Recommendation

CONTRIBUTIONS - PROPOSITION 172: In response to County budget shortfalls, and in an effort to maintain core County services as departments addressed significant budget reductions beginning in FY 2003-04, the County negotiated a reduction in its Proposition 172 contributions to fire agencies. Discussions with representatives of the Association of Monterey County Fire Districts and Volunteer Fire Companies resulted in an agreement to reduce contributions by 25% in FY 2004-05 and FY 2005-06. Since FY 2005-06, the reduction has been altered annually, per discussion and agreement with the Fire Association.

For FY 2011-12, the County and Association of Firefighters and Volunteer Fire Companies agreed to a new negotiated disbursement model for Proposition 172 revenues. Beginning in

FY 2011-12, the County will share with the Association the full 9.13% of Proposition 172 revenues for the most recent fiscal year's actual revenues. Due to the disbursement cycle of Proposition 172 revenues from the State Controller, each fiscal year's final, actual Proposition 172 revenues are not known until August of the following fiscal year. Therefore, the most recent available full year's actual revenues available are those of FY 2009-10. In FY 2009-10, the full 9.13% of Proposition 172 revenues equaled \$2,101,635. Therefore, the Fire Agencies budgeted revenue for FY 2011-12 is \$2,101,635. In FY 2011-12, this provides the County \$170,684 for budgetary use that would otherwise not be available. This model will be used going forward or until the County and Fire Agencies agree otherwise.

**Emergency Communications Offset:** In June of 2003, in order to meet a 15% reduction in Emergency Communications Department costs, the Board approved an agreement with Emergency Communications user agencies that allowed the County to share in the Emergency Communications Department cost offset that is provided by Proposition 172 revenue. The following year, in March 2004, and in response to continuing budget constraints, the County negotiated with Emergency Communications user agencies a reduction in the total dollar amount of Proposition 172 revenue that would be used to offset Emergency Communications Department costs. The negotiated, flat dollar amount of Proposition 172 offset was further reduced in FY 2004-05 and has been renegotiated annually since that time. For FY 2011-12, the County and user agencies have agreed to hold the offset amount flat at the same amount as FY 2010-11 of \$1,157,179. When considering proportional growth of estimated Countywide Proposition 172 growth in FY 2011-12, this provides the County \$60,751 for budgetary use that would otherwise not be available.

In addition, user agencies and the County have agreed to a correction to the calculation of distribution County-Wide Cost Allocation Plan (COWCAP) to Emergency Communications User Agencies. Previously, the Auditor-Controller Office calculated the Emergency Communications Departments COWCAP as though Emergency Communications was a county service department (such as Information Technology). However, Emergency Communications customers (the user agencies) are non-county, outside agencies which include the cities, fire districts and volunteer fire companies, CSUMB and the Monterey airport. The FY 2011-12 Proposition 172 agreement between the County and user agencies memorializes that under the corrected COWCAP allocation method, the corrected COWCAP allocation will be applied by the Auditor-Controller for the Emergency Communications department beginning with the FY 2011-12 budget. This will result in estimated additional funding of \$318,092 available for budgetary use that would not otherwise be available and will benefit the County on an ongoing basis in future years.

**CONTRIBUTIONS - OTHER AGENCIES:** The FY 2011-12 Recommended Budget is \$325,381 (same level as FY 2010-11) and reflects payment of fees and dues to other government agencies, such as the Monterey Bay Unified Air Pollution Control District and the Association of Monterey Bay Area Governments (please see the unit narrative for a complete list of agencies funded by this program).

**TRIAL COURTS:** The FY 2011-12 Recommended Budget for expenditures is \$9,168,331, a 7.8% increase from FY 2010-11. Expenditures are increased over FY 2010-11 due to the transfer of the Salinas North Wing courthouse and the commencement of the County's payments for that facility. Revenues are funded by court

finances, forfeitures and penalties and are not anticipated to increase above FY 2010-11 levels.

**GENERAL LIABILITY:** Recommended FY 2011-12 expenditures for the General Liability ISF total \$4,719,748, a decrease of \$2,614,077 compared to FY 2010-11. Departmental allocations (reflected as revenue) will decrease an estimated \$876,615 from FY 2010-11 based on the latest actuarial analysis.

**WORKERS' COMPENSATION:** Recommended FY 2011-12 expenditures for the Workers' Compensation ISF total \$20,172,745, an increase of \$7,216,884 compared to FY 2010-11. Departmental allocations (reflected as revenue) will increase an estimated \$6,131,139 in FY 2011-12 based on the latest actuarial analysis and as part of an eight-year plan to fully fund the program and its existing unfunded liability.

**CONTINGENCIES:** The FY 2011-12 Recommended Budget for Contingencies totals \$5,216,967. This funding level complies with the Board of Supervisors' policy (adopted in January 2005), which established the General Fund Contingencies appropriation at 1% of estimated General Fund revenues.

**COUNTY MEMBERSHIPS:** The FY 2011-12 Recommended Budget of \$50,902 is the same as the FY 2010-11 budget. The budgeted total is sufficient for the County's current membership costs with the California State Association of Counties (CSAC) and the National Association of Counties (NACo).

**INSURANCE:** Recommended expenditures for this unit total \$1,895,733 and cover the County's miscellaneous insurance costs (property, burglary, crime bond, etc.). Effective FY 2011-12, this unit is budgeted as a zero-GFC unit, with all costs offset by charges to County departments.

**MEDICAL CARE SERVICES:** In May 2004, the Board of Supervisors approved a transfer of several Natividad Medical Center (NMC) Outpatient Clinics from the hospital to the Health Department. As a part of this transfer, it was agreed that \$3,938,000 of funds previously budgeted for NMC would be allocated to cover the additional General Fund Contribution (GFC) to the Primary Health Clinics. In FY 2006-07, \$1,438,000 was reallocated, reducing the Health Clinics transfers to \$2,500,000. In FY 2008-09, the mid-year budget modifications reduced these transfers to \$2,249,274 due to Health Realignment revenue reductions. The remaining \$6,200,000 budgeted in this unit for FY 2011-12 is reserved for costs associated with other Medically Indigent Adults (MIA) County expenditures.

The Medical Care Services unit is financed with Realignment revenues and County GFC. The County GFC is to meet the State Maintenance of Effort (MOE) requirement for indigent health care services and utilizes tobacco settlement funds to help finance this program.

**OTHER FINANCING USES:** This unit provides operating transfers to various programs such as the Enterprise Resource Project (ERP)/Advantage financial/budget/payroll system, Court Appointed Special Advocates (CASA) contributions, transfers to the Public Works/Road Fund for paving projects, transfers to support funding requirements for the Prunedale Senior Center, and miscellaneous emergency funding needs throughout the County. The FY 2011-12 Recommended Budget increases appropriations by \$1,025,439, or 7.8%, to help pay for costs associated with the General Plan update.

**OTHER GENERAL EXPENDITURES:** Expenditures in this unit are decreased in FY 2011-12 by \$26,628 to meet General Fund Contribution (GFC) reduction targets.

**CLUSTER LOANS:** The FY 2011-12 Recommended Budget includes no changes for this unit, which is budgeted at the FY 2010-11 level of \$108,962.

**DEVELOPMENT SET-ASIDE:** The County is currently in the process of establishing a new Economic Development Department, which will assume all the functions and duties associated with the Development Set-Aside program. At the time of publication, the formation of the new Department was still underway, including recruitment for an Economic Development Director. Thus, the Development Set-Aside program budget was prepared as a status quo budget. Once the new Department is established, the Development Set-Aside program and funding will be incorporated into its organizational and budget structure.

**REVOLVING LOAN PROGRAM:** The Recommended Budget includes no changes in this unit for FY 2011-12. The \$245,733 budgeted funding available for new loans in FY 2011-12 includes income from loan repayments, interest, fees, and prior year fund balance. In addition to servicing new loans, the funds will be used to cover program administration costs. The County may only use income generated through fees and interest to pay for program administration. Repaid principal and interest are used to fund additional loans.

**DENTAL:** The Recommended Budget for FY 2011-12 is \$3,212,560 and is apportioned out to County departments based on utilization and benefit design. FY 2011-12 is the first fiscal year that this unit has existed in the budget.

**VISION:** The Recommended Budget for FY 2011-12 is \$612,724 and is apportioned out to County departments based on utilization and benefit design. FY 2011-12 is the first fiscal year that this unit has existed in the budget.

**EMPLOYEE ASSISTANCE PROGRAM:** The Recommended Budget for FY 2011-12 is \$118,440 and is apportioned out to

County departments based on utilization and benefit design. FY 2011-12 is the first fiscal year that this unit has existed in the budget.

**DISABILITY:** The Recommended Budget for FY 2011-12 is \$400,000 and is apportioned out to County departments based on utilization and benefit design. FY 2011-12 is the first fiscal year that this unit has existed in the budget.

**UNEMPLOYMENT:** The Recommended Budget for FY 2011-12 is \$2,030,000 and is apportioned out to County departments based on utilization. FY 2011-12 is the first fiscal year that this unit has existed in the budget.

**MISCELLANEOUS BENEFITS:** The Recommended Budget for FY 2011-12 is \$3,375,000 and is apportioned out to County departments based on utilization and program design. FY 2011-12 is the first fiscal year that this unit has existed in the budget.

---

### **Budget Impacts**

There are no significant budget impacts in the FY 2011-12 Recommended Budget for non-departmental units of the CAO's Office.

---

### **Prior Year Accomplishments**

Current Year Accomplishments are presented at the Unit level.

---

### **Budget Year Goals**

Budget Year Goals are presented at the Unit level.

---

### **Pending Issues**

There are no pending issues.

---

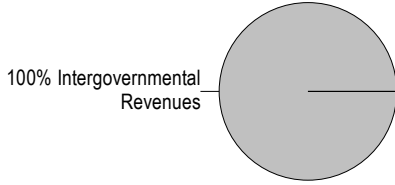
### **Policy Considerations**

There are no policy considerations.

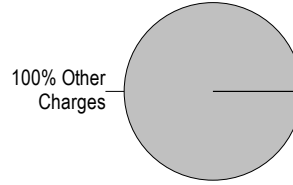
## Contributions - Proposition 172

(Unit 8028— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	16	0	0	0	0	0
Other Charges	1,880,458	2,100,996	2,051,024	2,158,703	2,101,635	639
Subtotal	<u>\$1,880,474</u>	<u>\$2,100,996</u>	<u>\$2,051,024</u>	<u>\$2,158,703</u>	<u>\$2,101,635</u>	<u>639</u>

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	2,101,635	2,211,575	2,158,973	2,272,319	2,272,319	60,744
Subtotal	<u>\$2,101,635</u>	<u>\$2,211,575</u>	<u>\$2,158,973</u>	<u>\$2,272,319</u>	<u>\$2,272,319</u>	<u>60,744</u>
General Fund Contributions	(\$221,161)	(\$110,579)	(\$107,949)	(\$113,616)	(\$170,684)	(60,105)
Total Source of Funds	<u>\$1,880,474</u>	<u>\$2,100,996</u>	<u>\$2,051,024</u>	<u>\$2,158,703</u>	<u>\$2,101,635</u>	<u>639</u>

### Unit Description

This unit accounts for the portion of the County's Public Safety Sales Tax (Proposition 172) revenue that the County contributes to fire protection service providers in unincorporated areas of the County. The Board of Supervisors' adopted policy allocates 9.13% of the County's total annual Proposition 172 revenue for this purpose. The negative General Fund Contribution represents the negotiated retention by the County of a portion of the contribution to fire protection service providers in order to offset County service reductions due to a contracting General Fund budget.

### Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

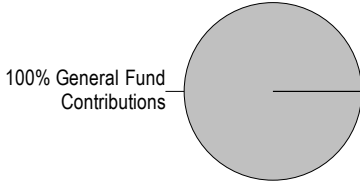
### Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

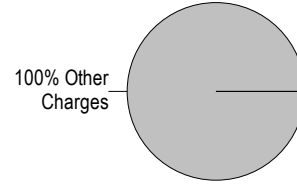
## Contributions-Other Agencies

(Unit 8029— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Other Charges	541,299	325,381	97,682	325,381	325,381	0
Subtotal	\$541,299	\$325,381	\$97,682	\$325,381	\$325,381	0

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$541,299	\$325,381	\$97,682	\$325,381	\$325,381	0
Total Source of Funds	<u>\$541,299</u>	<u>\$325,381</u>	<u>\$97,682</u>	<u>\$325,381</u>	<u>\$325,381</u>	<u>0</u>

### Unit Description

This unit is used to identify and isolate contributions to the following governmental agencies: Monterey Bay Unified Air Pollution Control District; Association of Monterey Bay Area Governments (AMBAG); Pajaro River Watershed Flood Prevention Authority; Local Agency Formation Commission (LAFCO); and Fishnet 4C.

### Prior Year Accomplishments

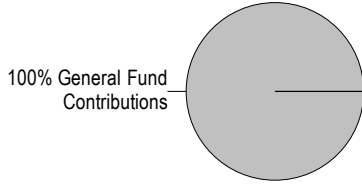
This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

### Budget Year Goals

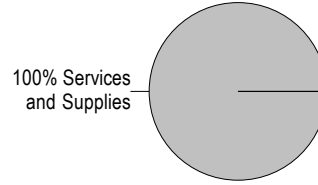
This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

**Grand Jury**  
(Unit 8030— Fund 001)

**Source of Funds**



**Use of Funds**



**Use of Funds**

<b>Expenditures</b>	<b>Prior Year 2009-2010</b>	<b>Adopted Budget 2010-2011</b>	<b>CY Estimate 2010-2011</b>	<b>Requested Budget 2011-2012</b>	<b>Recommended Budget 2011-2012</b>	<b>Recommended Change from Adopted</b>
Services and Supplies	114,927	98,135	96,135	153,600	153,600	55,465
Subtotal	\$114,927	\$98,135	\$96,135	\$153,600	\$153,600	55,465

**Source of Funds**

<b>Revenues</b>	<b>Prior Year 2009-2010</b>	<b>Adopted Budget 2010-2011</b>	<b>CY Estimate 2010-2011</b>	<b>Requested Budget 2011-2012</b>	<b>Recommended Budget 2011-2012</b>	<b>Recommended Change from Adopted</b>
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$114,927	\$98,135	\$96,135	\$153,600	\$153,600	55,465
Total Source of Funds	<u>\$114,927</u>	<u>\$98,135</u>	<u>\$96,135</u>	<u>\$153,600</u>	<u>\$153,600</u>	<u>55,465</u>

**Unit Description**

The Grand Jury unit provides funding for the Civil Grand Jury functions. The Civil Grand Jury is a constitutionally-mandated body of citizens who volunteer for a one-year term of service. It is assembled annually to investigate the finances, operations, and affairs of local cities, the County, and other local governmental agencies. Typical work products of the Civil Grand Jury include mid-year and final reports and recommendations to the Superior Court and the Board of Supervisors.

**Prior Year Accomplishments**

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

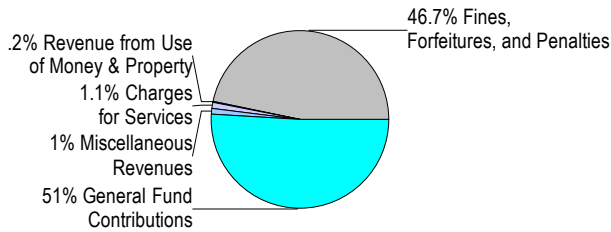
**Budget Year Goals**

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

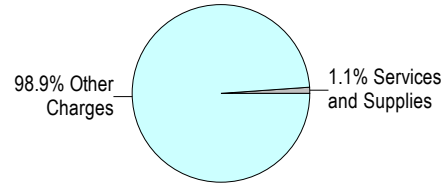
## Trial Courts

(Unit 8031— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	209,127	256,350	256,350	104,418	104,418	(151,932)
Other Charges	7,707,014	8,250,000	8,250,000	9,063,913	9,063,913	813,913
Subtotal	\$7,916,142	\$8,506,350	\$8,506,350	\$9,168,331	\$9,168,331	661,981

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	4,665,462	4,285,515	4,285,515	4,285,515	4,285,515	0
Revenue from Use of Money & Property	(17,883)	15,000	15,000	15,000	15,000	0
Charges for Services	145,184	100,100	100,100	100,100	100,100	0
Miscellaneous Revenues	128,982	95,000	95,000	95,000	95,000	0
Subtotal	\$4,921,745	\$4,495,615	\$4,495,615	\$4,495,615	\$4,495,615	0
General Fund Contributions	\$2,994,396	\$4,010,735	\$4,010,735	\$4,672,716	\$4,672,716	661,981
Total Source of Funds	\$7,916,142	\$8,506,350	\$8,506,350	\$9,168,331	\$9,168,331	661,981

### Unit Description

The Trial Court 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 Court Funding Act of 2002. AB 233 authorized the transfer of responsibility for Trial Court 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 Court operations and the amount of certain designated fine and forfeiture revenue distributed to the State in the base year, FY 1994-95. The FY 2011-12 recommended expenditures and revenues are \$9,168,331 and \$4,495,615 respectively.

The Trial Court budget (organization 2070) provides for local Trial Court activities that affect County expenditures and revenue, including appropriations for: Trial Court Maintenance of Effort (MOE) payments; revenue collection-related costs for specified fines and fees; judicial benefits and other court collection costs, as agreed to between the County and the Trial Courts. Revenues reflect all fines, forfeitures, and fees currently collected on behalf of

the County by both the local Trial Courts (Monterey Superior Court) and the Revenue Division of the Treasurer-Tax Collector's Office: Department 1170, Unit 8264. The Revenue Division is responsible for the Criminal Court Collections Program (CCCP) for the County.

Pursuant to the Trial Court Funding Act of 2002, the County transferred the Marina Courthouse title to the Administrative Office of the Courts (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 Facility will not transfer to the AOC until the bonded indebtedness, to which the building is subject, is paid. County Facilities Payments (CFPs) associated with these transfers are budgeted in this unit and the Insurance (Unit 8036) budget.

### Summary of Recommendation

The FY 2011-12 recommended expenditures and revenues, \$9,168,331 and \$4,495,615 respectively. Expenditures are increased

over FY 2010-11 due to the transfer of the Salinas North Wing courthouse and the commencement of the CFP for that facility. Revenues are funded by court fines, forfeitures and penalties and are not anticipated to increase above FY 2010-11 levels.

---

**Prior Year Accomplishments**

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

---

**Budget Year Goals**

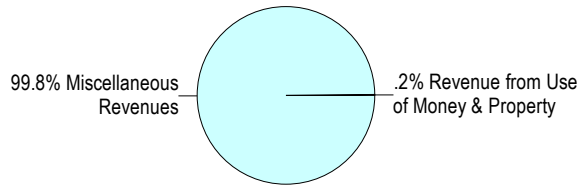
This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.



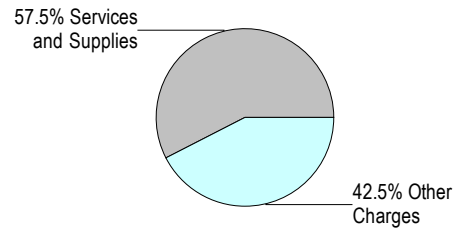
## General Liability

(Unit 8032— Fund 475)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	1,929,813	2,334,125	2,334,125	2,714,748	2,714,748	380,623
Other Charges	1,629,256	4,999,700	4,999,700	2,005,000	2,005,000	(2,994,700)
Subtotal	\$3,559,069	\$7,333,825	\$7,333,825	\$4,719,748	\$4,719,748	(2,614,077)

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	110,994	125,000	125,000	12,000	12,000	(113,000)
Miscellaneous Revenues	7,805,957	7,208,825	7,208,825	6,445,210	6,445,210	(763,615)
Subtotal	\$7,916,951	\$7,333,825	\$7,333,825	\$6,457,210	\$6,457,210	(876,615)
Fund Balance	(4,357,882)	0	0	(1,737,462)	(1,737,462)	(1,737,462)
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$3,559,069	\$7,333,825	\$7,333,825	\$4,719,748	\$4,719,748	(2,614,077)

### Unit Description

The General Liability Internal Service Fund (ISF) is directed and managed by Risk Management and contains expenses related to claims, settlements, judgments, administration, legal defense costs, and excess insurance premiums. Liability judgments, settlements, and claims against the County are paid from the General Liability ISF (Fund 475). Recoveries from external entities are recorded as offsetting revenues in the ISF. The ISFs are funded outside the County General Fund and their costs are allocated to departments on an annual and continuing basis. Funding 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 funded at a 70% confidence level. Debt service costs for the judgment obligation bonds related to the Pajaro flood settlement and a portion of debt service associated with settlement of the Lake Nacimiento and Lake San Antonio (the Lakes) litigation are included in this unit. 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. 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 six years; or (3) Change in the actuarially-determined total allocation. The County maintains a Self-Insured Retention (SIR) of \$1.5 million per occurrence and excess coverage, with limits of \$100 million, through excess insurance providers. The County self-insures events that are not covered by external insurance providers.

### Prior Year Accomplishments

The frequency of new claims continues to decline (from 239 in FY 2000-01 to 135 in FY 2009-10; a 43.5% reduction over this nine-year period).

The Excess General Liability Program was successfully renewed.

### Budget Year Goals

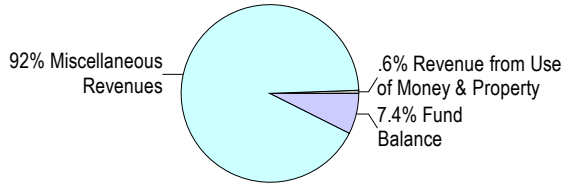
Assist County Counsel in implementing an excess liability quarterly litigation report.

Aggressively work with County Counsel and department staff to further reduce the frequency of claims and related costs.

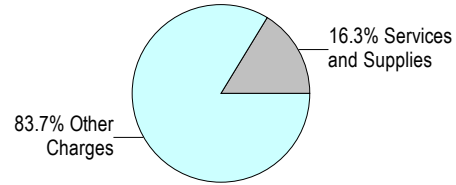
# Workers Compensation

(Unit 8033— Fund 476)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	2,425,673	1,789,200	1,789,200	3,287,745	3,287,745	1,498,545
Other Charges	14,217,085	10,414,000	10,414,000	16,885,000	16,885,000	6,471,000
Other Financing Uses	0	752,661	752,661	0	0	(752,661)
Subtotal	\$16,642,758	\$12,955,861	\$12,955,861	\$20,172,745	\$20,172,745	7,216,884

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	548,960	522,000	522,000	118,400	118,400	(403,600)
Miscellaneous Revenues	12,570,589	12,433,861	12,433,861	22,640,000	18,565,000	6,131,139
Subtotal	\$13,119,549	\$12,955,861	\$12,955,861	\$22,758,400	\$18,683,400	5,727,539
Fund Balance	3,523,209	0	0	(2,585,655)	1,489,345	1,489,345
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$16,642,758	\$12,955,861	\$12,955,861	\$20,172,745	\$20,172,745	7,216,884

## Unit Description

The Workers' Compensation Internal Service Fund (ISF) is directed and managed by Risk Management and contains expenses related to claims, settlements, judgments, administration, legal defense costs, and excess insurance premiums. Workers' Compensation-related liability judgments, settlements, and claims are paid from the Workers' Compensation 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. The ISFs are funded outside the County General Fund and their costs are allocated to departments on an annual and continuing basis. Funding is based upon total incurred value of loss and funding, as determined by the County's actuaries, based upon loss history and future exposure and 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 six years; or (3) Change in the actuarially-determined total allocation. The unfunded liability is based upon future projections of loss development.

## Prior Year Accomplishments

The frequency of new workers' compensation claims continues to decline (from 945 in FY 2000-01 to 475 in FY 2009-10; a 49.7% reduction over this nine-year period).

The Excess Workers' Compensation Insurance Program was successfully renewed.

## Budget Year Goals

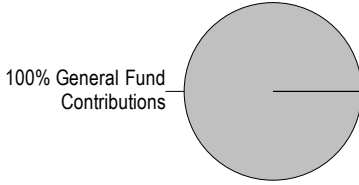
Implement the third-party claims administrator serious injury and quarterly production report.

Aggressively work with County Counsel and department staff to reduce frequency of claims and related costs.

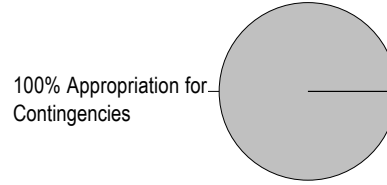
## Contingencies

(Unit 8034— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Appropriation for Contingencies	0	4,547,909	0	5,216,967	5,216,967	669,058
Subtotal	\$0	\$4,547,909	\$0	\$5,216,967	\$5,216,967	669,058

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$0	\$4,547,909	\$0	\$5,216,967	\$5,216,967	669,058
Total Source of Funds	<u>\$0</u>	<u>\$4,547,909</u>	<u>\$0</u>	<u>\$5,216,967</u>	<u>\$5,216,967</u>	<u>669,058</u>

### Unit Description

This unit provides funds for unanticipated expenditure requirements arising during the year for such reasons as natural disasters, significant revenue shortfalls, or program changes. By law (Section 29084 of the State of California Government Code), the amount set aside in a contingency account in the County's General Fund may not exceed 15% of the total appropriations, exclusive of the amount of the appropriations for contingencies.

### Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

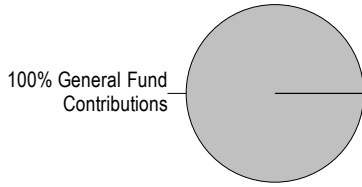
### Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

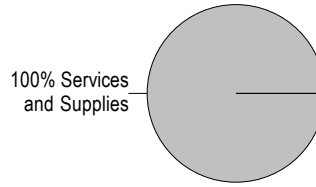
## County Memberships

(Unit 8035— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	46,881	50,902	50,092	50,902	50,902	0
Subtotal	\$46,881	\$50,902	\$50,092	\$50,902	\$50,902	0

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$46,881	\$50,902	\$50,092	\$50,902	\$50,902	0
Total Source of Funds	<u>\$46,881</u>	<u>\$50,902</u>	<u>\$50,092</u>	<u>\$50,902</u>	<u>\$50,902</u>	<u>0</u>

### Unit Description

This unit provides payment for annual memberships in the California State Association of Counties (CSAC) and the National Association of Counties (NACo). 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.

CSAC designates three caucuses: Urban, Suburban, and Rural. Through membership in CSAC, the County enjoys access to a legislative newsletter, a pooled industrial development bond authority, an insurance authority, program litigation review services, a government leasing program, and lobbying services. CSAC also provides Senate Bill (SB) 90 services directed at obtaining reimbursement for State-mandated programs and at educating counties in the methods of filing SB 90 claims to the State.

NACo was founded in 1935 by county officials who saw a need for a presence in Washington, D.C. and who wanted to ensure that the county government message was heard and understood in the White House and Congress. NACo's purpose and objectives are to serve as a liaison with other levels of government, to improve the public's understanding of county government, and to assist counties in finding innovative methods of meeting the challenges they face.

### Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

### Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

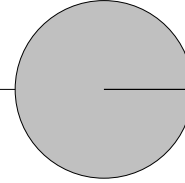
**Insurance**  
(Unit 8036— Fund 001)

**Source of Funds**

Intentionally Left Blank

**Use of Funds**

100% Services and Supplies



**Use of Funds**

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	1,630,497	5,243,736	1,895,733	1,895,733	1,895,733	(3,348,003)
Other Charges	(617,060)	(4,149,005)	(801,002)	(1,895,733)	(1,895,733)	2,253,272
Subtotal	\$1,013,437	\$1,094,731	\$1,094,731	\$0	\$0	(1,094,731)

**Source of Funds**

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	2,146	0	0	0	0	0
Subtotal	\$2,146	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$1,011,291	\$1,094,731	\$1,094,731	\$0	\$0	(1,094,731)
Total Source of Funds	\$1,013,437	\$1,094,731	\$1,094,731	\$0	\$0	(1,094,731)

**Unit Description**

This unit reflects funding for property, burglary, crime bond, and other miscellaneous insurance programs. The administrative fees associated with the California Public Employees' Retirement System (CalPERS) health benefits are also included in this unit's budget.

**Prior Year Accomplishments**

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

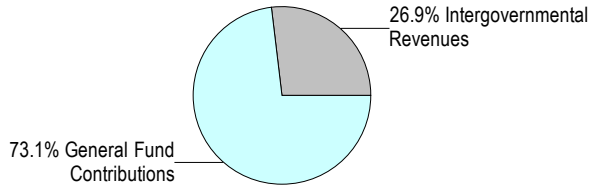
**Budget Year Goals**

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

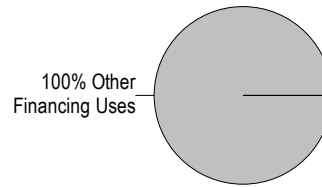
# Medical Care Services

(Unit 8037— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	8,300,000	0	0	0	0	0
Other Financing Uses	0	6,200,000	6,200,000	6,200,000	6,200,000	0
Subtotal	<u>\$8,300,000</u>	<u>\$6,200,000</u>	<u>\$6,200,000</u>	<u>\$6,200,000</u>	<u>\$6,200,000</u>	<u>0</u>

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	1,582,570	1,510,269	1,510,269	1,668,000	1,668,000	157,731
Other Financing Sources	67,000	0	0	0	0	0
Subtotal	<u>\$1,649,570</u>	<u>\$1,510,269</u>	<u>\$1,510,269</u>	<u>\$1,668,000</u>	<u>\$1,668,000</u>	<u>157,731</u>
General Fund Contributions	<u>\$6,650,430</u>	<u>\$4,689,731</u>	<u>\$4,689,731</u>	<u>\$4,532,000</u>	<u>\$4,532,000</u>	<u>(157,731)</u>
Total Source of Funds	<u><u>\$8,300,000</u></u>	<u><u>\$6,200,000</u></u>	<u><u>\$6,200,000</u></u>	<u><u>\$6,200,000</u></u>	<u><u>\$6,200,000</u></u>	<u><u>0</u></u>

## Unit Description

Pursuant to Welfare and Institutions Code Section 17000, counties are required to relieve and support all indigent persons lawfully residing in the County when such persons are not supported and relieved by their relatives, friends, or by some other means. Counties are charged with the duty of providing medical care to indigent residents who are not otherwise supported when medical care is required. Medical care can be provided through contracts or through County-operated facilities. The County's Section 17000 mandate is provided primarily through Natividad Medical Center (NMC) and a network of Health Department outpatient clinics.

This unit provides a General Fund payment to NMC and the Health Department to cover costs associated with indigent medical care. In addition, the State-Local Program Realignment that occurred in FY 1991-92 replaced the Medically Indigent Services

Program (MISP) annual allocation of State General Funds with Realignment Trust Funds-Health Account (the addition of the one-half cent sales tax and increased County General Fund revenues attributable to additional Vehicle License Fees designated for health care). This unit provides the mechanism by which these realignment revenues are appropriated.

## Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

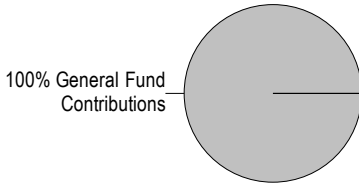
## Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

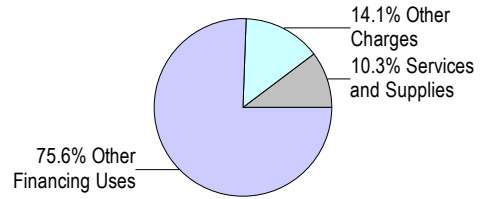
## Other Financing Uses

(Unit 8038— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	176,139	757,786	757,786	757,786	1,459,525	701,739
Other Charges	0	5,000	5,000	5,000	2,005,000	2,000,000
Other Financing Uses	18,237,898	12,396,957	12,396,957	12,396,957	10,720,657	(1,676,300)
Subtotal	\$18,414,037	\$13,159,743	\$13,159,743	\$13,159,743	\$14,185,182	1,025,439

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$18,414,037	\$13,159,743	\$13,159,743	\$13,159,743	\$14,185,182	1,025,439
Total Source of Funds	\$18,414,037	\$13,159,743	\$13,159,743	\$13,159,743	\$14,185,182	1,025,439

### Unit Description

This unit is used to contribute monies from the General Fund to other County Funds for debt service and general subsidies. In addition, funding is included for issues requiring additional review and analysis and issues that are exempt from the Brown Act related to employee bargaining unit negotiations, litigation, and real estate/property negotiations. The budget in this unit includes funding debt service payments for the 2007 Refunding and Public Facilities Financing Certificates of Participation (COPs), Fund 251, and subsidies or operating transfers to the Road Fund and the Law Library. This unit may also receive loan repayments from other

County Funds and agencies and operating transfers from other County Funds to offset General Fund expenditures.

### Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

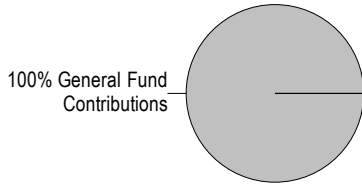
### Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

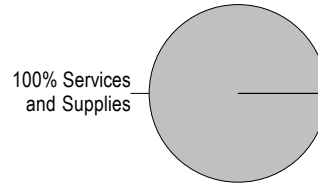
## Other General Expenditures

(Unit 8039— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	8,231	44,711	26,628	18,083	18,083	(26,628)
Subtotal	\$8,231	\$44,711	\$26,628	\$18,083	\$18,083	(26,628)

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$8,231	\$44,711	\$26,628	\$18,083	\$18,083	(26,628)
Total Source of Funds	<u>\$8,231</u>	<u>\$44,711</u>	<u>\$26,628</u>	<u>\$18,083</u>	<u>\$18,083</u>	<u>(26,628)</u>

### Unit Description

This unit was created to provide for general purpose expenses that are not allocated to an existing department or program.

### Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

### Prior Year Accomplishments

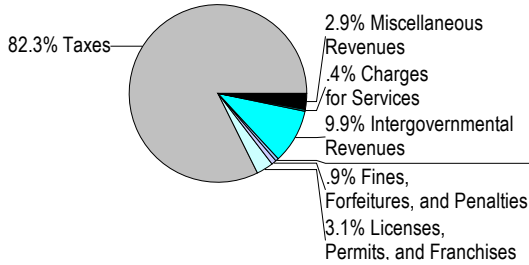
This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.



## Non-Program Revenue

(Unit 8041— Fund 001)

### Source of Funds



### Use of Funds

Intentionally Left Blank

### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Taxes	139,391,384	132,893,252	134,715,588	133,567,278	133,567,278	674,026
Licenses, Permits, and Franchises	4,690,152	7,108,415	4,887,138	4,984,838	4,984,838	(2,123,577)
Fines, Forfeitures, and Penalties	1,549,207	3,407,815	1,448,509	1,448,509	1,448,509	(1,959,306)
Revenue from Use of Money & Property	1,536,643	500,000	949,230	951,160	951,160	451,160
Intergovernmental Revenues	14,892,180	14,927,822	15,996,008	16,046,895	16,046,895	1,119,073
Charges for Services	573,005	1,078,252	573,005	578,735	578,735	(499,517)
Miscellaneous Revenues	4,733,641	4,826,235	4,729,540	4,672,740	4,672,740	(153,495)
Subtotal	\$167,366,212	\$164,741,791	\$163,299,018	\$162,250,155	\$162,250,155	(2,491,636)
General Fund Contributions	(\$167,366,212)	(\$164,741,791)	(\$163,299,018)	(\$162,250,155)	(\$162,250,155)	2,491,636
Total Source of Funds	\$0	\$0	\$0	\$0	\$0	0

County Administrative Office

### 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, hotel taxes (TOT), interest earnings, property transfer taxes, utility franchises, interest on short-term investments for cash flow purposes, open space subventions, discretionary State and federal aid, property tax administrative cost recoveries, and the sale of fixed assets. Vehicle License Fee (VLF) revenue, for programs that were realigned under

State/local program realignment, and tobacco settlement funds, are also budgeted in this unit.

### Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

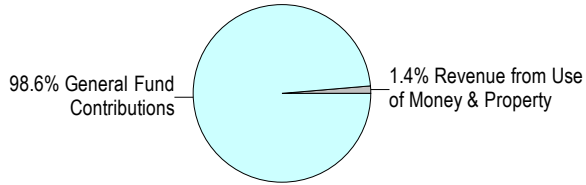
### Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

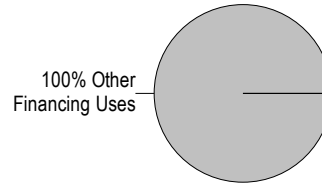
## Cluster Loans

(Unit 8042— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Other Financing Uses	60,477	108,962	108,962	108,962	108,962	0
Subtotal	\$60,477	\$108,962	\$108,962	\$108,962	\$108,962	0

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	926	1,488	1,500	1,488	1,488	0
Subtotal	\$926	\$1,488	\$1,500	\$1,488	\$1,488	0
General Fund Contributions	\$59,551	\$107,474	\$107,462	\$107,474	\$107,474	0
Total Source of Funds	\$60,477	\$108,962	\$108,962	\$108,962	\$108,962	0

### Unit Description

This unit contains the Competitive Clusters (C2) Revolving Loan Fund (RLF) program. Competitive Clusters is a strategic planning project designed to implement near-term economic development action and to provide a compelling economic vision and strategic framework to guide development efforts in the future. The C2 RLF was started in FY 2004-05 with \$50,000 of County discretionary General Fund revenue and a \$100,000 contribution from the Agricultural Commissioner's Office. In FY 2005-06, the County General Fund contribution was decreased to \$40,000. The funds are dedicated to the implementation of the initiatives developed under the umbrella of the C2 Project. Loans are limited to a maximum of \$25,000 per request and must be repaid, with interest, within two years.

The County is currently in the process of establishing a new Economic Development Department, which will assume all the

functions and duties associated with the Competitive Clusters RLF program. At the time of publication, the formation of the new Department was still underway, including recruitment for an Economic Development Director. Thus, the Competitive Clusters RLF program budget was prepared as a status quo budget. However, once the new Department is established, the Competitive Clusters RLF program and funding will be incorporated into its organizational and budget structure.

### Prior Year Accomplishments

Unit accomplishments were not available at the time of publication.

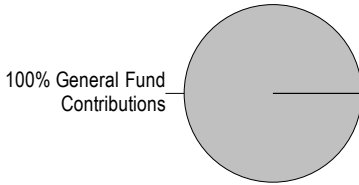
### Budget Year Goals

Unit goals were not available at the time of publication. The new Economic Development Department will work to establish unit level goals for FY 2011-12.

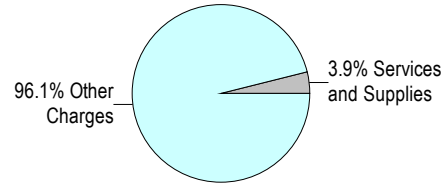
## Development Set-Aside

(Unit 8043— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	1,384,187	69,311	69,311	49,153	57,064	(12,247)
Other Charges	0	1,339,817	1,339,817	1,252,899	1,402,899	63,082
Subtotal	\$1,384,187	\$1,409,128	\$1,409,128	\$1,302,052	\$1,459,963	50,835

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$1,384,187	\$1,409,128	\$1,409,128	\$1,302,052	\$1,459,963	50,835
Total Source of Funds	\$1,384,187	\$1,409,128	\$1,409,128	\$1,302,052	\$1,459,963	50,835

### Unit Description

The Development Set-Aside unit provides funding for economic development, tourism development, and cultural arts programs in Monterey County. The Board of Supervisors designated the Arts Council of Monterey County, the Monterey County Convention and Visitors' Bureau (MCCVB), the Monterey County Film Commission (MCFC), and the Intergovernmental and Legislative Affairs (IGLA) Division of the CAO's Office to implement specific aspects of the Development Set-Aside program.

The Arts Council implements 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, and the IGLA Division implements business retention, expansion, and attraction activities under the guidance of the Monterey County Overall Economic Development Commission.

The County is currently in the process of establishing a new Economic Development Department, which will assume all the functions and duties associated with the Development Set-Aside program. At the time of publication, the formation of the new Department was still underway, including recruitment for an Economic Development Director. Thus, the Development Set-Aside program budget was prepared as a status quo budget. However, once the new Department is established, the Development Set-Aside program and funding will be incorporated into its organizational and budget structure.

### Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

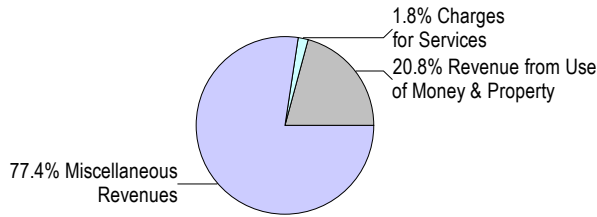
### Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

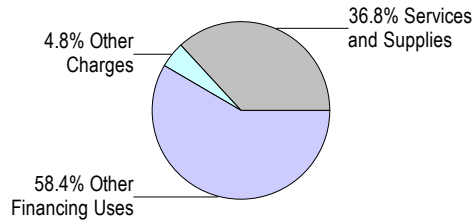
## Revolving Loan Program

(Unit 8044— Fund 011)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	80,868	155,000	155,000	155,000	155,000	0
Other Charges	0	100,000	100,000	100,000	20,000	(80,000)
Other Financing Uses	366,747	500,000	500,000	500,000	245,733	(254,267)
Subtotal	\$447,615	\$755,000	\$755,000	\$755,000	\$420,733	(334,267)

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	10,115	102,500	102,500	102,500	102,500	0
Charges for Services	2,000	9,000	9,000	9,000	9,000	0
Miscellaneous Revenues	55,215	275,000	275,000	275,000	381,500	106,500
Other Financing Sources	423,339	0	0	0	0	0
Subtotal	\$490,670	\$386,500	\$386,500	\$386,500	\$493,000	106,500
Fund Balance	(43,054)	368,500	368,500	368,500	(72,267)	(440,767)
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$447,616	\$755,000	\$755,000	\$755,000	\$420,733	(334,267)

### Unit Description

This unit was established for the County's Small Business Revolving Loan Fund (RLF). The RLF (Fund 011) supports the expansion, retention, and attraction of industry, commerce, and agriculture in Monterey County. The County currently has two RLF programs. The Rural RLF, which serves Gonzales, Soledad, Greenfield, King City, Castroville, Pajaro, Moss Landing, and the unincorporated areas located south of the City of Salinas; and the countywide RLF, which serves the entire County. All RLF 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. RLF loans range in size from \$10,000 to \$250,000.

The County is currently in the process of establishing a new Economic Development Department, which will assume all the

functions and duties associated with the Small Business RLF program. At the time of publication, the formation of the new Department was still underway, including recruitment for an Economic Development Director. Thus, the RLF program budget was prepared as a status quo budget. However, once the new Department is established, the RLF program and funding will be incorporated into its organizational and budget structure.

### Prior Year Accomplishments

Unit accomplishments were not available at the time of publication.

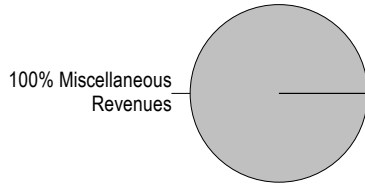
### Budget Year Goals

Unit goals were not available at the time of publication. The new Economic Development Department will work to establish unit level goals for FY 2011-12.

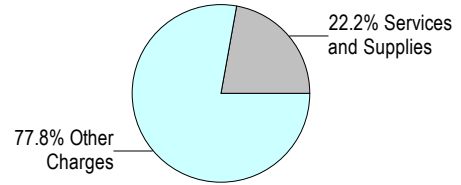
## Dental

(Unit 8295— Fund 477)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	0	0	3,365,000	712,560	712,560	712,560
Subtotal	\$0	\$0	\$3,365,000	\$3,212,560	\$3,212,560	3,212,560

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	5,094	0	0	0	0	0
Miscellaneous Revenues	0	0	3,365,000	3,000,000	3,000,000	3,000,000
Subtotal	\$5,094	\$0	\$3,365,000	\$3,000,000	\$3,000,000	3,000,000
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$5,094	\$0	\$3,365,000	\$3,000,000	\$3,000,000	3,000,000

### Unit Description

This unit is a component of the Benefits Internal Service Fund (477) that contains revenue and expenditures related to the County's self-insured dental program. Contributions are calculated on a cost recovery basis through charges apportioned to County departments, as well as employee contributions, based on utilization and benefit design. A given department's allocation may change from year-to-year due to changes in payroll, number of employees, benefit utilization, and any change in the costs of the benefits.

### Prior Year Accomplishments

Completed a Request for Proposals (RFP) to ensure overall competitive prices and services for dental program administration.

Ensured COBRA compliance under the American Recovery and Reconciliation Act (ARRA).

### Budget Year Goals

Consider options to improve services without incurring additional costs.

Identify overhead costs associated with providing dental insurance to County employees.

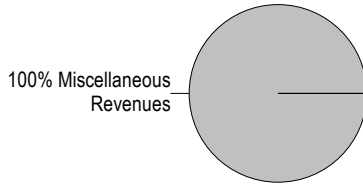
Study current provider selection process to encourage greater provider participation.

Monitor changes in regulatory standards (including ARRA) to ensure compliance.

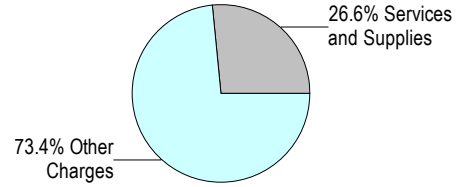
Encourage and promote transparency in billing and accounting practices.

**Vision**  
(Unit 8296— Fund 477)

**Source of Funds**



**Use of Funds**



**Use of Funds**

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	0	0	650,500	162,724	162,724	162,724
Subtotal	\$0	\$0	\$650,500	\$612,724	\$612,724	612,724

**Source of Funds**

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	437	0	0	0	0	0
Miscellaneous Revenues	0	0	650,500	600,000	600,000	600,000
Subtotal	\$437	\$0	\$650,500	\$600,000	\$600,000	600,000
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$437	\$0	\$650,500	\$600,000	\$600,000	600,000

**Unit Description**

This unit is a component of the Benefits Internal Service Fund (477) that contains revenue and expenditures related to the County's self-insured vision program. Contributions are calculated on a cost recovery basis through charges apportioned to County 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 payroll, number of employees, benefit utilization, and any change in the costs of the benefits.

Ensured COBRA compliance under American Recovery and Reconciliation Act (ARRA) regulations.

**Budget Year Goals**

Study options to improve services without incurring additional costs.

Identify overhead costs associated with providing vision insurance to County employees.

Monitor changes in regulatory standards (including ARRA) to ensure compliance.

Encourage and promote transparency in billing and accounting practices.

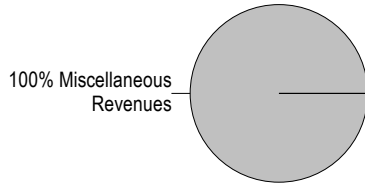
**Prior Year Accomplishments**

Completed a Request for Proposals (RFP) to ensure competitive prices and services for vision program administration.

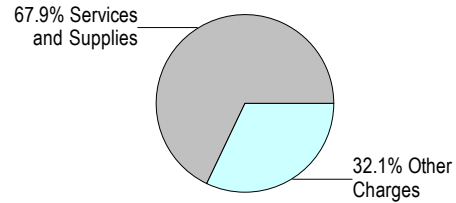
# Employee Assistance Program

(Unit 8297— Fund 477)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	0	0	151,000	80,440	80,440	80,440
Subtotal	\$0	\$0	\$151,000	\$118,440	\$118,440	118,440

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	134	0	0	0	0	0
Miscellaneous Revenues	0	0	151,000	118,440	118,440	118,440
Subtotal	\$134	\$0	\$151,000	\$118,440	\$118,440	118,440
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$134	\$0	\$151,000	\$118,440	\$118,440	118,440

## Unit Description

This unit is a component of the Benefits Internal Service Fund (477) that contains revenue and expenditures related to the County's self-insured Employee Assistance Program (EAP). Contributions are calculated on a cost recovery basis through charges apportioned to County departments based on utilization and benefit design. A given department's allocation may change from year-to-year due to changes in payroll, number of employees, benefit utilization, and any change in the costs of the benefits.

## Prior Year Accomplishments

Provided multiple training sessions for supervisors on maximizing utilization to reduce lost work time and employee productivity while improving employee well-being and morale.

Began developing a Request for Proposals (RFP) for EAP services and administration.

## Budget Year Goals

Consider options for including on-line EAP services into the Learning and Development Network (LDN) or the Benefits website.

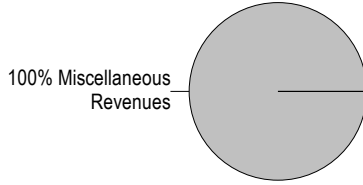
Identify new ways to improve utilization of the EAP and potentially help reduce lost work time.

Encourage and promote transparency in billing and accounting practices.

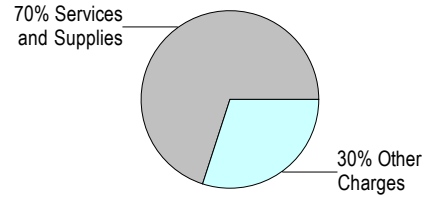
## Disability

(Unit 8298— Fund 477)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	0	0	120,000	280,000	280,000	280,000
Subtotal	\$0	\$0	\$120,000	\$400,000	\$400,000	400,000

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	11,587	0	0	0	0	0
Miscellaneous Revenues	0	0	120,000	400,000	400,000	400,000
Subtotal	\$11,587	\$0	\$120,000	\$400,000	\$400,000	400,000
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$11,587	\$0	\$120,000	\$400,000	\$400,000	400,000

### Unit Description

This unit is a component of the Benefits Internal Service Fund (477) that contains revenue and expenditures related to the County's Disability (long-term and short-term) program. Contributions are calculated on a cost recovery basis through charges apportioned to County departments based on utilization and benefit design. A given department's allocation may change from year-to-year due to changes in payroll, number of employees, benefit utilization, and any change in the costs of the benefits.

Reviewed possible options to enhance services at no cost to departments.

### Budget Year Goals

Work with the vendor and the Information Technology (IT) Department to determine if specific, no cost, employee services can be added to the Benefits website at no cost to departments.

Encourage and promote transparency in billing and accounting practices.

### Prior Year Accomplishments

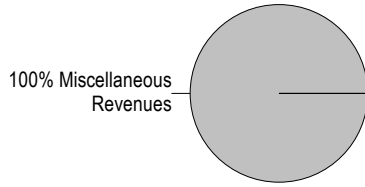
Completed a Request for Proposals (RFP) to ensure competitive prices and services for program administration.



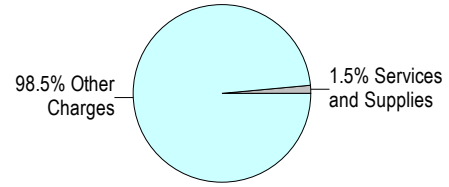
## Unemployment

(Unit 8378— Fund 477)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	0	0	1,505,000	30,000	30,000	30,000
Subtotal	\$0	\$0	\$1,505,000	\$230,000	\$2,030,000	2,030,000

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Miscellaneous Revenues	0	0	1,500,000	2,030,000	2,030,000	2,030,000
Subtotal	\$0	\$0	\$1,500,000	\$2,030,000	\$2,030,000	2,030,000
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$0	\$0	\$1,500,000	\$2,030,000	\$2,030,000	2,030,000

### Unit Description

This unit is a component of the Internal Service Fund that contains revenue and expenditures related to the County's Unemployment Insurance. Contributions are calculated on a cost recovery basis through charges apportioned to departments based on utilization and benefit design. A given department's allocation may change from year-to-year due to changes in payroll, number of employees, benefit utilization and any change in the costs of the benefits.

### Prior Year Accomplishments

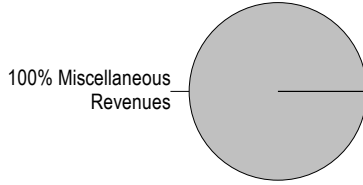
Combined and assigned various functions of the Unemployment Insurance program to a single person to identify errors and reduce costs.

### Budget Year Goals

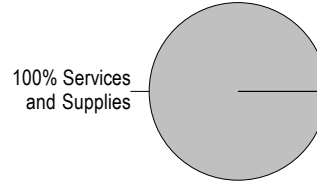
- Provide administrator training to HR Analysts and Supervisors.
- Invite the Employment Development Department (EDD) to provide additional, specific training to HR Analysts and Supervisors.
- Study the cost of including additional EDD links to Benefits Website.
- Encourage and promote transparency in billing and accounting practices.

**Misc. Benefits**  
(Unit 8379— Fund 477)

**Source of Funds**



**Use of Funds**



**Use of Funds**

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	0	0	3,400,000	3,375,000	3,375,000	3,375,000
Subtotal	\$0	\$0	\$3,400,000	\$3,375,000	\$3,375,000	3,375,000

**Source of Funds**

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Miscellaneous Revenues	0	0	3,400,000	3,375,000	3,375,000	3,375,000
Subtotal	\$0	\$0	\$3,400,000	\$3,375,000	\$3,375,000	3,375,000
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	<u>\$0</u>	<u>\$0</u>	<u>\$3,400,000</u>	<u>\$3,375,000</u>	<u>\$3,375,000</u>	<u>3,375,000</u>

**Unit Description**

This unit of the Internal Service Fund contains other miscellaneous benefit programs. Currently, Life Insurance and the Board authorized pre-funding of future Other Post Employment Benefits (OPEB) are maintained in this unit. Contributions are calculated on a cost recovery basis through charges apportioned to departments based on utilization and benefit design. A given department's allocation may change from year-to-year due to changes in payroll, number of employees, benefit utilization and any change in the costs of the benefits.

was collected from departments and deposited into the CalPERS trust.

Completed a Request for Proposals on Life Insurance.

**Budget Year Goals**

Study all benefit programs to identify others that would be appropriate to move into this unit.

Complete an actuarial study on the OPEB program.

Encourage and promote transparency in billing and accounting practices.

**Prior Year Accomplishments**

This was the first year pre-funding of OPEB was budgeted and the first year in which 100% of the annual required contribution (ARC)

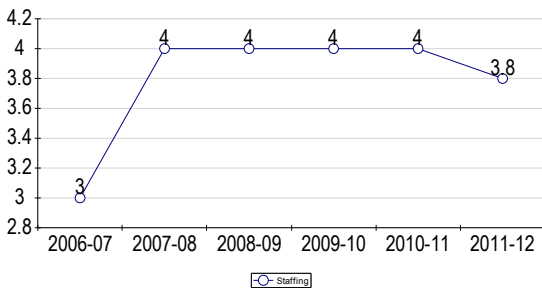
# Equal Opportunity Office

Operating Budget: \$544,467  
Positions (FTEs): 3.8

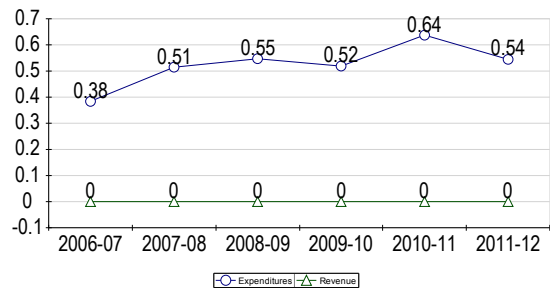
Irma Ramirez-Bough  
Equal Opportunity Officer

Equal Opportunity Office

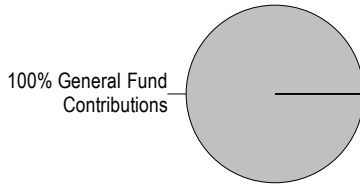
**Staffing Trends**



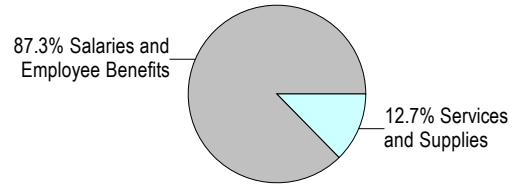
**Expenditure/Revenue History (in thousands)**



## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	424,845	493,538	528,585	497,351	475,546	(17,992)
Services and Supplies	100,634	89,943	115,335	63,518	68,921	(21,022)
Other Charges	(6,438)	(6,500)	(6,500)	6,500	0	6,500
Subtotal	\$519,041	\$576,981	\$637,420	\$567,369	\$544,467	(32,514)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$519,041	\$576,981	\$637,420	\$567,369	\$544,467	(32,514)
Total Source of Funds	\$519,041	\$576,981	\$637,420	\$567,369	\$544,467	(32,514)

## Department Description

The Equal Opportunity Office (EOO) provides a variety of services including investigation of complaints, workforce compliance, and training. This EOO Office enforces Federal, State and local laws, regulations and policies related to discrimination, harassment and retaliation. The Office evaluates and investigates equal opportunity-related complaints filed by employment applicants, employees, and recipients of County services. The Office provides mandatory training to County departments, managers, supervisors and employees on various topics such as harassment prevention and reasonable accommodation efforts consistent with the Americans with Disabilities Act (ADA). The Office serves in an advisory capacity to the Board of Supervisors, department heads, managers, supervisors and employees. The EOO also staffs the Equal Opportunity Advisory Commission and the Commission on Disabilities.

Board Strategic Initiatives that the Equal Opportunity Office actively addresses: Streamline County operations for greater accountability and efficiency of service delivery and cost savings.

## Summary of Recommendation

The FY 2011-12 General Fund Contribution (GFC) amount for the Equal Opportunity Office is \$544,467, which is a decrease of 5.6% from the prior fiscal year.

## Budget Impacts

The FY 2011-12 Recommended Budget for the Equal Opportunity Office includes a reduction of \$32,514 from FY 2010-11. The Equal Opportunity Office will continue to provide excellent customer service and is committed to maintaining productivity levels, despite budget reductions.

## Prior Year Accomplishments

The Equal Opportunity Office developed the County of Monterey's Equal Opportunity for Persons with Disabilities and Reasonable Accommodation Policy, which was approved by the Board of Supervisors. Per the policy, County departmental ADA coordinators were identified by department heads; in addition, an Ad Hoc Committee comprised of subject matter experts in the areas of Equal Opportunity, Human Resources, Risk Management and County Counsel were also identified to provide oversight for requests for reasonable accommodations.

Worked successfully with the Equal Employment Opportunity Commission (EEOC), a Federal regulatory agency, and the Department of Fair Employment & Housing, a State regulatory agency, to resolve and mediate complaints of discrimination and retaliation.

Developed a countywide Diversity Policy, which was approved by the Board of Supervisors.

The Equal Opportunity Advisory Commission and the Commission on Disabilities presented their FY 2009-10 annual reports to the Board of Supervisors.

## Budget Year Goals

Select a new vendor to provide online training on the prevention of sexual harassment, in accordance with the County's Non-Discrimination Ordinance, State law (AB 1825), and other related State and Federal laws.

Provide diversity training to all County employees. The Equal Opportunity Office values diversity at all levels of County government. Diversity is a principal component of the Monterey Plan for Equal Access to Employment and Contracting Opportunities.

Continue to work with the Sheriff's Office to ensure that inmates of the Monterey County Jail have access to a fair and accessible grievance process.

Provide training to all County employees on the County's Equal Opportunity for Persons with Disabilities Policy and the Reasonable Accommodation Policy.

Present to the Board of Supervisors for adoption a revised Monterey County Plan for Equal Access to Employment and Contracting Services.

Continue to staff the Equal Opportunity Advisory Commission and the Commission on Disabilities.

Continue to utilize the Equal Opportunity Advisory Commission for all department heads and/or their designees to present their accomplishments under the Monterey County Plan. This is an ongoing annual process. This goal will assist in improving the quality of services provided by Monterey County departments to its diverse population.

Continue to work collaboratively with department heads, labor organizations and community groups to achieve compliance with equal opportunity policies and laws.

## Pending Issues

There are no pending issues.

## Policy Considerations

There are no policy considerations.

## Appropriation Expenditure Detail

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Equal Opportunity Office (EQU001)	519,041	576,981	637,420	567,369	544,467	(32,514)	001	1080_8066
Subtotal	\$519,041	\$576,981	\$637,420	\$567,369	\$544,467	(32,514)		

## Crosswalk - Advantage Appropriation to AFIN Budget Unit

Advantage			AFIN		
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
(EQU001)	Equal Opportunity Office	108	Equal Opportunity Office	001	General

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
14B25	EQUAL OPPORTUNITY OFFICER	1.0	1.0	0.00
14B47	ASSOCIATE EQUAL OPPORTUNITY ANALYST	2.0	1.8	-0.20
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.0	1.0	0.00
	Total	4.0	3.8	-0.20

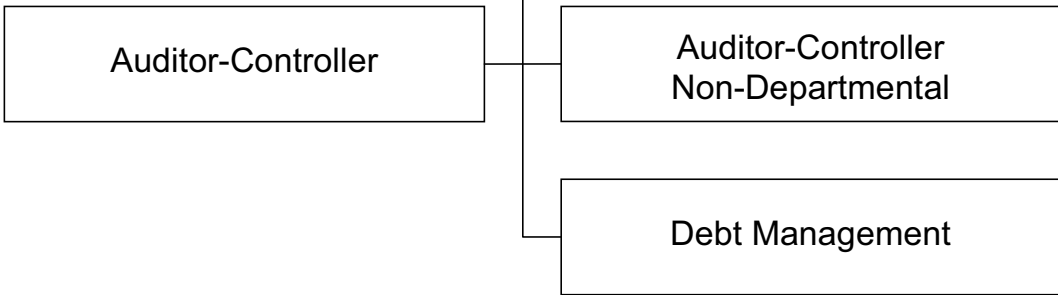


This page intentionally left blank.

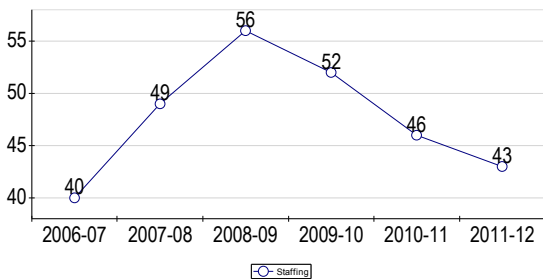
# Auditor-Controller

Operating Budget: \$15,969,650  
Positions (FTEs): 43.0

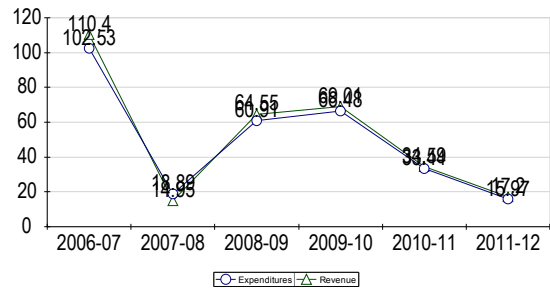
Michael J. Miller  
Auditor-Controller



Staffing Trends

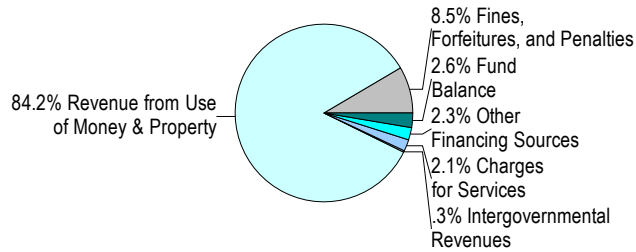


Expenditure/Revenue History (in thousands)

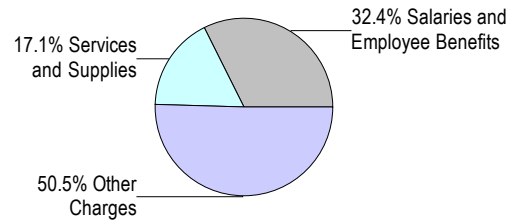


Auditor-Controller

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	5,686,944	5,351,036	5,388,974	5,312,703	5,172,256	(178,780)
Services and Supplies	7,635,820	1,880,270	3,770,739	2,745,067	2,736,677	856,407
Other Charges	1,657,423	7,862,630	6,909,654	8,060,717	8,060,717	198,087
Capital Assets	6,023,252	5,000	0	0	0	(5,000)
Other Financing Uses	45,478,501	0	17,367,331	0	0	0
Subtotal	\$66,481,941	\$15,098,936	\$33,436,698	\$16,118,487	\$15,969,650	870,714

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	1,344,836	1,500,000	1,500,000	1,500,000	1,500,000	0
Revenue from Use of Money & Property	5,355,758	14,263,739	11,954,840	14,877,951	14,877,951	614,212
Intergovernmental Revenues	7,189	50,000	50,000	50,000	50,000	0
Charges for Services	762,890	301,514	301,514	369,514	369,514	68,000
Miscellaneous Revenues	119,342	0	0	0	0	0
Other Financing Sources	61,423,002	667,845	20,780,641	400,000	400,000	(267,845)
Subtotal	\$69,013,016	\$16,783,098	\$34,586,995	\$17,197,465	\$17,197,465	414,367
Fund Balance	0	0	744,658	465,200	465,200	465,200
General Fund Contributions	(\$1,970,963)	(\$2,008,062)	(\$1,894,955)	(\$1,544,178)	(\$1,693,015)	315,047
Total Source of Funds	\$67,042,053	\$14,775,036	\$33,436,698	\$16,118,487	\$15,969,650	1,194,614

## Department Description

The Auditor-Controller is the Chief Accounting Officer, Controller and Internal Auditor for the County of Monterey. The Office of the Auditor-Controller is an elected position serving a four-year term. The mandated duties of the position are performed under legal authority primarily set forth in the California Government Code, the Revenue and Taxation Code, and the Monterey County Code. Section 26881 of the Government Code notes that the Auditor-Controller shall "prescribe, and shall exercise a general supervision, including the ability to review departmental and countywide internal controls, over the accounting forms and the methods of

keeping the accounts...." The Board of Supervisors may assign additional responsibilities. The Office of the Auditor-Controller encompasses two areas: Auditor-Controller Departmental (Office of the Auditor-Controller) and Auditor-Controller Non-Departmental (County Overhead Recovered, Enterprise Resource Project, Public Improvement Corporation, Short Term Borrowing and Annual County Audit).

Board Strategic Initiatives that the Auditor-Controller actively addresses: Streamline County operations for greater accountability and efficiency of service delivery and cost savings.



## Appropriation Expenditure Detail

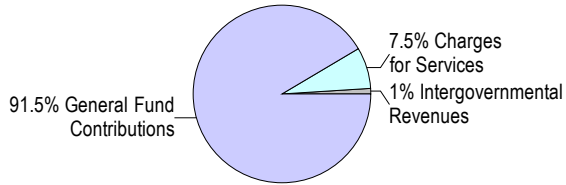
	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
County Overhead Recovered (AUD003)	(6,620,241)	(7,109,333)	(7,109,333)	(7,070,011)	(7,070,011)	39,322	001	1110_8005
Enterprise Resource Project (AUD006)	5,896,579	323,900	746,062	465,200	465,200	141,300	403	1110_8006
PIC Debt Service (AUD005)	60,640,689	15,381,884	33,883,477	16,167,951	16,167,951	786,067	251	1110_8007
Short Term Borrowing (AUD004)	1,181,571	1,195,000	560,135	1,235,000	1,235,000	40,000	001	1110_8009
Annual County Audit (AUD002)	147,682	145,004	193,879	249,171	249,171	104,167	001	1110_8010
Auditor Controller (AUD001)	5,235,660	5,162,481	1,384,058	1,327,769	1,304,109	(3,858,372)	001	1110_8011
Debt Management (AUD001)	0	0	176,123	178,388	178,388	178,388	001	1110_8371
Disbursements (AUD001)	0	0	1,934,919	1,945,879	1,945,879	1,945,879	001	1110_8372
Systems Management (AUD001)	0	0	(4,600)	(137,116)	(137,116)	(137,116)	001	1110_8373
General Accounting (AUD001)	0	0	1,131,980	1,170,270	1,170,270	1,170,270	001	1110_8374
Internal Audit (AUD001)	0	0	539,998	585,986	460,809	460,809	001	1110_8375
Subtotal	\$66,481,941	\$15,098,936	\$33,436,698	\$16,118,487	\$15,969,650	870,714		

## Crosswalk - Advantage Appropriation to AFIN Budget Unit

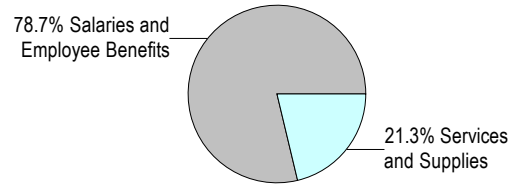
Advantage			AFIN		
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
(AUD001)	Auditor-Controller	111	Auditor-Controller	001	General
(AUD002)	Annual County Audit	102	Annual County Audit	001	General
(AUD003)	County Overhead Recovered	840	County Overhead Recovered	001	General
(AUD004)	Short Term Borrowing	830	Short-Term Borrowing	001	General
(AUD005)	2007 Refund & Public Facility Financing	804	2007 Refund & Public Fac Fin	028	Master Plan COPS
(AUD006)	Enterprise Resource Project	167	Enterprise Resource Planning	029	Capital Proj Automation Fund
(AUD007)	Retire COP's - Sheriff's Facility	803	Retire COP's-Sheriff's Facil	023	1987 COP Refunding

# Auditor-Controller Departmental

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	5,686,944	5,351,036	5,388,974	5,312,703	5,172,256	(178,780)
Services and Supplies	656,631	1,237,366	1,232,706	1,405,240	1,396,850	159,484
Other Charges	(1,107,915)	(1,430,921)	(1,459,202)	(1,646,767)	(1,646,767)	(215,846)
Capital Assets	0	5,000	0	0	0	(5,000)
Subtotal	\$5,235,660	\$5,162,481	\$5,162,478	\$5,071,176	\$4,922,339	(240,142)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	7,189	50,000	50,000	50,000	50,000	0
Charges for Services	762,890	301,514	301,514	369,514	369,514	68,000
Miscellaneous Revenues	119,342	0	0	0	0	0
Subtotal	\$889,421	\$351,514	\$351,514	\$419,514	\$419,514	68,000
General Fund Contributions	\$4,346,239	\$4,810,967	\$4,810,964	\$4,651,662	\$4,502,825	(308,142)
Total Source of Funds	\$5,235,660	\$5,162,481	\$5,162,478	\$5,071,176	\$4,922,339	(240,142)

## Unit Description

The Office of the Auditor-Controller is organized into six units: Auditor-Controller (Administration), Debt Management, Disbursement, Systems Management, General Accounting and Internal Audit.

## Summary of Recommendation

The Recommended Budget for the Auditor-Controller totals \$4,922,339 in appropriations, \$419,514 in estimated revenue and a General Fund Contribution of \$4,502,825. The Auditor-Controller's budget includes the elimination of one Finance Systems Manager (\$145,056), one Internal Auditor III (\$107,132) and one Senior Secretary (\$80,132). Also reduced are Overtime (\$5,383), Accounting Consulting Services (\$30,000), Personnel Services (\$33,250), Computer Hardware (\$11,400) and Communications Charges (\$8,820). Estimated Revenues are increased by \$68,000 based on increased Benefits Administration and Accounting Services fees.

## Budget Impacts

The Auditor-Controller reduced three positions. The deleted Finance Systems Manager, Internal Auditor III and Senior Secretary are currently filled positions.

Loss of the Finance Systems Manager and Senior Secretary will result in a restructuring of current tasks to other staff and will alter response times, which affect internal and external client services. The Internal Auditor III will affect the ability to aggressively look at ways to reduce costs, and improve the economy, efficiency, and effectiveness of operations. The position reviews, evaluates and recommends enhancements to internal controls, department programs, franchise revenues and systems.

## Pending Issues

There are no pending issues.

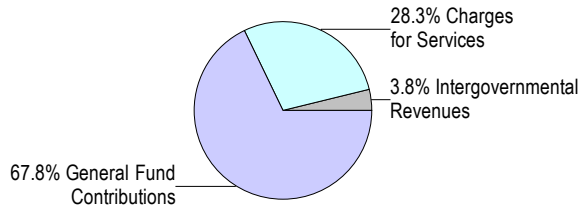
## Policy Considerations

There are no policy considerations.

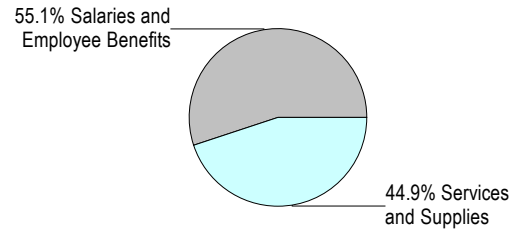
# Auditor Controller

(Unit 8011— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	5,686,944	5,351,036	761,670	738,925	723,499	(4,627,537)
Services and Supplies	656,631	1,237,366	632,388	598,844	590,610	(646,756)
Other Charges	(1,107,915)	(1,430,921)	(10,000)	(10,000)	(10,000)	1,420,921
Capital Assets	0	5,000	0	0	0	(5,000)
Subtotal	\$5,235,660	\$5,162,481	\$1,384,058	\$1,327,769	\$1,304,109	(3,858,372)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	7,189	50,000	50,000	50,000	50,000	0
Charges for Services	762,890	301,514	301,514	369,514	369,514	68,000
Miscellaneous Revenues	119,342	0	0	0	0	0
Subtotal	\$889,421	\$351,514	\$351,514	\$419,514	\$419,514	68,000
General Fund Contributions	\$4,346,239	\$4,810,967	\$1,032,544	\$908,255	\$884,595	(3,926,372)
Total Source of Funds	\$5,235,660	\$5,162,481	\$1,384,058	\$1,327,769	\$1,304,109	(3,858,372)

## Unit Description

The Administration Unit is responsible for department administration, strategic planning and policy guidance. The Division responsibilities include employee development, budget development and management, general administrative support services, contract development and processing, and high level staff supervision.

## Budget Year Goals

Assist in controlling the financial risk faced by the County by partnering with the County Administrative Office to provide timely

economic review and analysis to the Board of Supervisors and the tax payers of Monterey County.

Promote accountability by developing and enforcing systems of accounting control. Anticipate and satisfy our stakeholders and clients needs for financial services and reliable information.

Increase Countywide organizational effectiveness by making the appropriate investments in our staff and technology.

Update the current Strategic Plan for the Office of the Auditor-Controller.

Provide overall guidance and direction to achieve a sustainable Enterprise Resources Planning (ERP) system.

Auditor-Controller

---

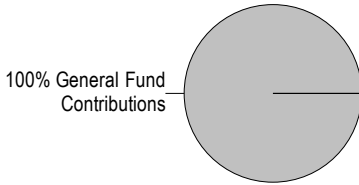
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
10B02	AUDITOR-CONTROLLER	1.0	1.0	0.00
12A02	ASSISTANT AUDITOR-CONTROLLER	1.0	1.0	0.00
80A32	SENIOR SECRETARY	1.0	0.0	-1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.0	1.0	0.00
	Total	4.0	3.0	-1.00

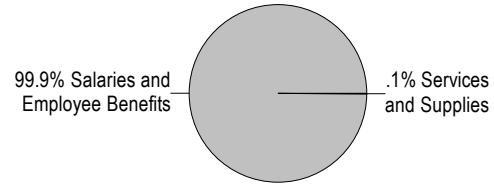
## Debt Management

(Unit 8371— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	176,123	178,232	178,232	178,232
Subtotal	\$0	\$0	\$176,123	\$178,388	\$178,388	178,388

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$0	\$0	\$176,123	\$178,388	\$178,388	178,388
Total Source of Funds	\$0	\$0	\$176,123	\$178,388	\$178,388	178,388

### Unit Description

The Debt Management Unit provides centralized management of all County debt service issues, including applicable accounting, budgeting, and forecasting activities. The unit is responsible for fiscal analysis associated with prospective debt issues, refundings, and alternative financing options for all governmental entities falling under the purview of the County Board of Supervisors.

The unit ensures County compliance with all Federal, State, local and regulatory agency requirements applicable to debt issues. The unit prepares and coordinates credit rating agency reviews with the goal of maintaining continued access to the public finance markets. The unit also provides assistance to County agencies, school districts, and other public entities in structuring the issuance of both taxable and tax-exempt financings that support the construction of public facilities, infrastructure needs, and operational funding. Additionally, the unit monitors and ensures compliance with bond covenants, provides required disclosure materials, analyzes debt structure for possible refunding

opportunities, processes bond calls, and responds to public inquiries on County debt issues.

The unit is also instrumental in assisting the Monterey County Office of Education in complying with debt reporting requirements, as well as debt service for all tax supported school debt outstanding.

### Prior Year Accomplishments

Processed an average of 30 debt payments per month for Monterey County debt under the Board of Supervisors (Governmental and dependent Special Districts) and tax supported debt for 27 School Districts including Monterey Peninsula Community and Hartnell Community Colleges.

Provided professional staff services for the Short Term Borrowing Unit, the Public Improvement Corporation Unit, and the Monterey County Financing Authority.

Auditor-Controller

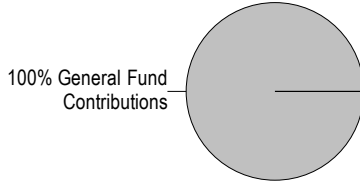
### Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.0	1.0	0.00
Total		1.0	1.0	0.00

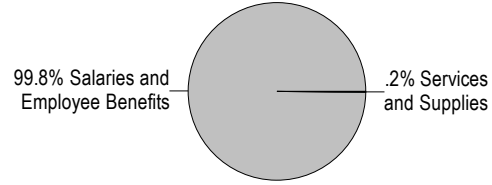
## Disbursements

(Unit 8372— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	1,934,901	1,942,603	1,942,603	1,942,603
Services and Supplies	0	0	18	3,276	3,276	3,276
Subtotal	\$0	\$0	\$1,934,919	\$1,945,879	\$1,945,879	1,945,879

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$0	\$0	\$1,934,919	\$1,945,879	\$1,945,879	1,945,879
Total Source of Funds	\$0	\$0	\$1,934,919	\$1,945,879	\$1,945,879	1,945,879

### Unit Description

The Disbursements unit is responsible for processing accounts payable and payroll for all County departments. The Accounts Payable Section audits and prepares vendor payments, employee claim payments, credit card payments and required Internal Revenue Service (IRS) information. This section also provides services to independent special districts. The Payroll Section prepares bi-weekly checks, calculates benefits, prepares year-end tax information and reconciles payroll functions. The Property Tax Section of disbursements is responsible for calculating property taxes and processing property tax refunds, maintaining the property tax rolls and tax allocation systems, allocating and accounting for property tax apportionments and assessments. The 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 County funds may be disbursed without the approval of the Auditor-Controller or his/her deputies.

Approved an average of 900 purchase order/award transactions per month.

Issued an average of 4,014 vendor/claim checks per month totaling an average of \$48.0 million per month.

Issued 2,353 Internal Revenue Service 1099-Misc forms in 2010.

Maintained requirements of 24 Memoranda of Understanding for some 4,763 employees over the course of a calendar year.

Issued checks to an average of 4,529 employees per 26 pay periods in 2010 with a taxable earning total of \$302.2 million and employee taxes totaling \$20.4 million.

Sent \$58.1 million to CalPERS retirement fund in 2010.

Issued 5,075 Internal Revenue and CA Franchise Tax Board form W-2s to employees.

Sent \$41.3 million to CalPERS medical fund for 4,047 active and 593 retired employees.

Processed 208 active wage attachments/garnishments for 2010.

Allocated and distributed over \$600 million in property tax revenue from the various tax rolls for FY 2009-10.

### Prior Year Accomplishments

Processed an average of 4,200 vendor/claim payment documents per month.

Enrolled over \$36.0 million in direct charges for over 35 agencies in FY 2009-10.

Calculated tax rates to pay \$62.0 million for school debt service bonds in FY 2009-10.

Processed over 9,000 roll corrections for 2010.

Issued almost \$3.0 million in refunds in FY 2009-10.

Increased the operational efficiency of the direct assessment enrollment process by implementing new procedures.

Increased tax payer information to the Auditor-Controller website.

Accomplished paperless Assessor roll corrections.

Improved the knowledge level of the Accounts Payable (AP) staff on the new Advantage system and new procedures.

Provided AP specific guidelines and support to department Advantage users.

Improved the AP procedures.

Documented updated procedures and incorporated them into the AP training materials.

Completed the Procurement Card interface to streamline payments.

Set up and established monthly meetings with departmental Payroll timekeepers to train on payroll processing in Advantage HRM system.

Provided training in auditing, process flow, bargaining unit Memorandum of Understanding (MOU) and FLSA as it pertains to Payroll Coordinators.

Performed reconciliations of payroll accounts with process flow for monthly process.

Cross trained payroll staff for more efficient processing of payroll.

Created a Desktop User Manual for Advantage HRM system to assist County staff.

Provided guidelines for Payroll process for FMLA, Workers' Comp. & other payroll issues.

Developed Monterey County specific procedures using Tax Managers Subcommittee's Property Tax Manual as a basis.

Moved to Megabytes new .net format as they released screens to the users.

Provided more information on the Auditor-Controller's website for taxpayers, namely school bond information such as principal and bond beginning and ending dates.

Worked on consolidating Tax Rate Areas (TRA).

Developed a paperless process for refund authorizations.

Created an electronic file for property tax file archives.

Took over some special assessment processing from the Assessors.

---

### **Budget Year Goals**

Continue improving the knowledge level of staff handling Accounts Payable (AP) on the Advantage system and AP procedures.

Continue providing AP specific guidelines and support to department AP users.

Continue improving the AP procedures by utilizing more tools available in the Advantage system.

Continue documenting updated procedures and incorporating them into the AP training materials.

Completion of the Procurement Card interface to streamline payments.

Continue working with Contracts/Purchasing on maintaining vendor accuracy and preparing readiness for 1099 tax law changes in 2012.

Continue monthly meetings with departmental Payroll timekeepers to train on payroll processing in Advantage HRM system.

Continue to provide training in auditing, process flow, bargaining unit Memorandum of Understanding (MOU) and FLSA as it pertains to Payroll Coordinators.

Continue Reconciliations of Payroll accounts with process flow for monthly process.

Continue to cross train payroll staff for more efficient processing of payroll.

Maintain/Update as needed Desktop User Manual for Advantage HRM system to assist County staff.

Continue to provide guidelines for Payroll process for FMLA, Workers' Comp. & other payroll issues.

Develop Monterey County specific procedures using Tax Managers Subcommittee's Property Tax Manual as a basis.

Move to Megabytes new .net format as they start releasing screens to the users.

Provide more information on the Auditor-Controller's website for taxpayers, namely school bond information such as principal and bond beginning and ending dates.

Continue working on consolidating Tax Rate Areas (TRA).

**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
20B21	ACCOUNTANT AUDITOR II	1.0	1.0	0.00
20B22	ACCOUNTANT AUDITOR III	3.0	3.0	0.00
20B25	AUDITOR-CONTROLLER ANALYST II	1.0	1.0	0.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.0	1.0	0.00
80E21	OFFICE ASSISTANT II	1.0	1.0	0.00
80J22	SENIOR ACCOUNT CLERK	3.0	3.0	0.00
80J30	ACCOUNTING TECHNICIAN	1.0	1.0	0.00
80J80	ACCOUNTS PAYABLE SUPERVISOR	1.0	1.0	0.00
80J96	PAYROLL TECHNICIAN	7.0	7.0	0.00
80J97	SENIOR PAYROLL TECHNICIAN	1.0	1.0	0.00
80J98	SUPERVISING PAYROLL COORDINATOR-CONFIDENTIAL	1.0	1.0	0.00
	<b>Total</b>	<b>21.0</b>	<b>21.0</b>	<b>0.00</b>



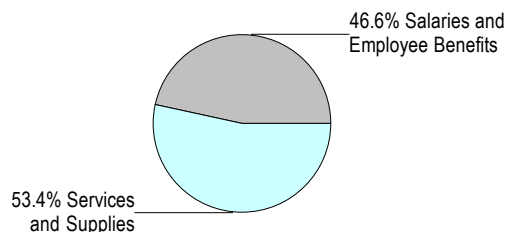
# Systems Management

(Unit 8373— Fund 001)

## Source of Funds

Intentionally Left Blank

## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	844,302	698,871	698,871	698,871
Services and Supplies	0	0	600,300	800,780	800,780	800,780
Other Charges	0	0	(1,449,202)	(1,636,767)	(1,636,767)	(1,636,767)
Subtotal	\$0	\$0	(\$4,600)	(\$137,116)	(\$137,116)	(137,116)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$0	\$0	(\$4,600)	(\$137,116)	(\$137,116)	(137,116)
Total Source of Funds	\$0	\$0	(\$4,600)	(\$137,116)	(\$137,116)	(137,116)

## Unit Description

The Office of the Auditor-Controller maintains the official financial records of the County and is responsible for the business computer systems that support the accumulation and reporting of the records. The Systems Management Unit supports this function and provides procurement, development, implementation and production support for countywide and department-administered systems in collaboration with staff of the Information Technology Department and other agencies and vendors. These systems include the ERP systems (Performance Budget, Advantage Financial, SymPro Debt & Investment, Advantage HRM and Learning Development Network), Megabyte Property Tax System, and desktop systems utilized by office staff.

Initiated configuration tasks needed to accommodate clarifications and change approved by the Board of Supervisors.

Archived Legacy Financial Systems.

Established new process for Multi-Year Master Agreements.

Assisted with Payroll Implementation for Financial updates and reporting.

Integrated position control with HRM, in conjunction with yearly budget updates.

Implemented customization for budget input position confirmation.

Fine tuned business process related to IRS reporting due to new regulations.

Reviewed and setup for planned organization changes for Parks and new Economic Development Department.

Supported 548 financial (Performance Budgeting, Cash Receipts, Fixed Assets, General Accounting, Accounts Payable, Procurement, Vendor Self Service, Security, Workflow) users in Help Desk role.

## Prior Year Accomplishments

Continued development and implementation of the ERP training plan for ongoing training of County staff.

Established Advantage Finance and HRM User Groups.

Established a Timekeeper Group with a meeting held once a month.

Performed Advantage HRM post implementation tasks.

Auditor-Controller

Implemented Department of Social and Employment Services-General Assistance Interface to Advantage.

Designed and coordinated development of new reports for Budget and Financial users.

Continued participation in development of Information Security Governance.

Continued development and distributed Departmental Information Systems Policies.

Increased Systems Division staff involvement with the Megabyte Property Tax System.

Continued to develop Service Level (SLA) for Information Technology Department. Continued to document CoBIT, ITIL and ISO 17799 policies, procedures, standards and guidelines.

**Budget Year Goals**

Design and implement a learning program for all Advantage users to include: Employee Self Service (ESS), Payroll, Human Resources, Position Control, Procurement, General Ledger, Accounts Payable, Cash Receipts, Fixed Assets and InfoAdvantage Reports to ensure that system users make use of the full capabilities of the Advantage system.

Continue report development and implementation based on user specifications.

Document configurations and other processes for the Advantage System.

Continue Advantage HRM configuration tasks needed to accommodate clarifications and change approved by the Board of Supervisors.

Monitor all Advantage systems and continuously improve processes and configurations where applicable and feasible.

Configure and test Performance Budget and Capital Improvement Plan functions.

Continue business process compliance for Federal and State regulations regarding vendor tax reporting.

Test and implement patches required for Financial and Budget systems.

Provide ongoing user support and design/development/modification of reports.

Continue participation in development of Information Security Governance.

Develop and distribute Departmental Information Systems Policies.

Develop Service Level (SLA) for Information Technology Department.

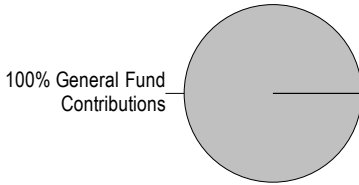
**Adopted 2011 to Recommended 2012 Positions**

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
14P32	ERP BUSINESS ANALYST	4.0	4.0	0.00
20B24	AUDITOR-CONTROLLER ANALYST I	0.0	0.0	0.00
20B96	FINANCE SYSTEMS MANAGER	1.0	0.0	-1.00
99ZXX	ALLOCATION ON LOAN XX	0.0	0.0	0.00
Total		5.0	4.0	-1.00

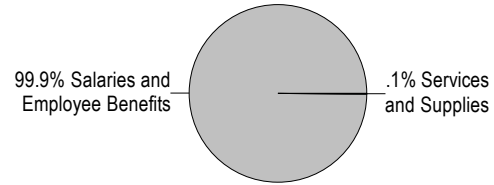
# General Accounting

(Unit 8374— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	1,131,980	1,168,866	1,168,866	1,168,866
Subtotal	\$0	\$0	\$1,131,980	\$1,170,270	\$1,170,270	1,170,270

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$0	\$0	\$1,131,980	\$1,170,270	\$1,170,270	1,170,270
Total Source of Funds	<u>\$0</u>	<u>\$0</u>	<u>\$1,131,980</u>	<u>\$1,170,270</u>	<u>\$1,170,270</u>	<u>1,170,270</u>

## Unit Description

This Unit maintains the general ledger, produces, approves and enforces accounting policies, procedures and processes, ensures financial reporting in accordance with Generally Accepted Accounting Principles (GAAP), and ensures County policies and State and Federal guidelines are followed. The Unit also prepares the adopted budget book, enforces budgetary controls, and reconciles fixed asset activity to County inventory. General Accounting is responsible for the preparation of the Comprehensive Annual Financial Report (CAFR) and compilation of program data for the Single Audit Report in accordance with OMB Circular A-133. The Unit prepares the Countywide Cost Allocation Plan (COWCAP) (Office of Management and Budget (OMB) A-87), which is used to claim indirect costs from the Federal and State governments. In addition, the Unit calculates GANN limits for the County and Board of Supervisors governed special districts, prepares the State Controller and Local Government Fiscal Affairs Reports, monitors the 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 franchise fee collection.

## Prior Year Accomplishments

Completed the FY 2009-10 Comprehensive Annual Financial Report (CAFR), Single Audit and Management Letter.

Applied for and received the Award for Achieving Excellence in Financial Reporting for FY 2008-09 from the State Controller's Office.

Applied for and received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).

Applied for the Certificate of Achievement for Excellence in Financial Reporting for FY 2009-10 from the Government Finance Officers Association.

Reimbursed the General Fund from Other County Funds for indirect costs totaling \$7,109,333 based on the Countywide Cost Allocation Plan for the year ending June 30, 2011.

Completed the Countywide Cost Allocation Plan for the year ending June 30, 2012 with indirect charges to Other County Funds totaling \$7,070,011.

Completed the FY 2009-10 annual State Controller and Local Government Fiscal Affairs Reports for the County and the Board governed districts.

Completed the FY 2010-11 adopted budget book.

Established an Internal Service Fund for Self Insured Activities such as Dental, Vision.

Auditor-Controller

Configured and tested the Advantage finance for Advantage Payroll Accounting Management (PAM) interface.

Continued the Advantage financial system post implementation efforts.

Teamed up with Systems Division staff in the development, testing and implementation of a number of interfaces, reports, and patches for Advantage Financial.

Provided cross-training for division staff on the new system to meet the General Accounting operational objectives.

Apply for and receive the Annual Award on Financial Reporting Excellence from GFOA for the fiscal year ending June 30, 2011.

Prepare and compile the Countywide Cost Allocation Plan for FY 2012-13.

Prepare and submit the annual County and Special Districts reports to the State of California.

Prepare the FY 2011-12 adopted budget book.

Develop process to prepare adopted budget book in-house.

Document and analyze capital asset data.

Review and establish separate funds as appropriate for certain activities accounted for in the General Fund.

Assist Systems Division staff in development of new reports and interfaces, modification of existing ones, and application of system patches necessary to ensure the system runs as designed.

Implement new modules such as Accounts Receivable, Cost Reimbursement and Cost Allocation to pursue the vision of creating an Enterprise-Wide Solution and eliminate shadow systems when possible.

---

**Budget Year Goals**

Carry out additional research and process development for GASB 54 relating to the accounting of Fund Balance and Governmental Fund Type Definitions effective FY 2010-11.

Prepare the Comprehensive Annual Financial Report (CAFR) for the fiscal year ending June 30, 2011.

Develop additional process to compile the CAFR in-house.

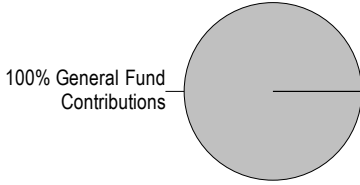
---

**Adopted 2011 to Recommended 2012 Positions**

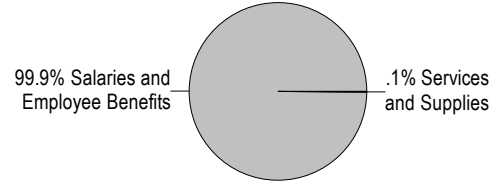
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
20B22	ACCOUNTANT AUDITOR III	2.0	2.0	0.00
20B24	AUDITOR-CONTROLLER ANALYST I	5.0	5.0	0.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.0	1.0	0.00
80J30	ACCOUNTING TECHNICIAN	1.0	1.0	0.00
<b>Total</b>		<b>9.0</b>	<b>9.0</b>	<b>0.00</b>

**Internal Audit**  
(Unit 8375— Fund 001)

**Source of Funds**



**Use of Funds**



**Use of Funds**

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	539,998	585,206	460,185	460,185
Subtotal	\$0	\$0	\$539,998	\$585,986	\$460,809	460,809

**Source of Funds**

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$0	\$0	\$539,998	\$585,986	\$460,809	460,809
Total Source of Funds	<u>\$0</u>	<u>\$0</u>	<u>\$539,998</u>	<u>\$585,986</u>	<u>\$460,809</u>	<u>460,809</u>

**Unit Description**

The Internal Audit Unit is responsible for developing and executing audit programs for the examination, verification, and analysis of the financial records, operating procedures, and system of internal controls of County departments, special districts, and other agencies. Audit reports presented to management include objective analyses, appraisals, comments, and recommendations on financial operations pertaining to the Department's compliance with its stated objectives and the efficiency and effectiveness of existing internal controls.

**Prior Year Accomplishments**

- Monitored the Unified Franchise Agreement (Waste Management) in Monterey County.
- Conducted fiscal/operational audit for the County Library.
- Completed patient valuables policy audit at Natividad Medical Center (NMC).
- Completed the Skip Barber franchise agreement audits.
- Completed review and analysis of the County's unincorporated boundary for sales and use tax.
- Completed an operational audit of the County's Mail Operations.

- Completed an operational audit of the Sheriff's Office Inmate Welfare Fund.
- Completed 25 Transient Occupancy Tax Audits (TOT).
- Completed the quarterly reviews of the Treasury investment operations.
- Completed 28 random Procurement Card audits.
- Reviewed Emergency Management Services revenue allocation methodology.
- Assisted with the reconciliation of Risk Management Third Party Administrator (TPA) bank accounts.
- Reviewed Natividad Medical Center (NMC) executive performance agreement and NMC strategic plans.
- Managed the NMC salary survey project.
- Assisted with the preparation for the Health Department Homeland Security grants audits with the State Controller's Office.
- Completed 51 cash counts of imprest funds at various departments.
- Completed audits of the Sheriff's Office, District Attorney's Office, and Parks Department external bank accounts.

Auditor-Controller

Reviewed cash handling procedures at the Animal Care Division.

Completed internal controls audit at the Parks Department.

Completed management contract reviews for the Forever Resorts.

Completed two gift card audits at the Probation and Health Department.

Completed a site visit at the Union Bank/Trust Department.

Completed an internal review of the HdL Companies sales and use tax quarterly reports.

Assisted with the Road Fund audit report for the State Controller's Office.

Reviewed the Resource Management Agency capital project account system.

Reviewed the Information Technology Department (ITD) cost recovery methodology

Reviewed the Treasurer security Custodial Agreement.

Reviewed Manco Abbott contract and external trust account.

Audited travel reimbursements at the Water Resources Agency.

Assisted with the compliance audit for the Work Force Training Program -- America Reinvestment and Recovery Act (ARRA) funding.

Conducted an internal control audit of the electronic signature and payment handling system at Department of Social and Employment Services/ITD.

Managed the 457 deferred compensation plan annual audits.

Reviewed the internal controls for payroll checks issued by Office of Employment Training to Temporary Assistance for Needy Family recipients.

Completed the annual monitoring of County Special Districts financial reports.

Provided Certified Government Financial Manager (CGFM) training at the Monterey County Finance and Accounting Academy.

---

### **Budget Year Goals**

Conduct a franchise fee audit at PG & E and Comcast Cable.

Continue auditing and monitoring of the Unified Franchise Agreement (Waste Management) in Monterey County.

Conduct fiscal and operational audits for at least one County department.

Continue audits at Natividad Medical Center in specific areas.

Review the implementation of the Polaris system at the Free Libraries.

Complete a Countywide internal control risk assessment.

Conduct internal control review for printing of checks at Information Technology Department and Department of Social and Employment Services.

Continue auditing of the Skip Barber agreement.

Conduct fee studies for various departments.

Continue Transient Occupancy Tax (TOT) Audits.

Continue quarterly reviews of the Treasurers investment program.

Continue random Procurement Card audits.

Continue random cash counts of imprest funds in various departments.

Conduct audits of the external bank accounts at the Sheriffs Office, District Attorneys Office and Parks Department.

Review SCRAMP contracts.

Continue audits of the departmental gift card programs.

Continue internal review of the HdL Companies sales and use tax quarterly reports.

Conduct ongoing reviews of the Advantage HRM payroll system.

Review the Resource Management Agency capital project accounting system.

Review the Information Technology Department cost recovery methodology.

Review internal controls for vendor registration.

Review and monitor the Countys security Custodial Agreement.

Review the Redevelopment Agency Third Party Administrator (TPA) -- Revolving Loan Accounts.

Review Risk Management TPA accounts -- Vision, Dental, Workers' Compensation, and General Liability.

Assist with the Road Fund audit report for the State Controller's Office.

Continue review of the County's unincorporated boundary for sales and use tax.

Continue audit of the County's mail and postage operations.

Conduct quarterly reviews of Natividad Medical Center patient valuables policy.

Continue audit and monitoring of the fleet and fueling operations.

Assist with the 457 deferred compensation plan audits.

Continue monitoring of County's Special Districts financial reporting program.

Assist with the compliance audit for the Work Force Training Program -- American Reinvestment and Recovery Act (ARRA) funding.

Provide CGFM training at the Monterey County Finance & Accounting Academy.

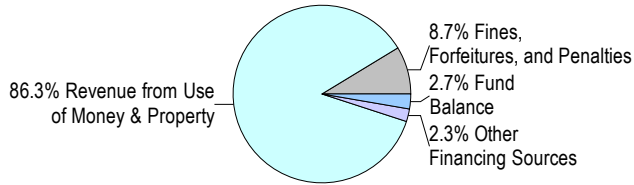
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
20B24	AUDITOR-CONTROLLER ANALYST I	1.0	1.0	0.00
20B31	INTERNAL AUDITOR II	1.0	1.0	0.00
20B32	INTERNAL AUDITOR III	3.0	2.0	-1.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.0	1.0	0.00
<b>Total</b>		<b>6.0</b>	<b>5.0</b>	<b>-1.00</b>

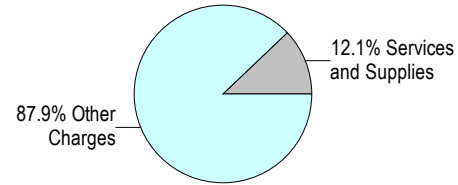
Auditor-Controller

# Auditor-Controller Non-Departmental

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	6,979,189	642,904	2,538,033	1,339,827	1,339,827	696,923
Other Charges	2,765,338	9,293,551	8,368,856	9,707,484	9,707,484	413,933
Capital Assets	6,023,252	0	0	0	0	0
Other Financing Uses	45,478,501	0	17,367,331	0	0	0
Subtotal	\$61,246,280	\$9,936,455	\$28,274,220	\$11,047,311	\$11,047,311	1,110,856

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	1,344,836	1,500,000	1,500,000	1,500,000	1,500,000	0
Revenue from Use of Money & Property	5,355,758	14,263,739	11,954,840	14,877,951	14,877,951	614,212
Other Financing Sources	61,423,002	667,845	20,780,641	400,000	400,000	(267,845)
Subtotal	\$68,123,595	\$16,431,584	\$34,235,481	\$16,777,951	\$16,777,951	346,367
Fund Balance	(560,113)	323,900	744,658	465,200	465,200	141,300
General Fund Contributions	(\$6,317,203)	(\$6,819,029)	(\$6,705,919)	(\$6,195,840)	(\$6,195,840)	623,189
Total Source of Funds	\$61,246,280	\$9,936,455	\$28,274,220	\$11,047,311	\$11,047,311	1,110,856

## Unit Description

The Office of the Auditor-Controller Non-Departmental includes five units: County Overhead Recovered, Enterprise Resource Planning Project, Public Improvement Corporation Debt Service, Short-Term Borrowing and Annual County Audit.

ANNUAL COUNTY AUDIT: The Annual County Audit recommended appropriation is \$249,171. This budget also includes funding for the annual independent audit of the County's financials, sales and use tax audits and SB 90 Mandate services. This year's appropriation also includes an inventory of countywide fixed assets.

## Summary of Recommendation

COUNTY OVERHEAD RECOVERED: The County Overhead Recovered recommended appropriation totals a reimbursement of \$7,070,011 received from Other Funds serviced by the General Fund.

ENTERPRISE RESOURCE PLANNING PROJECT: Enterprise Resource Planning (ERP) Project recommended appropriation totals \$465,200. These appropriations are totally offset by funds set-aside by the Board of Supervisors for post implementation.

PUBLIC IMPROVEMENT CORPORATION DEBT SERVICE: The Long-Term Borrowing appropriation totals \$16,167,951 which is offset by total estimated revenues of \$16,167,951.

SHORT-TERM BORROWING: The Short-Term Borrowing appropriation totals \$1,235,000 with estimated revenue of \$610,000 and a contribution from the General Fund totaling \$625,000.

## Budget Impacts

Interest costs for Short-Term Borrowing will increase or decrease depending on the cost of the Tax Revenue Anticipation Note (TRAN) and timing of the use of cash from the TRAN.

## Pending Issues

COUNTY OVERHEAD RECOVERED: Upon completion of the State Controller's review and approval of the preliminary Countywide Allocation Plan in June 2011, the FY 2011-12 Budget will be revised if necessary.

## Policy Considerations

There are no policy considerations.



## County Overhead Recovered

(Unit 8005— Fund 001)

### Source of Funds

Intentionally Left Blank

### Use of Funds

Intentionally Left Blank

### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Other Charges	(6,620,241)	(7,109,333)	(7,109,333)	(7,070,011)	(7,070,011)	39,322
Subtotal	(\$6,620,241)	(\$7,109,333)	(\$7,109,333)	(\$7,070,011)	(\$7,070,011)	39,322

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	(\$6,620,241)	(\$7,109,333)	(\$7,109,333)	(\$7,070,011)	(\$7,070,011)	39,322
Total Source of Funds	(\$6,620,241)	(\$7,109,333)	(\$7,109,333)	(\$7,070,011)	(\$7,070,011)	39,322

### Unit Description

County Overhead Recovered funds the preparation of the Countywide Cost Allocation Plan (COWCAP) (A-87). The Cost Plan is used to claim indirect costs from the Federal and State governments. Monterey County is eligible to recover costs associated with provisions of administrative and support services. These services are recovered from Federal and State subventions as well as other funds, including the Road Fund, Library Fund, Community Services Fund, In-Home Support Services (IHSS) Public Authority Administration, Natividad Medical Center, Emergency Medical Services, Office for Employment Training, Local Agency Formation Commission, and Water Resources Agency. In addition, overhead costs are recovered in various grant programs. In order to be eligible to recover these costs, the County must receive approval of its cost plan from the California State Controller's Office.

Examples of eligible costs include: External Overheads -- Building Use Allowance, Insurance, Annual Financial Audit; Administrative

Management -- County Administrative Office, Human Resources, Employee Relations, Information Technology, Risk Management; Support Services -- Fleet Management, Revenue Division, Contracts and Purchasing, Printing and Mail Operations; Other Services -- Auditor-Controller, Tax-Collector, and County Counsel services.

### Prior Year Accomplishments

Completed the Countywide Cost Allocation Plan for the year ending June 30, 2011 with no audit revisions from the State Controller's Office.

Completed the Countywide Cost Allocation Plan for the year ending June 30, 2012 pending the State Controllers audit.

### Budget Year Goals

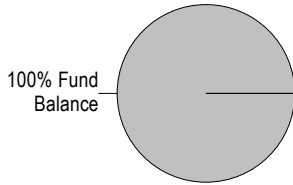
Complete the Countywide Cost Allocation Plan for the year ending June 30, 2013.

Auditor-Controller

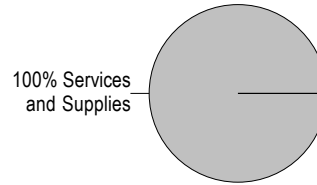
# Enterprise Resource Project

(Unit 8006— Fund 403)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	5,896,579	323,900	746,062	665,200	665,200	341,300
Other Charges	(6,023,252)	0	0	(200,000)	(200,000)	(200,000)
Capital Assets	6,023,252	0	0	0	0	0
Subtotal	<u>\$5,896,579</u>	<u>\$323,900</u>	<u>\$746,062</u>	<u>\$465,200</u>	<u>\$465,200</u>	<u>141,300</u>

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	6,570	0	1,404	0	0	0
Other Financing Sources	6,351,505	0	0	0	0	0
Subtotal	<u>\$6,358,075</u>	<u>\$0</u>	<u>\$1,404</u>	<u>\$0</u>	<u>\$0</u>	<u>0</u>
Fund Balance	(461,497)	323,900	744,658	465,200	465,200	141,300
General Fund Contributions	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0</u>
Total Source of Funds	<u><u>\$5,896,578</u></u>	<u><u>\$323,900</u></u>	<u><u>\$746,062</u></u>	<u><u>\$465,200</u></u>	<u><u>\$465,200</u></u>	<u><u>141,300</u></u>

## Unit Description

This unit funds Enterprise Resource Planning (ERP). ERP is a business transformation strategy adopted by County executives to integrate and coordinate financial elements. The transformational change effort underway with ERP will enhance our current business processes and will include new ways for us to perform our jobs and achieve better business results.

The replacement product from CGI is a single, integrated system known as an Enterprise Resource Planning (ERP) system that uses modern technology and incorporates best business practices. On April 1, 2008, the Board of Supervisors approved the agreement with CGI. Subsequently, the County Administrative Office transferred the leadership of the ERP Project to the Office of the Auditor-Controller.

## Prior Year Accomplishments

Implemented Advantage HRM with a Go-Live date of September 7, 2010.

Implemented Advantage HRM Open Enrollment.

Closed down the Advantage AFIN system.

## Budget Year Goals

Implement an interface between WinCams and Advantage Financial.

Implement the Kronos Time and Attendance module to interface with Advantage HRM Time and Attendance.

Implement a NMC Meditech Accounts Payable interface to Advantage Finance.

Implement the Leave Donation functionality.

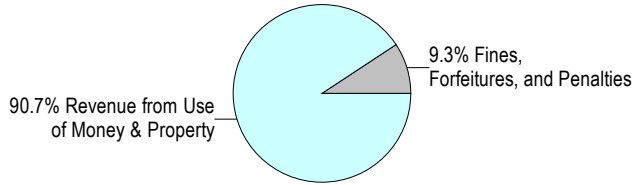
Close down the Infor-GEAC payroll system.

Review the potential of upgrading to Advantage 3.9 to include determining implementation costs.

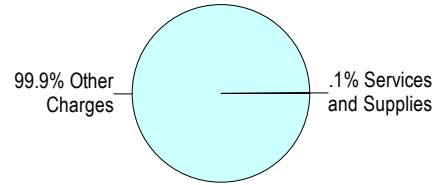
## PIC Debt Service

(Unit 8007— Fund 251)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	850,258	19,000	1,379,835	24,000	24,000	5,000
Other Charges	14,311,930	15,362,884	15,136,311	16,143,951	16,143,951	781,067
Other Financing Uses	45,478,501	0	17,367,331	0	0	0
Subtotal	\$60,640,689	\$15,381,884	\$33,883,477	\$16,167,951	\$16,167,951	786,067

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	1,344,836	1,500,000	1,500,000	1,500,000	1,500,000	0
Revenue from Use of Money & Property	5,185,922	13,881,884	11,920,436	14,667,951	14,667,951	786,067
Other Financing Sources	54,208,547	0	20,463,041	0	0	0
Subtotal	\$60,739,305	\$15,381,884	\$33,883,477	\$16,167,951	\$16,167,951	786,067
Fund Balance	(98,616)	0	0	0	0	0
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$60,640,689	\$15,381,884	\$33,883,477	\$16,167,951	\$16,167,951	786,067

### Unit Description

The Public Improvement Corporation Debt Service funds debt payments and related expenses for Certificates of Participation (COP) issued by the Public Improvement Corporation (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. During FY 2010-11, the PIC refinanced the remaining \$16.8 million of the Natividad Medical Center Series E bonds resulting in net present value savings of \$927,146 (Total cash flow savings over the term of the notes of \$1,229,867) without extending the original term. In addition, the PIC issued \$8,518,628 of certificates of participation to finance the Next Generation Radio Project on behalf of the MOU participants, with the County's portion being \$4,065,842 at the annual interest rate of \$3.95%. The 911 center was the pledged asset securing that transaction. The PIC also has outstanding the 2007 Refunding and Public Facilities Financing bonds.

### Prior Year Accomplishments

Refinanced the remaining Natividad Medical Center Series E bonds.

Issued certificates of participation to finance the Next Generation Radio System.

Secured Citigroup Global Markets as the underwriter representing the Water Resources Agency's (WRA) approximate \$65 million required to provide the brackish water wells, testing, and delivery to the Regional Desalination Plant.

### Budget Year Goals

Secure financing for the WRA portion of the Desalination Project.

Secure financing for the purchase of a capital asset - building.

Secure financing for Oak Ridge Water Project.

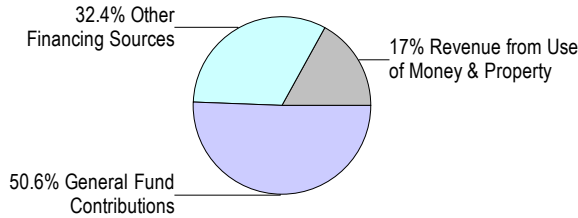
Secure financing for Granite Ridge Water Project.

Auditor-Controller

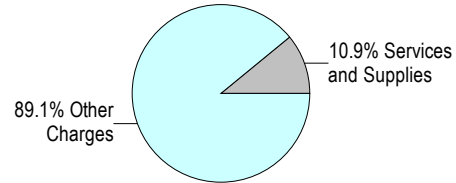
## Short Term Borrowing

(Unit 8009— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	84,670	95,000	151,801	135,000	135,000	40,000
Other Charges	1,096,901	1,100,000	408,334	1,100,000	1,100,000	0
Subtotal	\$1,181,571	\$1,195,000	\$560,135	\$1,235,000	\$1,235,000	40,000

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	163,265	381,855	33,000	210,000	210,000	(171,855)
Other Financing Sources	862,950	667,845	317,600	400,000	400,000	(267,845)
Subtotal	\$1,026,215	\$1,049,700	\$350,600	\$610,000	\$610,000	(439,700)
General Fund Contributions	\$155,356	\$145,300	\$209,535	\$625,000	\$625,000	479,700
Total Source of Funds	\$1,181,571	\$1,195,000	\$560,135	\$1,235,000	\$1,235,000	40,000

### Unit Description

Monterey County issues Tax and Revenue Anticipation Notes (TRANs), as needed, to provide cash flow funding for the General Fund until property taxes have been received in December and April. TRANs can be issued on either a taxable or tax-exempt basis, or both. TRANs are generally issued in early July with June maturities. There are customarily set asides or principal and interest payments due following the semi-annual receipt of taxes. TRANs can be issued later in the fiscal year to coincide with anticipated cash shortages to reduce negative arbitration. TRAN expenses can include interest, financial advisory fees, trustee fees, underwriting fees, credit enhancement, legal expenses, rating agency fees, issuance discounts, and other miscellaneous costs typically associated with TRANs. Expenses can be offset by issuance premiums and investment of proceeds while not required to cover cash flow shortages. During the economic downturn experienced since 2008, revenue generation possibilities have diminished significantly, increasing costs for the borrowings. However, the steep yield curve, coupled with unusually low yields on short term notes, has helped minimize the impact to the General Fund.

### Prior Year Accomplishments

Issued a TRAN in the amount of \$40 million on August 24, 2010 with an April maturity to reduce negative arbitrage and total net county costs. This issuance was done with a coupon rate of 1.5%, equating to a yield (true interest cost) of 0.33%.

Identified cash reporting deficiencies, the resolution of which were necessary to comply with cash flow reporting to bond purchasers, rating agencies, regulatory agencies, and underwriters.

Worked with ERP Systems and CGI Technologies staff to resolve issues identified in the rating agency reports associated with the FY 2010-11 TRAN issuance. Indications are that this will be successfully completed in time for the FY 2011-12 TRAN reporting deadlines.

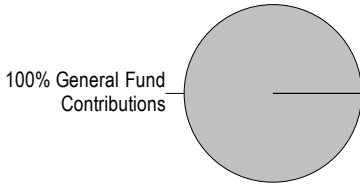
### Budget Year Goals

Issue up to maximum legal limit, a TRAN structured to achieve the best possible yield from the Countys prospective.

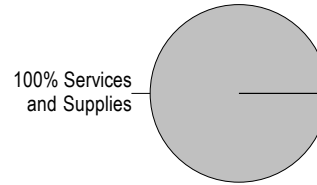
# Annual County Audit

(Unit 8010— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	147,682	205,004	260,335	515,627	515,627	310,623
Other Charges	0	(60,000)	(66,456)	(266,456)	(266,456)	(206,456)
Subtotal	\$147,682	\$145,004	\$193,879	\$249,171	\$249,171	104,167

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$147,682	\$145,004	\$193,879	\$249,171	\$249,171	104,167
Total Source of Funds	\$147,682	\$145,004	\$193,879	\$249,171	\$249,171	104,167

## Unit Description

This unit includes funding for the audit of Monterey County's accounting records and financial transactions and financial reports. The audit is conducted by an independent audit firm, as required by law. During FY 1989-90, the Board of Supervisors approved procedures to address concerns regarding management of the annual outside audit. These procedures call for increased responsibilities of the audit firm, County Administrative Office, Auditor-Controller's Office, and oversight by the Board of Supervisors.

This unit includes funding for the sales and use tax audit, the SB 90 State Mandate claiming services and fixed asset inventory. The sales and use tax audit which 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 (SB90) provides for reimbursement of costs incurred by local agencies for various State-mandated services. The County contracts for professional services to prepare and file the reimbursement claims on the County's behalf.

## Prior Year Accomplishments

Completed the FY 2009-10 Annual Audit and Single Audit with an unqualified opinion from the Independent Auditors.

Continued a review and audit of Sales and Use Tax receipts for FY 2010-11.

Continued the SB 90 State Mandate claim review and filing process for FY 2010-11.

## Budget Year Goals

Complete the FY 2010-11 Annual Audit and Single Audit.

Complete a review and audit of Sales and Use Tax receipts for FY 2011-12.

Complete the SB 90 State Mandate claim review and filing for FY 2011-12.

Complete the required fixed asset inventory.

Auditor-Controller

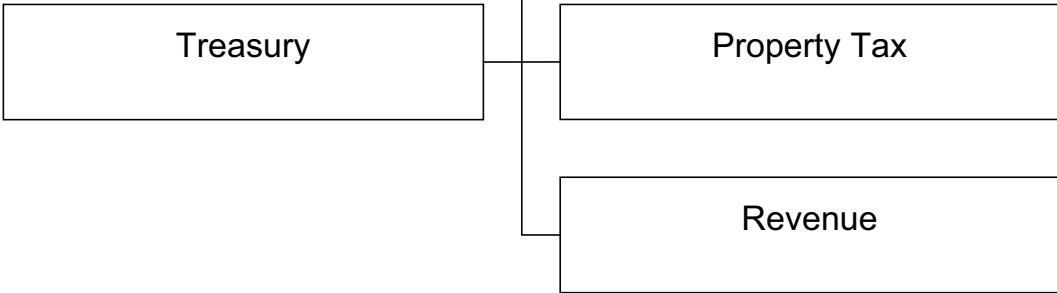


This page intentionally left blank.

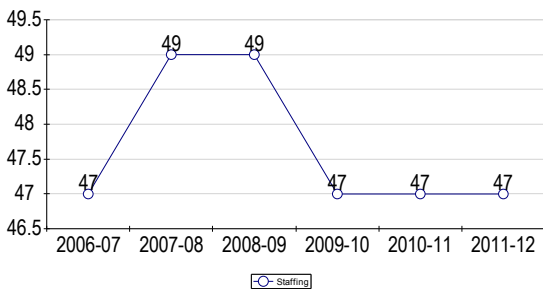
# Treasurer-Tax Collector

Operating Budget: \$6,872,310  
Positions (FTEs): 47.0

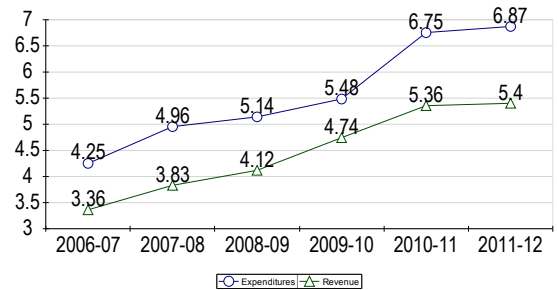
Mary Zeeb  
Treasurer-Tax Collector



## Staffing Trends

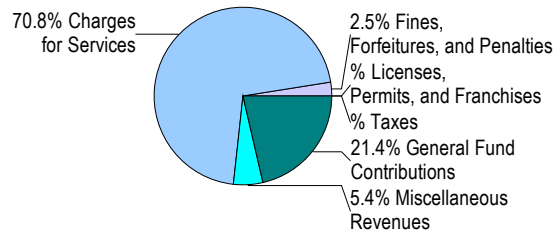


## Expenditure/Revenue History (in thousands)

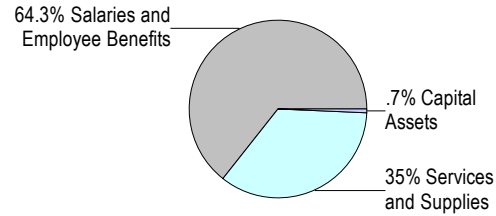


Treasurer-Tax Collector

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	4,062,897	4,486,638	4,293,338	4,759,197	4,744,090	257,452
Services and Supplies	1,635,123	2,344,581	2,396,562	2,588,223	2,579,810	235,229
Other Charges	(214,312)	(454,062)	(454,062)	(501,590)	(501,590)	(47,528)
Capital Assets	0	188,796	518,796	50,000	50,000	(138,796)
Subtotal	\$5,483,708	\$6,565,953	\$6,754,634	\$6,895,830	\$6,872,310	306,357

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Taxes	340	340	340	340	340	0
Licenses, Permits, and Franchises	110	110	110	110	110	0
Fines, Forfeitures, and Penalties	188,530	196,180	150,200	171,850	171,850	(24,330)
Revenue from Use of Money & Property	480	0	300	0	0	0
Charges for Services	4,196,355	4,443,195	4,477,479	4,862,536	4,862,536	419,341
Miscellaneous Revenues	358,062	340,530	399,210	368,194	368,194	27,664
Other Financing Sources	0	0	330,000	0	0	0
Subtotal	\$4,743,876	\$4,980,355	\$5,357,639	\$5,403,030	\$5,403,030	422,675
General Fund Contributions	\$739,831	\$1,585,598	\$1,396,995	\$1,492,800	\$1,469,280	(116,318)
Total Source of Funds	\$5,483,708	\$6,565,953	\$6,754,634	\$6,895,830	\$6,872,310	306,357

## Department Description

The Treasurer-Tax Collector performs services mandated by State law and County ordinance. The Treasurer-Tax Collector's Department has the responsibility for the investment of public funds, County and school banking activities, property tax collection, and court or other mandated delinquent collections. A team of 47 staff members perform the duties of the three divisional units.

Board Strategic Initiatives that the Treasurer-Tax Collector actively addresses: Consistent operational evaluation to improve service delivery, increase revenue, maintain adequate cash reserves and enhance customer service.

## Summary of Recommendation

The Fiscal Year (FY) 2011-12 Recommended Departmental Budget of \$6,872,310 includes an increase in revenue of \$422,675, an increase in appropriations of \$306,357 and a decrease in General Fund Contribution of \$116,318.

The recommended departmental budget meets the necessary budgetary reductions without the deletion of any positions. It also includes the acquisition of replacement capital equipment in the amount of \$50,000.

## Budget Impacts

This Department has reduced its requested FY 2011-12 General Fund Contribution approximately 7% below FY 2009-10, based on the estimated level of further decline in General Fund revenues as determined by the County Administrative Office Budget & Analysis Division.

Service and supply increases of \$235,229 have been offset by additional revenues of \$422,675. The Department continues to mitigate the effects of budgetary reductions sustained in the last few years by maximizing resources. Staff duties and processes are monitored and analyzed and we continue the development of intra-departmental cross-training to ensure productivity and constant service levels.



## Prior Year Accomplishments

As detailed below and in individual unit narratives that follow, the Treasurer-Tax Collector's Office met and exceeded recommended budget guidelines in FY 2010-11.

Upgraded several departmental application servers and associated software; replaced end of life Remittance Processing hardware and software; increased efficiencies by improving automated processes and reports that interface with the countywide Enterprise Resource Planning (ERP) system.

Replaced employee desktop printers with high capacity printers to reduce costs and to promote countywide "green" initiatives.

## Budget Year Goals

The Department remains committed to meeting and exceeding recommended budget guidelines in FY 2011-12, as detailed below and in the individual unit narratives that follow.

Continue efforts to increase efficiencies by improving automated processes both intra-departmentally and with external stakeholders.

## Pending Issues

There are no pending issues.

## Policy Considerations

There are no policy considerations.

## Appropriation Expenditure Detail

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Property Tax (TRE001)	1,890,157	2,109,353	1,986,967	1,949,506	1,942,590	(166,763)	001	1170_8263
Revenue (TRE001)	2,839,295	3,250,460	3,263,314	3,754,514	3,740,315	489,855	001	1170_8264
Systems (TRE001)	0	0	0	0	0	0	001	1170_8265
Treasury (TRE001)	754,256	1,206,140	1,504,353	1,191,810	1,189,405	(16,735)	001	1170_8266
Subtotal	\$5,483,708	\$6,565,953	\$6,754,634	\$6,895,830	\$6,872,310	306,357		

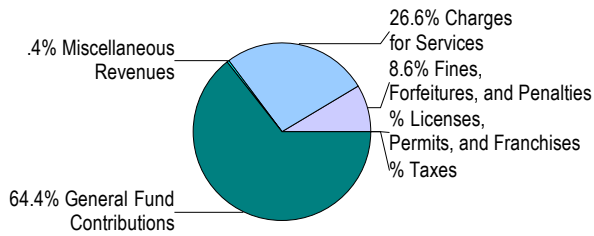
## Crosswalk - Advantage Appropriation to AFIN Budget Unit

Advantage				AFIN	
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
(TRE001)	Treasurer - Tax Collector	117	Treasurer-Tax Collector	001	General
(TRE001)	Treasurer - Tax Collector	115	Revenue Division	001	General

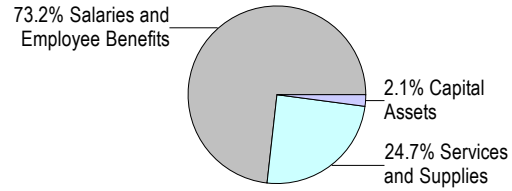
# Property Tax

(Unit 8263— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	1,563,913	1,766,510	1,658,534	1,757,114	1,752,883	(13,627)
Services and Supplies	469,123	713,459	699,049	593,759	591,074	(122,385)
Other Charges	(142,878)	(395,616)	(395,616)	(451,367)	(451,367)	(55,751)
Capital Assets	0	25,000	25,000	50,000	50,000	25,000
Subtotal	\$1,890,157	\$2,109,353	\$1,986,967	\$1,949,506	\$1,942,590	(166,763)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Taxes	340	340	340	340	340	0
Licenses, Permits, and Franchises	110	110	110	110	110	0
Fines, Forfeitures, and Penalties	182,646	190,000	145,000	166,350	166,350	(23,650)
Charges for Services	655,231	631,200	626,200	517,500	517,500	(113,700)
Miscellaneous Revenues	17,435	12,500	9,500	7,488	7,488	(5,012)
Subtotal	\$855,762	\$834,150	\$781,150	\$691,788	\$691,788	(142,362)
General Fund Contributions	\$1,034,395	\$1,275,203	\$1,205,817	\$1,257,718	\$1,250,802	(24,401)
Total Source of Funds	\$1,890,157	\$2,109,353	\$1,986,967	\$1,949,506	\$1,942,590	(166,763)

## Unit Description

The primary responsibility of the Property Tax Division is to oversee the billing, collection, reporting and accounting for all real and taxable personal property and transient occupancy taxes levied in the County.

## Budget Impacts

A management position was reallocated to more effectively align duties with current departmental needs and to increase cost recovery.

## Prior Year Accomplishments

Successfully managed unprecedented increases in volume and dollar amount of property tax delinquencies despite shrinking resources.

Successfully cross-trained Revenue Division staff on property tax collection processes to maximize efficiency and customer service

during peak property tax collection periods.

Successfully upgraded the automated voice response system, remittance processing hardware, and scanning and storage software.

Partially implemented a new internet-based property tax management system.

## Budget Year Goals

Review all automated processes to develop innovative approaches to increase efficiencies and maximize the use of available technology.

Finalize the implementation of the internet-based property tax management system.

Implement an automated lien process in tandem with the County Assessor's Department.

**Adopted 2011 to Recommended 2012 Positions**

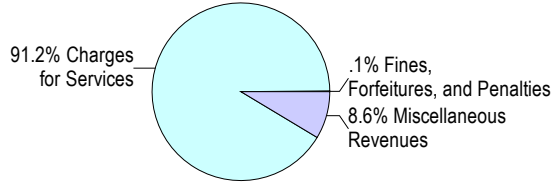
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
10B06	TREASURER-TAX COLLECTOR	1.0	1.0	0.00
12A24	ASSISTANT TREASURER-TAX COLLECTOR	1.0	1.0	0.00
14C30	MANAGEMENT ANALYST II	1.0	1.0	0.00
14C31	MANAGEMENT ANALYST III	1.0	1.0	0.00
20B10	ACCOUNTANT I	1.0	1.0	0.00
20B11	ACCOUNTANT II	1.0	1.0	0.00
20B93	FINANCE MANAGER II	1.0	1.0	0.00
20B95	FINANCE MANAGER I	1.0	1.0	0.00
20B96	FINANCE SYSTEMS MANAGER	1.0	1.0	0.00
80J21	ACCOUNT CLERK	2.0	2.0	0.00
80J22	SENIOR ACCOUNT CLERK	2.0	2.0	0.00
80J30	ACCOUNTING TECHNICIAN	2.0	2.0	0.00
<b>Total</b>		<b>15.0</b>	<b>15.0</b>	<b>0.00</b>

**Treasurer-Tax Collector**

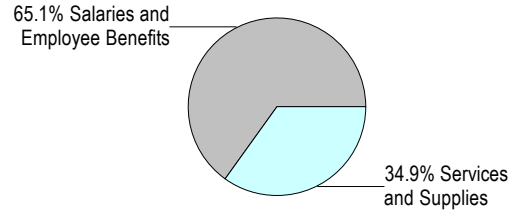
# Revenue

(Unit 8264— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	2,070,191	2,245,365	2,153,836	2,475,701	2,466,335	220,970
Services and Supplies	840,538	1,063,541	1,167,924	1,329,036	1,324,203	260,662
Other Charges	(71,434)	(58,446)	(58,446)	(50,223)	(50,223)	8,223
Subtotal	\$2,839,295	\$3,250,460	\$3,263,314	\$3,754,514	\$3,740,315	489,855

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	5,883	6,180	5,200	5,500	5,500	(680)
Revenue from Use of Money & Property	480	0	300	0	0	0
Charges for Services	2,763,062	3,175,461	3,214,745	3,693,029	3,693,029	517,568
Miscellaneous Revenues	332,177	319,080	381,760	348,750	348,750	29,670
Subtotal	\$3,101,603	\$3,500,721	\$3,602,005	\$4,047,279	\$4,047,279	546,558
General Fund Contributions	(\$262,308)	(\$250,261)	(\$338,691)	(\$292,765)	(\$306,964)	(56,703)
Total Source of Funds	\$2,839,295	\$3,250,460	\$3,263,314	\$3,754,514	\$3,740,315	489,855

## Unit Description

The Revenue Division was formed to meet the need for an in-house collection service for various operating departments that charge for their services. The following major departments were served in FY 2010-11 by the Revenue Division: Health Department, Probation Department, Public Defender, Sheriff's Office, as well as the Monterey County Superior Court.

In November 2001, with Board approval, the Revenue Division accepted the transfer of responsibility for collecting delinquent criminal fines and fees from the Monterey County Superior Court, and established a comprehensive criminal collection program (CCP) pursuant to PC 1463.007 to more effectively collect said delinquent criminal fines and fees. In December 2008, the Superior Court transferred collection responsibility for all delinquent traffic fines and fees to the Revenue Division.

## Budget Impacts

The Revenue Division performed a cost analysis to address the 2010 change in the statute PC 1205(d) that eliminated the maximum \$35 fee for the maintenance of installment payments. The cost analysis was presented to the Monterey County Board of Supervisors resulting in the approval of a \$20 increase to the installment payment collection fee, from \$35 to \$55.

## Prior Year Accomplishments

Cross-trained Revenue Division staff on Treasury and Tax-Collector processes to ensure department-wide goals were met.

Increased average dollars collected by 13%.

Dollars collected per \$1 spent on employee costs increased by 22% from \$4.57 to approximately \$5.89.

---

**Budget Year Goals**

Increase average dollars collected per Revenue Officer II by 9%.

Increase total collections by 8%.

---

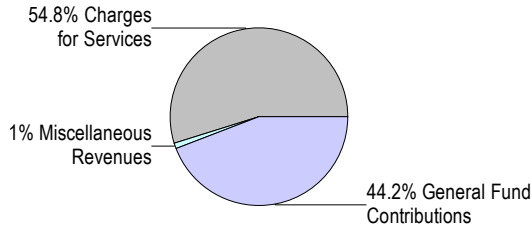
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
12E13	REVENUE MANAGER	1.0	1.0	0.00
14C31	MANAGEMENT ANALYST III	1.0	1.0	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.0	1.0	0.00
20B11	ACCOUNTANT II	1.0	1.0	0.00
20B93	FINANCE MANAGER II	0.0	1.0	1.00
20B95	FINANCE MANAGER I	1.0	0.0	-1.00
25A32	REVENUE OFFICER II	9.0	9.0	0.00
25A33	SUPERVISING REVENUE OFFICER	1.0	1.0	0.00
80D23	LEGAL PROCESS CLERK	1.0	1.0	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.0	1.0	0.00
80J21	ACCOUNT CLERK	6.0	6.0	0.00
80J30	ACCOUNTING TECHNICIAN	4.0	4.0	0.00
	<b>Total</b>	<b>27.0</b>	<b>27.0</b>	<b>0.00</b>

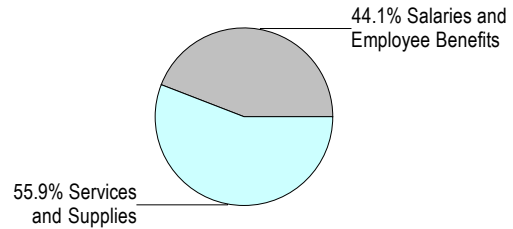
# Treasury

(Unit 8266— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	428,793	474,763	480,968	526,382	524,872	50,109
Services and Supplies	325,463	567,581	529,589	665,428	664,533	96,952
Capital Assets	0	163,796	493,796	0	0	(163,796)
Subtotal	\$754,256	\$1,206,140	\$1,504,353	\$1,191,810	\$1,189,405	(16,735)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	778,062	636,534	636,534	652,007	652,007	15,473
Miscellaneous Revenues	8,450	8,950	7,950	11,956	11,956	3,006
Other Financing Sources	0	0	330,000	0	0	0
Subtotal	\$786,512	\$645,484	\$974,484	\$663,963	\$663,963	18,479
General Fund Contributions	(\$32,256)	\$560,656	\$529,869	\$527,847	\$525,442	(35,214)
Total Source of Funds	\$754,256	\$1,206,140	\$1,504,353	\$1,191,810	\$1,189,405	(16,735)

## Unit Description

The Treasury staff invest monies collected by maintaining a pooled portfolio, providing for the safety and liquidity of all cash assets. 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-Tax Collector serves as an elected department head and has legal authority vested by California Government Code Section 27000, which provides that mandated agency funds be deposited and safely kept by the Treasurer.

Collaborated with the Auditor-Controller's office to increase efficiencies and internal controls in the interest allocation and cash flow management processes by incorporating enhanced reporting information from the Advantage Financial system.

Produced an investment manual to provide procedural information for staff training, and for internal and external auditors.

Successfully collaborated with County Districts and the Monterey County Office of Education (MCOE) during the State budget shortfall to ensure there was sufficient liquidity available to cover current liabilities.

## Prior Year Accomplishments

Preserved the safety of all invested assets while providing sufficient liquidity to meet all expenditure requirements.

Updated the Treasury public website to provide unclaimed property information, Treasury Oversight Committee meeting minutes and counterfeit money identification tips.

Maintained a yield on pooled investments equal to or greater than the yield on the U.S. Treasury Yield Curve corresponding at a point representing the average weighted maturity of the fiscal year-end portfolio.

---

**Budget Year Goals**

Preserve the safety of all invested assets while providing sufficient liquidity to meet all expenditure requirements.

Maintain deposit efficiency and minimize float by utilizing image cash letter and electronic deposits whenever possible.

Maintain a yield on pooled investments equal to or greater than the yield on the U.S. Treasury Yield Curve corresponding at a point representing the average weighted maturity of the fiscal year-end portfolio.

Continue to educate County depositors on services provided by the Treasury.

Continue to evaluate Treasury processes to ensure maximum efficiencies.

---

**Adopted 2011 to Recommended 2012 Positions**

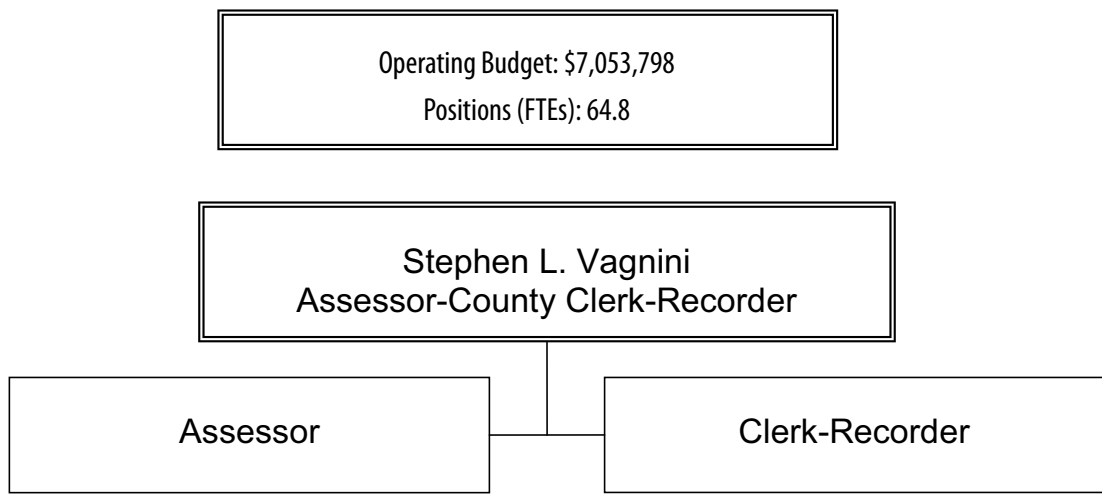
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
20B41	TREASURY OFFICER II	3.0	3.0	0.00
20B42	INVESTMENT OFFICER	1.0	1.0	0.00
20B95	FINANCE MANAGER I	1.0	1.0	0.00
	Total	5.0	5.0	0.00



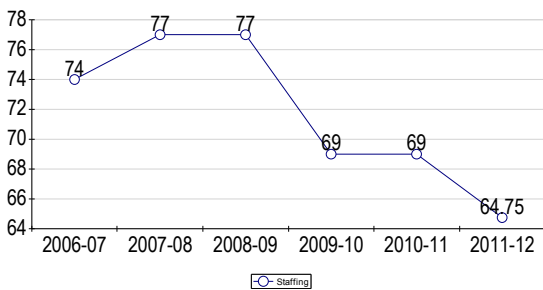
This page intentionally left blank.



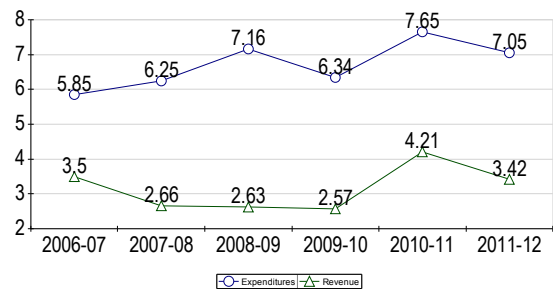
# Assessor-County Clerk-Recorder



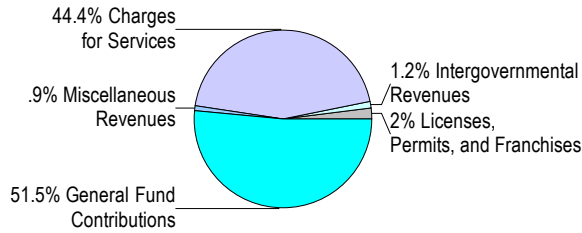
## Staffing Trends



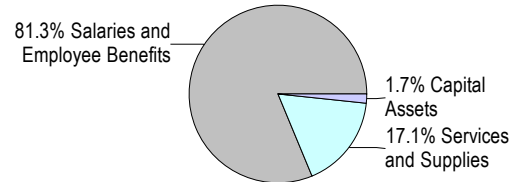
## Expenditure/Revenue History (in thousands)



## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	5,488,284	5,861,805	5,603,253	5,718,678	5,855,175	(6,630)
Services and Supplies	992,053	1,307,958	1,504,584	1,267,099	1,230,969	(76,989)
Other Charges	(150,495)	(152,346)	(152,346)	(152,346)	(152,346)	0
Capital Assets	13,089	155,000	698,883	120,000	120,000	(35,000)
Subtotal	\$6,342,931	\$7,172,417	\$7,654,374	\$6,953,431	\$7,053,798	(118,619)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	119,622	140,000	140,000	140,000	140,000	0
Charges for Services	2,404,997	1,775,000	4,007,627	3,134,628	3,134,628	1,359,628
Miscellaneous Revenues	47,523	1,515,119	62,100	61,800	61,800	(1,453,319)
Subtotal	\$2,572,142	\$3,430,119	\$4,209,727	\$3,498,967	\$3,420,388	(9,731)
General Fund Contributions	\$3,770,789	\$3,742,298	\$3,444,647	\$3,454,464	\$3,633,410	(108,888)
Total Source of Funds	\$6,342,931	\$7,172,417	\$7,654,374	\$6,953,431	\$7,053,798	(118,619)

## Department Description

This budget provides for the support of the Assessor-County Clerk-Recorder's Office. The operations of the County Clerk-Recorder's Office are financed entirely by program revenue. In addition, the County Clerk-Recorder's Office collects the documentary transfer tax that generates considerable revenue for the County and other jurisdictions.

Strategic initiatives that the Assessor-County Clerk-Recorder actively addresses: Streamline 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.

## Summary of Recommendation

The FY 2011-12 Recommended Budget for the Assessor-County Clerk-Recorder's Office includes total appropriations of \$7,053,798, representing a 1.7% decrease from the FY 2010-11 Adopted Budget.

The Recommended Budget includes the elimination of four positions in the Assessor-County Clerk-Recorder's Office, including one Office Assistant II, one Account Clerk, one Senior Assessment Clerk, and one Real Property Appraiser II position.

Services and Supplies appropriations have been reduced by \$76,989.

FY 2011-12 revenues are estimated at \$3,420,388, a decrease of \$9,731 from FY 2010-11. Estimated revenue reflects use of a Property Tax Administration Program (PTAP) grant, which offsets a decrease of SB 2557 Property Tax Administration costs paid to the County by municipalities.

The FY 2011-12 General Fund Contribution (GFC) decreased by \$108,888, a 2.9% decrease from the FY 2010-11 Adopted Budget.

## Budget Impacts

The Recommended Budget provides resources to maintain FY 2010-11 basic service levels in the County Clerk-Recorder's Office. Service levels in the Assessor's Office, which were severely impacted by budget reductions in FY 2009-2010, will be further reduced in FY 2011-2012. Budget reductions in the Assessor's Office include the deletion of four full-time positions and will potentially impact assessments of real property resulting in the loss of property tax revenue for the County.

The combined efforts of the staff in the Assessor's Office during FY 2010-11 produced an assessment roll of approximately \$48 billion, generating over \$480 million for local government agencies and

schools. A total of 160,000 secured, unsecured, and supplemental tax bills were generated in FY 2010-11.

As a result of the decline in property values, the Assessor's Office workload has increased significantly. Although the overall volume of property sales and new construction has declined, property reassessments and assessment appeals have increased significantly.

The remainder of the Assessor's workload and the basis for the majority of increases of assessed valuations are the reassessment of properties changing ownership either as a result of a sale or inter-family transfer; the reassessment of new construction; and the analysis of annual Business Property Statements.

From FY 1999-00 to FY 2007-08 assessed valuations in Monterey County increased by an average of 8% per year. Property values, however, leveled off in FY 2008-09 and in FY 2009-10 the local tax roll declined for the first time in the history of Monterey County. The Assessor's Office will again review the value of all residential properties in Monterey County and will also conduct an extensive review of commercial properties with current base year values. It is estimated that over 35,000 properties will receive Proposition 8 reductions. There has also been a sharp increase in the number of

assessment appeals. The Assessor's Office will review all Proposition 8 reductions on an annual basis until base year values have been restored. The Assessor's Office's workload has increased significantly and yet, during the last three years, 12 out of 61 full-time positions have been deleted.

**Prior Year Accomplishments**

See each unit section for Prior Year Accomplishments.

**Budget Year Goals**

See each unit section for Budget Year Goals.

**Pending Issues**

There are no pending issues.

**Policy Considerations**

There are no policy considerations.

**Appropriation Expenditure Detail**

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Assessor (ACR001)	4,991,405	5,353,637	5,098,900	5,054,329	5,153,796	(199,841)	001	1180_8003
Clerk/Recorder (ACR002)	1,351,526	1,818,780	2,555,474	1,899,102	1,900,002	81,222	001	1180_8004
Subtotal	\$6,342,931	\$7,172,417	\$7,654,374	\$6,953,431	\$7,053,798	(118,619)		

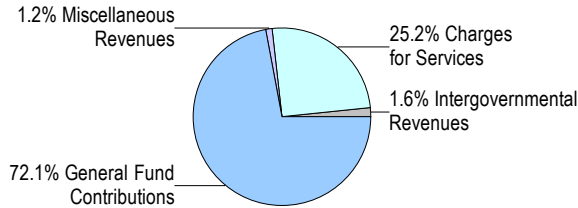
**Crosswalk - Advantage Appropriation to AFIN Budget Unit**

Advantage		AFIN			
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
(ACR001)	Assessor	118	Assessor	001	General
(ACR002)	Clerk-Recorder	291	Recorder-County Clerk	001	General

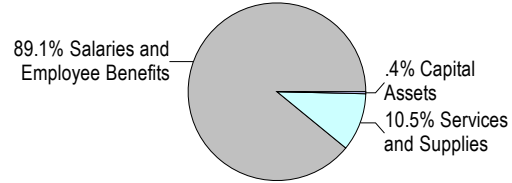
# Assessor

(Unit 8003— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	4,503,052	4,775,719	4,520,982	4,587,501	4,726,752	(48,967)
Services and Supplies	638,848	705,264	705,264	599,174	559,390	(145,874)
Other Charges	(150,495)	(152,346)	(152,346)	(152,346)	(152,346)	0
Capital Assets	0	25,000	25,000	20,000	20,000	(5,000)
Subtotal	\$4,991,405	\$5,353,637	\$5,098,900	\$5,054,329	\$5,153,796	(199,841)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	1,161,495	0	1,451,619	1,296,253	1,296,253	1,296,253
Miscellaneous Revenues	43,716	1,511,619	60,000	60,000	60,000	(1,451,619)
Subtotal	\$1,205,212	\$1,511,619	\$1,511,619	\$1,518,792	\$1,440,213	(71,406)
General Fund Contributions	\$3,786,193	\$3,842,018	\$3,587,281	\$3,535,537	\$3,713,583	(128,435)
Total Source of Funds	\$4,991,405	\$5,353,637	\$5,098,900	\$5,054,329	\$5,153,796	(199,841)

## 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's valuation of property account for over 70% of the County's total discretionary revenue.

Ownership Statements, correspondence and exclusion forms, and Home Owner's Exemptions, resulting in streamlined retrieval time and reduced costs.

Continued to integrate information (digital photos, digital drawings, and sales comparable program data) into the Property Management System (Megabyte).

In addition to completing the 2010 assessment roll, with a net assessed value of over \$48 billion, the Assessor's Office reviewed the assessed valuation of all residential properties in Monterey County to determine if the assessed values exceeded current fair market values. Proposition 8, which was passed in November 1978, amended Proposition 13 to reflect the decline in values. As a result, Revenue and Taxation Code Section 51 requires the Assessor to annually enroll either a property's factored Proposition 13 base year value or its market value as of January 1 (lien date), whichever is less, taking into account any factors causing a decline in value. Over 36,000 properties were given Proposition 8 reductions in FY 2010-11.

## Prior Year Accomplishments

The Assessor's Office continued its imaging program, which includes the scanning of Business Property and Change of

A reorganization study of all office/clerical positions in the Assessor's Office was initiated with the goal of establishing a career ladder and to assist in succession planning.

The Assessor's Office was introduced to and began the implementation of the performance measurement planning and review process for managers and supervisors.

**PERFORMANCE MEASURES:**

**1. Number of Deeds processed annually.**

FY 2007-08: 16,620	FY 2008-09: 18,331
FY 2009-10: 18,504	FY 2010-11: 16,789

**What:** A measurement of how many deeds are processed per calendar year.

**Why:** The number of deeds processed per year has been in decline due to the sluggish real estate market.

**How are we doing?** The Assessor's Office consistently processes all deeds into its property management system within two days of their recording.

**2. Percentage of real property assessments that are appraised before the June 30 deadline.**

FY 2007-08: 100%	FY 2008-09: 100%
FY 2009-10: 100%	FY 2010-11: 100%

**What:** A measurement of the percentage of assessments that are appraised before the annual June 30 deadline.

**Why:** It is imperative that all assessments are appraised accurately and timely on an annual basis. Incomplete assessments may result in inaccurate tax bills. When assessments are completed after the year-end deadline, the Assessor, Auditor-Controller, and Tax Collector must process revised assessments and tax bills. These revisions increase the costs of preparing the assessment roll. In addition, property owners are inconvenienced by revisions to their assessments and the associated delays.

**How are we doing?** Although real property sales and new construction have declined in recent years, the Assessor's Office's workload has increased significantly. The review of properties for potential reductions in assessed value as mandated by Proposition 8 and an increase in assessments appeals have been major challenges. Despite this increased workload, the Assessor's Office continues to process 100% of all sales and new construction on an annual basis.

**3. Number of Assessment Appeals filed.**

FY 2007-08: 450	FY 2008-09: 650
FY 2009-10: 1,265	FY 2010-11: 981

**What:** When property owners disagree with the assessed value of their property, they may file for an appeal with the Clerk of the Board to the Assessment Appeals Board. The number of appeals can be a gauge of accuracy and equity among assessments. A low number of appeals indicates a certain degree of accuracy and the taxpayer's satisfaction with their assessments.

**Why:** The Assessor strives to make accurate and thorough assessments when properties are valued.

**How are we doing?** Assessment appeals increased dramatically in FY 2009-10 due to sharp declines in the fair market values of properties. A better indication of "how we are doing" will be forthcoming in subsequent years as we begin to track how many assessment appeals are resolved within a designated period of time.

**4. Percentage of Assessment Appeals that are reconciled within 18 months.**

FY 2007-08: N/A	FY 2008-09: N/A
FY 2009-10: N/A	FY 2010-11: N/A

**What:** Assessment appeals are filed by property owners when they disagree with their assessed valuations.

**Why:** The total number of assessment appeals in itself is not a complete indicator of whether or not property values are fair and equitable. A better gauge is how the appeals are resolved and, toward that end, the Department has set benchmarks to measure its performance.

**How are we doing?** The Department's goal is to reconcile all assessment appeals within an 18-month period. This is a new performance measure without sufficient history to report.

**5. Total number of supplemental bills processed.**

FY 2007-08: 8,365	FY 2008-09: 7,549
FY 2009-10: 10,637	FY 2010-11: 10,375

**What:** Supplemental bills are issued for all transfers and new construction processed.

**Why:** The number of supplemental bills processed is an indicator of the Department's current workload.

**How are we doing?** After a sharp decline in the sale of real property and a decline in the completion of new construction there has been a slight rebound in activity. Although not at the levels of the early 2000's, the overall workload has increased dramatically with the decline in property values and the increase in Proposition 8 reductions.

**6. Properties with Proposition 8 reductions.**

FY 2007-08: 711	FY 2008-09: 14,912
FY 2009-10: 31,505	FY 2010-11: 36,169

**What:** Proposition 8, which passed in November 1978, amended Proposition 13 to reflect declines in values. As a result, Revenue and Taxation Code Section 51 requires the Assessor to annually enroll either a property's factored Proposition 13 base year value or its market value as of January 1 (lien date), taking into account any factors causing a decline in value, whichever is less.

**Why:** The number of properties that have been lowered under the provisions of Proposition 8 is a good gauge of the Assessor's workload, as well as an indicator of real estate market trends.

How are we doing? The Assessor's Office has been proactive in reviewing the assessed valuation of all residential properties and a large number of commercial properties to determine if they are over-assessed. By being proactive, the Assessor believes that his Department has lowered the number of assessment appeals.

this information more readily available to the public while also respecting the privacy rights of property owners.

Review the assessed valuation of all residential and a large portion of commercial and industrial properties in Monterey County.

### Budget Year Goals

The Assessor's Office's primary goal for FY 2011-12 will be to continue to provide the highest level of public service. The Assessor is an elected official sworn to abide by the laws of the California State Constitution. The Assessor will ensure that all taxpayers and property owners are treated fairly, equitably, and with respect. The Assessor's Office is also the repository for a wealth of property-related information including, but not limited to, assessor's parcel maps and property characteristics. Through technological advances, the Assessor's Office continues to make

In conjunction with the Information Technology Department, other County departments, and local government agencies, the Assessor's Office will continue to develop a Geographic Information System (GIS) collaborative effort, resulting in a product that will be beneficial to government agencies and the public at large.

Complete the conversion of the Megabyte property management system to the .NET platform.

Upgrade departmental application servers and software.

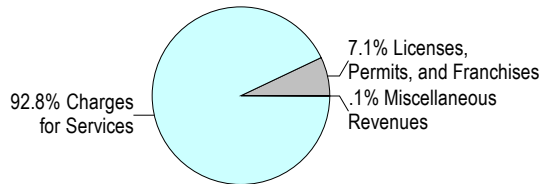
### Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
11B01	ASSESSOR-COUNTY CLERK-RECORDER	1.0	1.0	0.00
12A15	ASSISTANT ASSESSOR-VALUATION	1.0	1.0	0.00
14B32	SENIOR PERSONNEL ANALYST	1.0	1.0	0.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.0	1.0	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.0	1.0	0.00
14K45	AUDITOR APPRAISER MANAGER	1.0	1.0	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.0	1.0	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.0	1.0	0.00
28A21	APPRAISER II	12.0	11.3	-0.75
28A22	APPRAISER III	6.0	5.0	-1.00
28A80	SUPERVISING APPRAISER	1.0	2.0	1.00
28B21	AUDITOR-APPRAISER II	4.0	4.0	0.00
28B22	AUDITOR-APPRAISER III	1.0	1.0	0.00
43F80	SENIOR MAP DRAFTING TECHNICIAN	1.0	1.0	0.00
80A96	SECRETARY-CONFIDENTIAL	1.0	1.0	0.00
80E21	OFFICE ASSISTANT II	7.0	5.0	-2.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.0	1.0	0.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.0	1.0	0.00
80J21	ACCOUNT CLERK	2.0	1.0	-1.00
80J22	SENIOR ACCOUNT CLERK	1.0	1.0	0.00
80J30	ACCOUNTING TECHNICIAN	1.0	1.0	0.00
80R11	ASSESSMENT CLERK	1.0	1.0	0.00
80R21	SENIOR ASSESSMENT CLERK	1.0	0.5	-0.50
80R22	PROPERTY TRANSFER CLERK	4.0	4.0	0.00
80R23	SENIOR PROPERTY TRANSFER CLERK	1.0	1.0	0.00
Total		54.0	49.8	-4.20

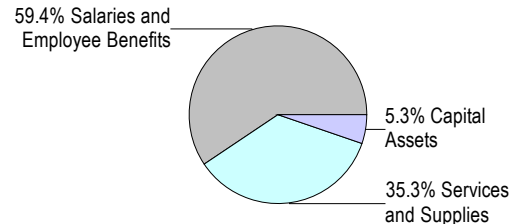
# Clerk/Recorder

(Unit 8004— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	985,232	1,086,086	1,082,271	1,131,177	1,128,423	42,337
Services and Supplies	353,205	602,694	799,320	667,925	671,579	68,885
Capital Assets	13,089	130,000	673,883	100,000	100,000	(30,000)
Subtotal	\$1,351,526	\$1,818,780	\$2,555,474	\$1,899,102	\$1,900,002	81,222

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	119,622	140,000	140,000	140,000	140,000	0
Charges for Services	1,243,502	1,775,000	2,556,008	1,838,375	1,838,375	63,375
Miscellaneous Revenues	3,807	3,500	2,100	1,800	1,800	(1,700)
Subtotal	\$1,366,930	\$1,918,500	\$2,698,108	\$1,980,175	\$1,980,175	61,675
General Fund Contributions	(\$15,405)	(\$99,720)	(\$142,634)	(\$81,073)	(\$80,173)	19,547
Total Source of Funds	\$1,351,526	\$1,818,780	\$2,555,474	\$1,899,102	\$1,900,002	81,222

## Unit Description

The County Clerk-Recorder creates, maintains, and has custody of files which constitute the official public record of certain legal/financial documents such as deeds, notices of default, notices of completion, abstracts of judgment, liens, subdivision maps, etc. These files are of importance to the conduct of local commerce and are absolutely vital to the real estate industry. The County Clerk-Recorder's functions also include, but are not limited to: maintaining records of births, deaths, and certain marriages, certification of copies of public records, issuance of marriage licenses, and filing of fictitious business name statements.

redaction has been completed for years 2004 through 2008 and the County Clerk-Recorder's Office is currently working on the first quarter of 2003.

In October 2010, the Department obtained Board approval to move forward on the map/official record conversion project. Currently, all recorded documents from 2001 to the present are available as electronic images. Once the conversion project is completed, all recorded documents and maps filed, dating back to 1850, will be available as electronic images. This is a highly complex project involving the mapping of electronically indexed and imaged data to converted tiff document images.

## Prior Year Accomplishments

In January 2009, as required by Government Code Section 27301, the County Clerk-Recorder's Office began working on the back file redaction of social security numbers from all recorded documents dating back to January 1, 1980, while also redacting all documents on a go-forward basis. In FY 2010-11, the County Clerk-Recorder's Office completed redacting the social security numbers from all recorded documents for the years 2004 and 2005. To date, back file

Until recently, traditional technology required that the recording process involve the delivery and recordation of only original paper versions of documents. In May 2010, the Department obtained Board approval to join the California Electronic Recording Transaction Network Authority (CERTNA). In FY 2010-11, the Recorder's Office began the implementation of an electronic portal unit which, upon certification from the California Department of Justice, will be linked to CERTNA and will facilitate the recordation

of certain real property documents electronically in Monterey County.

Upgraded the Department's recording/cashiering system in preparation for electronic recording.

The security camera project Request for Proposal (RFP) was finalized, issued, and opened for bid in March 2011. Upon the selection of a vendor, the final phase of the County Clerk-Recorder's security camera project will commence. Security cameras will be installed above the Assessor-County Clerk-Recorder's front counter customer service areas, in the vital records room, in the scanning room, and in the public access area where old record books and maps are located. The security cameras are being installed to provide a more appropriate level of security for the vital records and bank-bonded paper contained in the office, the official record books, official record microfilm, and the map aperture cards contained in the public access area, and to provide another measure of security to reconcile revenue received when, and if, necessary.

Completed the electronic conversion of all paper marriage certificate records from 1963 to the present, all birth paper records from 1974 to the present, and the Office is starting to convert death paper records, currently available as electronic images, from 1998 to the present.

Implemented all possible and pertinent "green initiatives," which were adopted by the Board of Supervisors in an effort to reduce energy and fuel usage in County government.

Continued to provide quality customer service to all County taxpayers.

## Budget Year Goals

The County Clerk-Recorder's Office anticipates to be electronically recording certain real property-related documents by July 1, 2011. Until recently, traditional technology required that the recording process involve the delivery and recordation of only original paper versions of documents. Electronic recording will facilitate the transmission, acceptance, recordation, and return of certain real property documents electronically in Monterey County.

Continue working toward becoming compliant with Government Code Section 27301 by 2017, which requires that all recorded documents have social security numbers redacted back to January 1, 1980. Currently, back file recorded documents have been redacted back to December 2004 and the Office has begun redacting the first quarter of 2003.

Complete the installation of security cameras as the final phase of the County Clerk-Recorder's Office security project.

Complete the official record/map conversion project.

Install a kiosk where the public can complete marriage license applications and fictitious business name statements which will feed directly onto computer generated forms in the office. This will reduce waiting time for the public, save paper, and streamline internal operations.

Make available an on-line index of all Environmental Impact Reports (EIRs) filed in the County Clerk-Recorder's Office.

Continue the conversion of vital paper records to electronic images.

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
12A05	ASSISTANT COUNTY CLERK-RECORDER	1.0	1.0	0.00
14C30	MANAGEMENT ANALYST II	1.0	1.0	0.00
80D86	SENIOR LEGAL PROCESS CLERK	1.0	1.0	0.00
80E21	OFFICE ASSISTANT II	2.0	2.0	0.00
80E22	OFFICE ASSISTANT III	6.0	6.0	0.00
80E92	RECORDER SERVICES SUPERVISOR	1.0	1.0	0.00
80J30	ACCOUNTING TECHNICIAN	1.0	1.0	0.00
80P22	PHOTOCOPIYIST	2.0	2.0	0.00
Total		15.0	15.0	0.00



# County Counsel

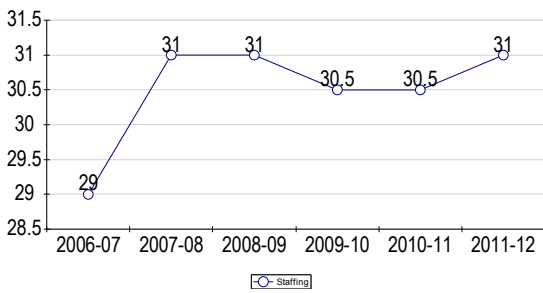
Operating Budget: \$3,179,960  
Positions (FTEs): 31.0

Charles McKee  
County Counsel

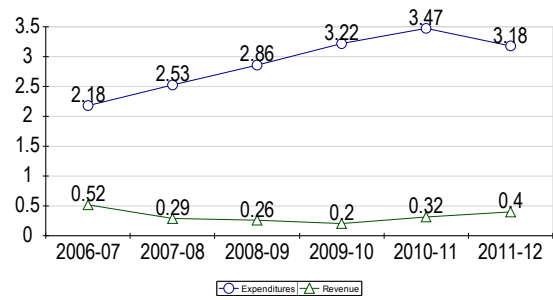
County Counsel

County Counsel

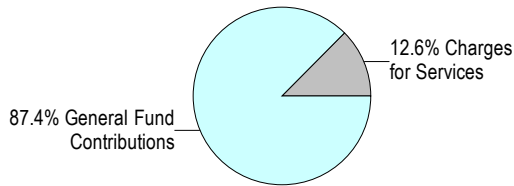
## Staffing Trends



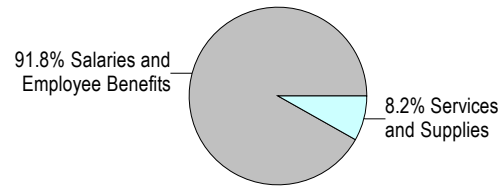
## Expenditure/Revenue History (in thousands)



## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	4,706,136	5,087,392	5,126,381	6,176,225	5,380,188	292,796
Services and Supplies	827,383	504,359	717,248	493,517	478,802	(25,557)
Other Charges	(2,315,575)	(2,249,338)	(2,370,000)	(2,907,096)	(2,679,030)	(429,692)
Subtotal	\$3,217,945	\$3,342,413	\$3,473,629	\$3,762,646	\$3,179,960	(162,453)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	204,784	399,200	316,120	528,934	399,200	0
Subtotal	\$204,784	\$399,200	\$316,120	\$528,934	\$399,200	0
General Fund Contributions	\$3,013,161	\$2,943,213	\$3,157,509	\$3,233,712	\$2,780,760	(162,453)
Total Source of Funds	\$3,217,945	\$3,342,413	\$3,473,629	\$3,762,646	\$3,179,960	(162,453)

## Department Description

The Office of the County Counsel serves as the in-house legal counsel for the County of Monterey, the Board of Supervisors, and all County officers, departments, agencies, boards, and commissions. In addition to providing legal advice, the Office also represents the County in civil and special litigation in State and Federal courts, and coordinates the services of outside legal counsel. Upon request, the Office serves as legal counsel to the Grand Jury and special districts whose governing boards are composed, in whole or in part, by persons appointed by the Board of Supervisors. 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, County Board of Education, County Superintendent of Schools, and the Monterey Bay Unified Air Pollution Control District.

The primary goal of the Office of the County Counsel is to continue to provide service with the highest degree of competence and integrity in a timely and responsive manner in order to enable the Board of Supervisors and other clients to effectively carry out their functions and achieve their goals.

Board Strategic initiatives that the County Counsel Department actively addresses: Streamline County operations for greater accountability, efficiency of service delivery and cost savings by effectively representing the County's legal interests.

## Summary of Recommendation

Appropriations for County Counsel are recommended at \$3,179,960, a decrease of \$162,453 from Fiscal Year (FY) 2010-11. There were no changes to estimated revenues or Intrafund reimbursements from FY 2010-11. Interfund reimbursements increased \$429,692 to match increased appropriations with the augmentation of two Deputy County Counsel IV positions. The positions are fully funded by Natividad Medical Center and Risk Management (for Workers Compensation and General Liability issues). General Fund Contribution is \$2,780,760, a decrease of \$162,453 from the FY 2010-11 Adopted Budget.

## Budget Impacts

In order to meet its General Fund Contribution (GFC) target for FY2011-12, County Counsel's budget includes elimination of 1.5 vacant positions, including: one Assistant County Counsel and 0.5 Legal Support Coordinator. Through the augmentation process, two Deputy County Counsel IV positions were added to provide legal services to Natividad Medical Center and Risk Management.

The recommended budget provides funding to maintain FY 2010-11 service levels.

## Prior Year Accomplishments

Provided timely, responsive, and competent legal advice to all clients in order to enable them to effectively carry out their functions and achieve their goals.

Defended County land use and other actions when challenged. Challenged and prosecuted code enforcement violations.

Successfully managed and concluded tort claims and litigation in a fair manner, which respected both the rights of claimants and litigants and provided fiscal accountability to the public.

Resolved cases early, as appropriate, to reduce County costs.

Provided timely invoices to clients in order to maximize increased revenue and Intrafund and Interfund reimbursements in order to balance the Department's budget.

Maintained 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.

Continued to assist in the re-engineering of Natividad Medical Center to a self-sustaining entity.

Guided adoption of the County General Plan.

**Budget Year Goals**

Effectively advise and represent the County's legal interests.

Provide timely, responsive, and competent legal advice to all clients in order to enable them to effectively carry out their functions and achieve their goals.

Defend County land use, General Plan and other actions in the event of legal challenge and prosecute code enforcement violations.

Successfully manage and conclude tort claims and litigation in a fair manner, which respects both the rights of claimants and litigants and provides fiscal accountability to the public.

Resolve cases early, as appropriate, to reduce County costs.

Provide timely invoices to clients in order to maximize increased revenue and Intrafund and Interfund reimbursements in order to balance the Department's budget.

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.

Assist in re-engineering of Natividad Medical Center to a self-sustaining entity.

Assist in the implementation of the General Plan adoption, as directed by the Board of Supervisors.

**Pending Issues**

There are no pending issues.

**Policy Considerations**

County Counsel requested augmentation of \$1,240,444 to fund one Legal Secretary Confidential position, one Assistant County Counsel position, and four additional Deputy County Counsel positions; one funded by Natividad Medical Center, one funded by Risk Management, one funded by Natividad Medical Center and Monterey County Office of Education, and one funded by the County General Fund and Water Resources Agency. Additionally, County Counsel requested reallocation of one Assistant County Counsel position to Chief Assistant County Counsel. Without approval of the requested positions, County Counsel believes the Board-recommended service levels cannot be achieved.

**Appropriation Expenditure Detail**

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Administration and Support (COU001)	3,323,841	3,342,413	3,473,629	3,762,646	3,179,960	(162,453)	001	1210_8057
General Government (COU001)	(1,715)	0	0	0	0	0	001	1210_8058
Health & Social Services (COU001)	(104,244)	0	0	0	0	0	001	1210_8059
Land Use (COU001)	62	0	0	0	0	0	001	1210_8060
Litigation (COU001)	0	0	0	0	0	0	001	1210_8061
Subtotal	\$3,217,945	\$3,342,413	\$3,473,629	\$3,762,646	\$3,179,960	(162,453)		

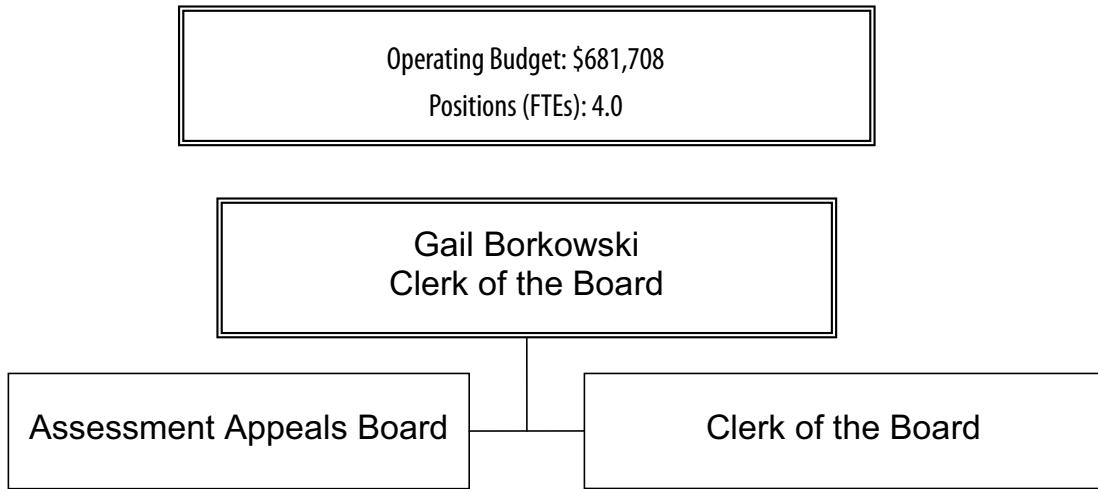
**Crosswalk - Advantage Appropriation to AFIN Budget Unit**

Advantage		AFIN			
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
(COU001)	County Counsel	121	County Counsel	001	General

**Adopted 2011 to Recommended 2012 Positions**

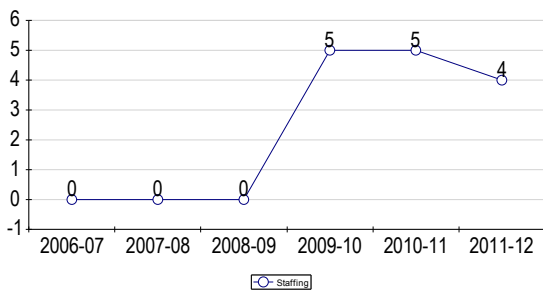
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
11A04	COUNTY COUNSEL	1.0	1.0	0.00
12C38	ASSISTANT COUNTY COUNSEL	3.0	2.0	-1.00
14C30	MANAGEMENT ANALYST II	3.0	3.0	0.00
39B23	DEPUTY COUNTY COUNSEL IV	13.0	15.0	2.00
39B25	SENIOR DEPUTY COUNTY COUNSEL	2.0	2.0	0.00
39C03	LEGAL SUPPORT COORDINATOR	0.5	0.0	-0.50
39C05	PRINCIPAL LEGAL ANALYST	1.0	1.0	0.00
80B98	LEGAL SECRETARY-CONFIDENTIAL	4.0	4.0	0.00
80B99	SENIOR LEGAL SECRETARY-CONFIDENTIAL	3.0	3.0	0.00
	<b>Total</b>	<b>30.5</b>	<b>31.0</b>	<b>0.50</b>

# Clerk of the Board

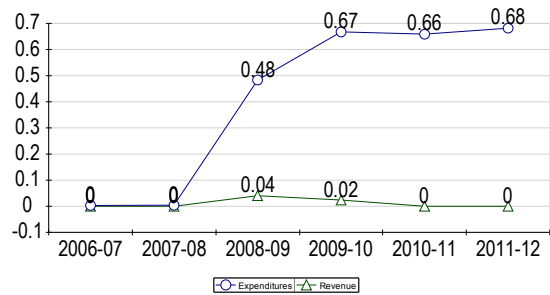


Clerk of the Board

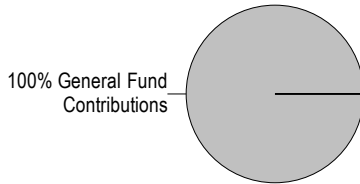
**Staffing Trends**



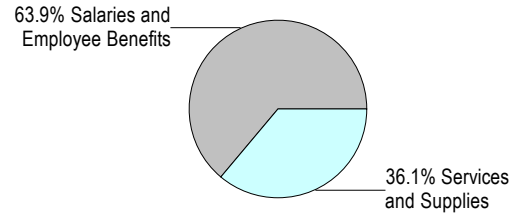
**Expenditure/Revenue History (in thousands)**



## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	468,139	408,381	389,924	458,234	435,511	27,130
Services and Supplies	199,507	256,043	198,521	242,790	246,197	(9,846)
Other Charges	0	0	70,300	0	0	0
Subtotal	\$667,646	\$664,424	\$658,745	\$701,024	\$681,708	17,284

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Miscellaneous Revenues	23,986	0	0	0	0	0
Subtotal	\$23,986	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$643,661	\$664,424	\$658,745	\$701,024	\$681,708	17,284
Total Source of Funds	\$667,646	\$664,424	\$658,745	\$701,024	\$681,708	17,284

## Department Description

The Clerk of the Board of Supervisors performs duties as provided in the State Government Code, at the direction of the County Administrative Officer (CAO), and/or by formal orders of the Board of Supervisors. The Clerk of the Board serves as administrative officer of the Assessment Appeals Board, as filing officer for economic disclosure statements, as records manager, and as clerk to various other special districts. The Clerk of the Board Department is responsible for carrying out mandated functions supporting the Board of Supervisors and County departments in the Board agenda process, maintenance and archiving of County records, processing assessment appeals applications, serving as the Assessment Appeals Board Clerk, and maintaining the Maddy Book of Boards, Commissions, and Special District appointments.

Board Strategic Initiatives that the Clerk of the Board actively addresses: Streamline County operations for greater accountability and efficiency of service delivery and cost savings.

## Summary of Recommendation

The FY 2011-12 Recommended Budget for the Clerk of the Board totals \$681,708, an increase of \$17,284 (2.6%) over the prior fiscal year. This total includes \$15,977 for Assessment Appeals Board expenditures.

## Budget Impacts

The Clerk of the Board Department was created in FY 2008-09. Prior to that time, it was part of the CAO Department. The Recommended Budget deletes 1.0 vacant Board of Supervisors Clerk, which has been left vacant consistent with budget reduction strategies approved as part of the FY 2010-11 Adopted Budget.

## Prior Year Accomplishments

Current Year Accomplishments are discussed at the Unit level (Assessment Appeals Board and Clerk of the Board).

## Budget Year Goals

Budget Year Goals are discussed at the Unit level (Assessment Appeals Board and Clerk of the Board).

## Pending Issues

There are no pending issues.

## Policy Considerations

There are no policy considerations.

### Appropriation Expenditure Detail

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Assessment Appeals Board (COB001)	8,776	18,343	13,216	15,977	15,977	(2,366)	001	1300_8019
Clerk of the Board (COB001)	658,870	646,081	645,529	685,047	665,731	19,650	001	1300_8020
Subtotal	\$667,646	\$664,424	\$658,745	\$701,024	\$681,708	17,284		

### Crosswalk - Advantage Appropriation to AFIN Budget Unit

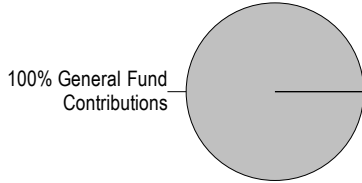
Advantage				AFIN	
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
(COB001)	Clerk of the Board	101	Assessment Appeals Board	001	General
(COB001)	Clerk of the Board	105	County Administrative Office	001	General

Clerk of the Board

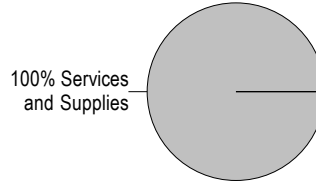
# Assessment Appeals Board

(Unit 8019— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	8,787	18,343	12,716	15,977	15,977	(2,366)
Other Charges	(11)	0	500	0	0	0
Subtotal	<u>\$8,776</u>	<u>\$18,343</u>	<u>\$13,216</u>	<u>\$15,977</u>	<u>\$15,977</u>	<u>(2,366)</u>

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	<u>\$8,776</u>	<u>\$18,343</u>	<u>\$13,216</u>	<u>\$15,977</u>	<u>\$15,977</u>	<u>(2,366)</u>
Total Source of Funds	<u><u>\$8,776</u></u>	<u><u>\$18,343</u></u>	<u><u>\$13,216</u></u>	<u><u>\$15,977</u></u>	<u><u>\$15,977</u></u>	<u><u>(2,366)</u></u>

## Unit Description

The Assessment Appeals Board unit performs the following tasks: provides public notices of Assessment Appeals Board meetings; accepts applications for appeals and reviews to ensure that they meet the requirements of State Property Tax Rule 305; responds to taxpayer inquiries regarding assessment appeal applications and hearing procedures; schedules hearings before the Assessment Appeals Board; provides copies of appeals applications and requests for amendments to the Assessor-County Clerk-Recorder's Office; provides required notices to applicants of hearing dates; processes stipulations and withdrawals; attends Assessment Appeals Board meetings; maintains copies of evidence presented at hearings; prepares meeting agendas and minutes; transmits findings of facts; and delivers statements of changes to the Auditor-Controller's Office.

processing is task-intensive and time-sensitive. Given the loss of funding for a Board Clerk position in 2010, other areas of service have been impacted. The Clerk of the Board's Office utilized the services of a temporary worker to assist with the assessment appeals workload for a five-month period in FY 2010-11. The filing period for FY 2011-12 will run from July 2 to November 30, 2011 and filings are anticipated to remain in the 1,000 - 1,200 range. This mandated function will utilize significant resources in the Clerk of the Board's Office.

## Budget Year Goals

Implement local rules specific to assessment appeals in Monterey County, including investigating the option of implementing a processing fee for assessment appeals applications to support mandated Assessment Appeals Board processes.

## Prior Year Accomplishments

The filing period for regular assessment appeals in 2010 was July 2 to September 15, 2010. The Clerk of the Board's Office received over 1,100 assessment appeals applications in 2010, a 13% reduction in filings from 2009. However, assessment appeals

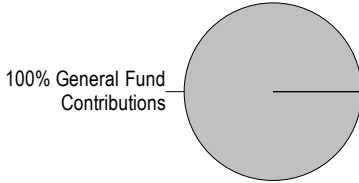
Seek Board approval for implementation of the fee to coincide with the FY 2011-12 Assessment Appeals Board application filing period of July 2 to November 30, 2011.



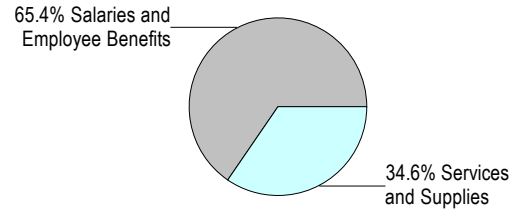
# Clerk of the Board

(Unit 8020— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	468,139	408,381	389,924	458,234	435,511	27,130
Services and Supplies	190,720	237,700	185,805	226,813	230,220	(7,480)
Other Charges	11	0	69,800	0	0	0
Subtotal	\$658,870	\$646,081	\$645,529	\$685,047	\$665,731	19,650

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Miscellaneous Revenues	23,986	0	0	0	0	0
Subtotal	\$23,986	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$634,884	\$646,081	\$645,529	\$685,047	\$665,731	19,650
Total Source of Funds	\$658,870	\$646,081	\$645,529	\$685,047	\$665,731	19,650

## Unit Description

The Clerk of the Board unit is responsible for carrying out mandated functions related to the preparation of the Board of Supervisors' meeting agendas, records maintenance, assessment appeals (see Unit 8019), maintenance and tracking of appointments to approximately 75 boards, committees, and commissions and over 80 special districts, as well as processing Public Records Act and research requests from the public, County departments, and outside agencies. This unit also files and maintains records related to County employees, boards, commissions, committees, and special district economic disclosure statements, the local appointments list of boards, committees, and commissions, and serves as clerk to the City Selection Committee and other special districts within the County. The Clerk of the Board's Office receives filings, provides administrative support, and processes deposits for land appeals and Williamson Act applications. The Office also receives summonses and claims against the County and forwards them to the appropriate County personnel. In addition to fulfilling these mandates, the Office maintains and staffs a customer service window (currently open Monday - Friday, from 8:00 AM - 5:00 PM) to assist the public with information related to the Board of Supervisors and other general County information.

## Prior Year Accomplishments

Continued working with other County departments to improve the Board agenda process to ensure accurate, timely, and complete agenda items to reduce the use of the supplemental/addendum agenda process.

The Clerk of the Board's staff coordinated efforts to update the Fair Political Practices Commission (FPPC) Form 700 economic disclosure filing records in the Office and processed biennial notices to update the Conflict of Interest Codes.

Continued review and update of files maintained by the Clerk of the Board's Office for various boards, commissions, and special districts.

Created and maintained Web pages with Board committee information and supplemental/addendum item information, promoting and facilitating communication and access for the public.

Coordinated the processing of 19 Williamson Act applications (for agricultural preserve and farmland security zone contracts) with County Counsel's Office, the Planning Services Department, the

Agricultural Commissioner's Office, and the Assessor-County Clerk-Recorder's Office.

**Budget Year Goals**

Review the current agenda management system's functionality and acquire, if feasible, an agenda management system with multi-function capabilities that include workflow/e-routing, Web publishing, Web search and committee tracking; and train County staff on the use of the new system.

Update the Board of Supervisors' agenda template.

Pursue technology enhancements for records retention and management, the agenda process, and search capabilities for archived records in the Clerk of the Board's Office.

Create a searchable electronic database to house the current schedule of all Monterey County fees and charges and make available to the public.

Implement any necessary processes to comply with mandated postings on the County's website, pursuant to the passage of pending legislation taking effect in 2012.

**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
11A30	CLERK OF THE BOARD OF SUPERVISORS	1.0	1.0	0.00
80A32	SENIOR SECRETARY	1.0	1.0	0.00
80E83	BOARD OF SUPERVISORS CLERK	2.0	1.0	-1.00
80E84	SENIOR BOARD OF SUPERVISORS CLERK	1.0	1.0	0.00
<b>Total</b>		<b>5.0</b>	<b>4.0</b>	<b>-1.00</b>

# Elections

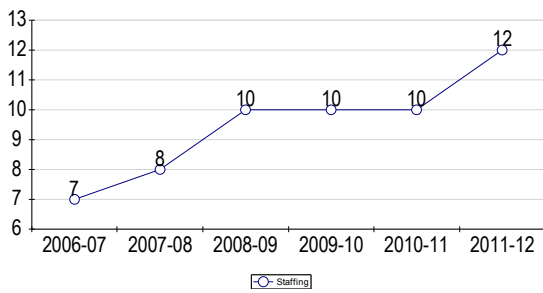
Operating Budget: \$5,130,616  
Positions (FTEs): 12.0

Linda Tulett  
Registrar of Voters

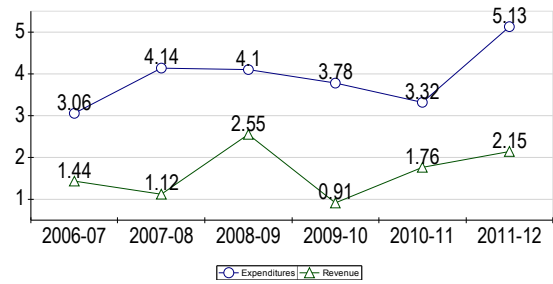
Elections

Elections

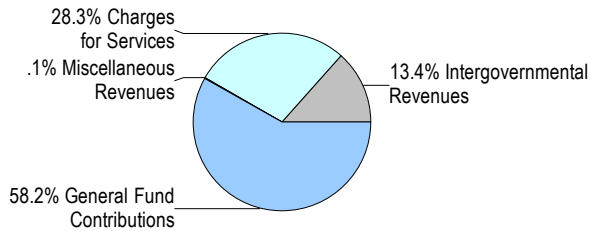
## Staffing Trends



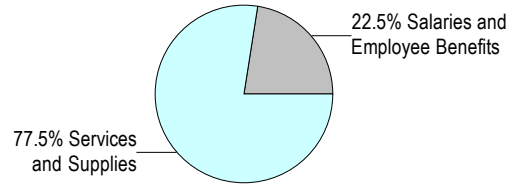
## Expenditure/Revenue History (in thousands)



## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	932,901	1,029,993	1,026,718	1,307,998	1,156,230	126,237
Services and Supplies	2,848,030	2,208,468	2,292,936	3,581,524	3,974,386	1,765,918
Capital Assets	0	25,000	0	0	0	(25,000)
Subtotal	\$3,780,932	\$3,263,461	\$3,319,654	\$4,889,522	\$5,130,616	1,867,155

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	8,945	443,525	607,807	443,525	688,529	245,004
Charges for Services	896,125	410,000	1,151,207	1,450,000	1,450,000	1,040,000
Miscellaneous Revenues	8,108	7,500	5,525	7,500	7,500	0
Subtotal	\$913,178	\$861,025	\$1,764,539	\$1,901,025	\$2,146,029	1,285,004
General Fund Contributions	\$2,867,754	\$2,402,436	\$1,555,115	\$2,988,497	\$2,984,587	582,151
Total Source of Funds	\$3,780,932	\$3,263,461	\$3,319,654	\$4,889,522	\$5,130,616	1,867,155

## Department Description

The Elections Department is responsible for conducting Federal, State, County, and local public elections. The Department's primary goal is to provide quality, dedicated, and efficient customer service while maintaining the integrity and transparency of the election process.

**DEPARTMENT ORGANIZATION:** The Elections Department has six major areas: Administrative, Candidate and Campaign Services, Data and Voting Technology, Precinct Services, Vote by Mail and Early Voting/Petitions, and Voter Services/Outreach and Education.

**ADMINISTRATION:** The Administrative area is responsible for the overall daily operations and the high level administration of elections, including handling payroll, human resources, budget preparation and oversight, and the purchase and billing for all office and election related materials and supplies.

The area oversees: election set up and consolidations; official ballot design for paper and electronic voting systems, including determining ballot ordering needs for each election, production and printing of ballots, sample ballot pamphlets, envelopes, mail insert and notices; warehouse processing center operations (return of all precinct supplies on election night); press releases and working with the media; voter outreach and education programs, including mandated print and electronic media campaigns; year-

round maintenance of the Department's website; the Observer Panel; communication and reporting to the Department of Justice and Voting Rights Committee; and Public Records Act Requests.

**CANDIDATE AND CAMPAIGN SERVICES:** The Candidate and Campaign Services area is responsible for providing information and customer service for: candidate qualifications and nominations; local initiative, referendum, and recall petition circulation and filing; and procedures for submitting ballot arguments. Campaign Services is also responsible for the intake of legal documents from local agencies wishing to place local issues before the voters of the district, and acts as filing officer for all local campaign reports and ensuring compliance with the County Ordinance requiring reports be published on the Department's website.

**DATA AND VOTING TECHNOLOGY:** The Data and Voting Technology area handles the technological needs of the Department, including network infrastructure, general office databases and computers as well as maintenance of database applications relating to voter registration, elections and Geographic Information Systems (GIS). Data and Voting Technology is also responsible for customer service needs relating to voter file requests, maps, and production of election data; election night reporting, including production of canvass reports and the statement of the vote; and also works with the Secretary of State and other vendors to coordinate transferring data information and other system activities.

**PRECINCT SERVICES:** The Precinct Services area is responsible for the recruitment, training and management of up to 900 poll workers, including bilingual poll workers, Team Up for Democracy members, and High School Poll workers. Precinct Services is also responsible for managing County Election Official Programs and coordinating the dispatch of backup poll workers to precincts where needed on Election Day. The area also oversees the hiring, training, and coordination of the Field Inspectors who provide immediate and onsite assistance to troubleshoot polling place issues in the field on Election Day.

**VOTE BY MAIL AND EARLY VOTING/PETITIONS:** The Vote By Mail and Early Voting area oversees all vote by mail and early voting programs including regular vote by mail and permanent vote by mail voters, Inmate (County Jail) and Hospital voting programs, and operation of the Early Voting counter. The Vote By Mail programs under this area also include signature verification of returned voted ballots, provisional ballot processing, special military and overseas voters, operation for the preparation and mailing of official ballots from the Department, the opening and processing of returned ballots, and the ballot remake process. This area plays a major role in the official canvass of the vote occurring after Election Day, which includes the counting of qualified write-in votes, reconciliation of the number of vote by mail ballots used, and the State mandated post-election manual tally of paper ballots in 1% of the voting precincts as well as any increased tallies due to the Post-Election Manual Tally requirements as established by the California Secretary of State.

This program area is also responsible for validating and reporting the results for all State, County and district petitions filed with the Department, as well as requests for signature validation for any city petitions.

**VOTER SERVICES/OUTREACH AND EDUCATION:** The Voter Services area's responsibilities include maintenance of the County's voter registration database. This database can vary from 145,000 to 162,000 registered voters due to new registrations, changes, and cancellations; processing incoming voter registration forms, including those from Federal, special military and overseas voters; and assisting those who wish to conduct voter registration drives.

**WORKLOAD INFORMATION:** The Elections Department has two scheduled major elections in FY 2011-12. A local school and special districts general election is scheduled for November 2011 and a statewide primary election is scheduled for June 2012 for the election of Federal offices, State legislative offices, political party central committee, and members of the Monterey County Board of Supervisors. Assembly Bill 80 (Fong) is poised to remove the Bifurcated Presidential Primary from a February ballot and return that election to the June statewide primary ballot. To provide voter assistance, the Department expects to recruit, train and deploy at least 600 Election Officers, Field Inspectors, and other officials to manage the logistics of Election Day during the November local election, and will increase the number of poll workers to 900 for the June primary.

June 2012 Top Two Primary system - Proposition 14 (2010) was passed by the voters and changed California's existing modified primary voting system, virtually doing away with partisan primary elections. Moving the office of President back onto the state's June ballot, along with local county central committee contests, will in turn increase the complications of the new Top Two Primary system as this method of election does not apply to either type of office. The new primary voting system will necessitate an increase

in poll worker and voter education, create a longer ballot with multiple ballot cards for each voter, and increase administrative changes to the Department's procedures for conducting the new primary election. The Department has not yet realized the full financial or administrative impact of conducting the new primary voting system and is watchful of other California counties who are currently conducting special vacancy elections. It is important to note that the financial savings California counties may realize through the elimination of the bifurcated Presidential Primary in February of years divisible by four (as expected to be adopted under Assembly Bill 80) will not fully offset the increase in costs for conducting the Top Two Primary system.

**Redistricting 2011 -** The Department is responsible for maintaining precinct boundaries and district lines for all elective jurisdictions in the County, from Federal jurisdictions down to local special district boundaries. The Redistricting Project, prompted by the Decennial Census, is a large multi-agency project in which the Elections Department has an important role. All work must be completed in time for all elections scheduled in 2012. Before any work is finalized, all plans must be reviewed and approved by the United States Department of Justice. Until the Department has access to the results of the Census and has the ability to review any potential changes affecting workload, it is unclear as to the full workload or budgetary impacts this project will entail.

Board Strategic Initiatives that the Elections Department actively addresses: Streamline County operations for greater accountability and efficiency of service delivery and cost savings.

---

### Summary of Recommendation

Appropriations for the Elections Department are recommended at \$5,130,616, an increase of \$1,867,155 from the FY 2010-11 Adopted Budget due to the scheduled statewide primary occurring in June 2012. Estimated revenues are increased by \$1,285,004 from the FY 2010-11 Adopted Budget for a total of \$2,146,029 in FY 2011-12. General Fund Contributions total \$2,984,587, an increase of \$582,151 from FY 2010-11.

---

### Budget Impacts

In addition to providing for the FY 2011-12 daily operations and services, the Recommended Budget includes an increase in expenditures from the FY 2010-11 budget due to an increase number of scheduled elections. State law mandates local agencies reimburse the County for election services; however, there is no mandate for the state to reimburse counties for conducting a State or Federal election.

The Department must still comply with all mandates and regulations surrounding election administration, even with a reduced budget. In 2010, the Department developed reduction scenarios that would continue to allow the County to meet Federal and State law, however, that will impact non-mandated services affecting customer service. A reduced FY 2011-12 Annual Budget for the Elections Department would have the following impacts:

Voters and other callers may see an increase in wait time for telephone customer service due to reduced number of temporary help for the Department's election phone bank. The Department expects an increase in calls from voters as they are faced with a new statewide primary election system as well as calls relating to any changes in polling place locations due to the outcome of Redistricting or the final results of the Department's accessibility

survey of all polling places under the Americans with Disabilities Act (ADA).

Voters may see an increase in wait time at the polls due to a reduced number of poll workers. This may be further complicated by a lack of voter understanding of the State's new primary voting system and a longer ballot.

A reduction to the Department's voter education and outreach public service announcements in print, radio, and/or television. Having voter education and outreach materials for voters regarding the new Top Two Primary system as well as any necessary information regarding changes to precincts due to the outcome of the Redistricting project will be very important to the success of the election and the enfranchisement of voters.

Generally longer wait time for the release of election results on Election Night. This delay is due to a reduced number of poll workers and temporary staff at the Department. Poll workers manage the precinct's closing procedures; fewer poll workers to process and close the polls will increase the Department and public's wait time for those precinct results. Temporary staff assists the Department in processing returns from over 120 voting locations throughout the County. Fewer in-house temporary staff will increase the Department's workload and lengthen the time it takes to process voted ballots and release results to the public and media. In 2010, the Department studied the process and time for canvassing the vote and releasing results to the public after the June 2010 Statewide Primary election. The results were presented to the Board of Supervisors and resulted in the development of a "Results Reporting Schedule." This schedule may not be adhered to should the Department have a reduction in poll workers and temporary staff to process voted materials.

Reduction or lack of supplies, including official ballots, or the inability to pay vendors. In FY 2010-11, the Department attempted to minimally reduce the ballot order in an effort to further save costs, however, anticipated voter turnout was higher and the Department ended up requesting additional ballots to complete the canvass, increasing ballot supply costs.

---

### **Prior Year Accomplishments**

The Department successfully administered two elections in FY 2010-11, an unscheduled special general election held in August within the boundaries of Senate District 15 to fill a vacancy caused by the resignation of Senator Abel Maldonado, and the November 2010 Statewide General Election. Both elections were conducted in compliance with Federal, State, and local laws and ordinances, as well as the 2007 conditional re-approval of voting systems and the Post-Election Manual Tally regulations. This remains the Department's primary functional goal and is therefore ongoing.

Worked with the County Administrative Office and Human Resources to study the Department and make recommendations for updating job classifications. The outcome showed that over a 20 year period the Department's operations, technology, and legal mandates have become increasingly complex, requiring different classifications for the employees who must oversee the Department's functional areas and public programs.

Reviewed and adjusted, as needed, procedures so that Elections conforms to all applicable statutes and County policies. In the process, the Department identified opportunities for efficiencies and cost savings for the conduct of elections while still meeting

legal mandates. The 2010 Legislative Session brought 23 chaptered bills that the Elections Department is reviewing, making changes and improvements to specified procedures for staff and poll workers, and will be implementing changes with either the May 3, 2011 Special All Mail Ballot Election or with the local school and special district elections scheduled for November 2011. The Department continues to actively work with the California Association of Clerks and Elections Officials, their lobbyist, and staff from the Secretary of State's office to monitor State legislation as well as to continue to find members in the Legislature who would carry the legislation.

The Department continues to seek and implement program improvements that increase efficiency and accountability as well as provide for a cost-effective operation. The following list of program improvements reflects only a sample of what the Department has implemented: reviewing and redesigning procedures relating to the central tabulation of ballots, production of election results, canvassing returns and supplies, and programming and using voting technology to reduce errors, save time, and improve integrity; reorganizing and streamlining warehouse supplies and records retention in an effort to eliminate one of the Department's costly storage facilities.

The Department continues to work on ways to utilize technology to improve operational efficiency, streamline processes, increase accountability and transparency, as well as incorporate cost savings. The following list of technology improvements and customized tools reflects only a sample of what the Department has developed and implemented: Election Management and Tracking System (EMATS) - this customized software tool was created, developed and implemented by our own staff and improves the operation of nearly all systems used in the Department; Election Night Results Application - this in-house application is used for transcribing election night results into a format provided by and reported to the Secretary of State; design of new storage system for warehouse operations to increase storage capacity without sacrificing work and "staging" areas; candidate database system combines processes for candidate nominations, tracking and updating elected officials data, tracking campaign finance, and introduction of automation for formatting the candidate guide and candidate information in the voter information pamphlet; Election Night Return and Audit reconciliation database that assists in the documentation and tracking of precinct supplies returned to the Department on Election Night; installing a new microwave tower to increase the Department's bandwidth and improve the network operation; implemented the use of Address Change Services (ACS) with the United States Postal Service to electronically receive data on undeliverable mail; upgrading software and hardware, such as desktop computers and document scanners, that have improved speed in processing forms.

Improved upon the ability to capture all available revenue, including Federal and State grant funding. The Department has sought and applied for grant funding through the Secretary of State in order to accomplish the accessibility study and review of the County's polling places, as well as to make marked improvements to the accessibility of the Department's website. Grant awardees will be notified after the completion of this Narrative. The Department also received reimbursement, in the amount of \$805,695, for the cost of administering the May 19, 2009 Statewide Special Election. The full reimbursement was returned to the General Fund. The Department is also monitoring two current bills that would reimburse counties for conducting special vacancy elections called by the Governor, in hopes of receiving nearly

\$791,878 reimbursement for conducting the June 22 and August 17, 2010 Special Vacancy Elections in Senate District 15.

Monitored State legislation in line with the Board's Legislative Priorities that permit efficiencies in administering elections and allowing counties to conduct all-mail ballot elections. The Department worked with the County's Legislative Director to support legislation to reimburse counties for special elections, inform members of the Legislature on methods to save administrative costs, and expanding options for voters who wish to receive their voter information pamphlet electronically. In the current Legislative session, there are two all-mail ballot election bills in the current legislative session, each would allow all mail ballot pilot projects for specified periods in two California counties. The Department is working with the County's legislative team to monitor and report to the Board.

Continued to implement the current voter education and outreach services with an existing vacancy in the bilingual Elections Program Manager position. The Department is under Federal mandate to provide outreach and education to protected classes under the Voting Rights Act, including providing bilingual voter services, bilingual poll workers and translated polling place materials. The Department continues to implement the existing voter education and outreach services program by training deputy election officials to register qualified voters in Monterey County, maintaining the Department's presence at community events to educate the public on the Department's operations, register voters and recruit poll workers; as well as use of social media, such as Twitter and Facebook, to reach out to the electorate through alternative forms of education.

Worked with members of the public Observer Panel and improve upon the Department's transparency and public education activities. The Department meets bimonthly with members of the public Observer Panel to increase transparency and public awareness and involvement in election activities. Members of the Panel have been integral in assisting the Department rethink and improve upon voter educational materials.

Received and verified ten statewide petitions, including one mandated full count that occurred at the same time as the Department was administering the back-to-back June primary elections.

Recorded over 74,000 data transactions affecting the voter registration and management system; transactions included processing new voters, updating information fields for existing voters, cancelling voters who have moved, and other related changes.

Expanded use of State Workers as County poll workers. Outreach efforts to State employees have increased participation in Monterey County by 20%.

Developed and released two Request for Proposals (RFP) for printing and mailing services for official ballots and voter information pamphlets, in hopes of realizing cost savings and securing limits on future increases in production and mailing costs that can occur outside of a contract.

The Department hosted the summer conference for the California Association of Clerks and Elections Officials (CACEO) in July 2010. This was the first time in the Association's 100 year history that Monterey County was selected to host. The conference,

"CACEO's Greatest Hits," used music as the overall theme to connect the sessions and make the conference fun and engaging. The week-long event consisted of courses offered through the California Professional Elections Administrator Certification program (CalPEAC), as well as covered programs that were honored by the California State Association of Counties over the past five years. The Association recovered financial losses in the previous year as well as realized a financial gain to assist expenses for future conferences and education sessions conducted by the Association. The conference was planned, organized and held at the same time the Department was completing the administration of the June 8 and June 22 Primaries as well as preparing for and conducting the August 17, 2010 Special General Election.

The Department celebrated one graduate and three new enrollees in the CalPEAC education system designed by and offered through the CACEO. This program covers major areas of the elections process and can take up to four years to attain certification. The Department's Registrar and Assistant Registrar are also graduates of the Program.

Department IT trained on use of Ballot Production System and voting system service and maintenance in an effort to further reduce reliance on and costs associated with vendors.

### Budget Year Goals

With budget constraints and the number of scheduled elections occurring in the coming year, the Department may reduce projects that are not directly associated with costs savings and efficiencies in administering elections. However, goals such as redesigning the Department's website to include updated technology features and useful information and tools for the community; countywide assessment of all polling place facilities; redesigning programs and materials in an effort to become more transparent to the public eye, such as publication of all Department procedures in to one large booklet that can be distributed for educational and observational activities; and obtaining an online training program for poll workers, will remain ongoing goals for the Department, in addition to continuing to find opportunities for efficiencies and cost savings for the conduct of elections while still meeting legal mandates.

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. The Registrar of Voters plans to attend bi-monthly meetings of the legislative committee and has been named the new Correspondence Secretary for CACEO and can be more prepared to communicate to the Board of Supervisors regarding the Association's legislative concerns.

Improve access to voting and voting information, including a comprehensive review and survey of all existing and potential polling place locations in the County, review and update the Department's website, and improving poll worker and voter education regarding services to voters with specific needs. The Department has applied for a competitive grant for Election Assistance and Improving Voter Information about Access to the Ballot and has an opportunity to receive grant funding to cover the cost of the project. The results of the competitive grant were not known at the time of this Narrative.

Improve upon current voter education and outreach services. The Department continues to have a vacancy in the bilingual Elections Program Manager position and plans to seek applicants to fill this

need in this Fiscal Year. The Department is also hopeful that funding will allow for obtaining the appropriate supplies to increase attendance at community functions as well as allow the Department to redesign educational materials for voters, be more visible in the County in an effort to increase participation in the elections process through voting, becoming a poll worker or hosting a polling place.

Continue to organize and meet with a public Observer Panel and improve upon the Department's transparency and public education activities. Members of the Panel are focused on increasing voter participation, especially the youth. The Department plans to work to increase youth participation through the Student Poll Worker Program by assisting the Panel and working together with the local school districts.

Work closely and participate with the County's appointed Citizen Redistricting Advisory Committee under Committee By-Laws and the Supervisorial Redistricting Work Program in an effort to apply the Department's knowledge to the process for redrawing political subdivisions in Monterey County. The 2011 Redistricting process will also include use of ArcGIS software to produce precinct maps for all major election districts in the County, including Congressional, Assembly and Senate, Supervisorial, city, school and special district boundaries. The outcome and full impact of redistricting Monterey County is not known. The Department may also expect to see multiple changes to precinct boundaries and polling place locations.

Continue to have the ability to send staff to continuing educational courses through the Learning Development Network (LDN) and through CACEO. Continuing education has proven to expand the staff's skills and has led to the development of in-house programs that have led to efficiencies, cost savings, and overall improvements to the Department's operations.

Investigate technologies to speed up the processing of vote by mail ballots, such as automated sorting by precinct, and opening and extracting ballot cards, reducing the reliance on temporary staff while improving efficiencies, cost and error rates.

---

## Pending Issues

Special Elections - ongoing

The potential for the Governor to call a statewide special election to occur within the remaining budget year or next remains unknown. Under existing law, elections conducted on behalf of the State are not reimbursable. The cost of any special election called by the State is dependent upon the date and method of the election. If the State were to be the only jurisdiction with items on the ballot and the election were to be conducted similarly to the May 2009 Statewide Special Election, it is estimated the cost may be upwards of \$900,000. If the election were to be called to be conducted by mail or consolidated with the local elections in November, the cost to the County would be reduced.

As mentioned under the Department's accomplishments, the County was also required to conduct special vacancy elections for Senate District 15; the special primary occurred on June 22, 2010 and the special general election occurred on August 17, 2010. The

cost to the County for conducting both elections was just under \$791,878 in total.

Help America Vote Act Funds - Deadline

The Department is conscious of the December 31, 2011 deadline to spend Federal funding granted to Monterey County under the Help American Vote Act (HAVA). Currently, the remaining funds are in two categories and can be spent on voting technology and items related to VoteCal, the State's current version of the statewide registration database. Remaining funds are estimated at approximately \$443,525. According to the Secretary of State, there has been a request to extend the current deadline which has been accepted by the Governor and is now before the Legislature for consideration to renew all contracts associated with HAVA. The Department has begun to review new vote tabulation systems that may improve the processing of paper ballots and nearly eliminate the need for some temporary staff and election supplies. New technologies may not be available for an estimated two years due to the testing requirements. Additionally, due to limited grant funding available and the County's future budget conditions, new systems may have to be combined with the County's existing accessible voting technology required under HAVA, as the County may not have adequate funds to replace the entire voting system.

Department Facility - ongoing

The Elections Department, in coordination with Public Works and other applicable departments, continues to participate in the review of appropriate sites for the construction of a 24,000 square foot facility. The current building of 12,000 square feet is leased at an annual cost of \$281,057. Due to the insufficient size of the current location, additional sites are rented at an annual cost of \$35,932. Confidential, valuable, sensitive voting equipment is moved between locations as needed during an election cycle, reducing the Department's ability to improve efficient operations. Consolidating the Department's locations to one building should reduce cost and improve efficiency while decreasing the vulnerability of the County's voting equipment and election supplies through a single secure site location.

Governor's Suspension of Election Mandates

In early March, the 10-member state Budget Conference Committee passed its final report regarding the Governor's realignment proposal which proposes to suspend all six currently funded election program mandates that are contained in the current FY 2010-11 budget. The suspended programs include: Absentee (Vote by Mail) Ballots, Permanent Absent (Vote by Mail) Voters I, Absentee (Vote by Mail) Ballots: Tabulation by Precinct, Voter Registration Procedures, Fifteen-Day Close of Voter Registration, and the Brendon Maquire Act (special election due to the death of a candidate). The largest impact to voters would be the suspension of the vote by mail programs, virtually eliminating the requirement for the County to automatically mail out vote by mail ballots to over 100,000 voters. Unless voters were truly "absent" from their precinct or were eligible under the original Permanent Absentee voter mandate and had an illness or physical disability that prevented them from voting at their polling place on Election Day, the voter could no longer vote by mail ballot. Suspension of the mandates may also mean that the County may no longer be eligible to receive reimbursement, estimated at \$300,000 annually, for the activity under SB 90.



**Appropriation Expenditure Detail**

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Elections (ELE001)	3,780,932	3,263,461	3,319,654	4,889,522	5,130,616	1,867,155	001	1410_8064
Subtotal	\$3,780,932	\$3,263,461	\$3,319,654	\$4,889,522	\$5,130,616	1,867,155		

**Crosswalk - Advantage Appropriation to AFIN Budget Unit**

Advantage			AFIN		
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
(ELE001)	Elections	141	Elections	001	General

**Adopted 2011 to Recommended 2012 Positions**

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
11A20	REGISTRAR OF VOTERS	1.0	1.0	0.00
12C14	ASSISTANT REGISTRAR OF VOTERS	1.0	1.0	0.00
14C30	MANAGEMENT ANALYST II	1.0	1.0	0.00
14J20	ELECTIONS SERVICES SPECIALIST I	0.0	1.0	1.00
14J21	ELECTIONS SERVICES SPECIALIST II	0.0	1.0	1.00
14M80	ELECTIONS PROGRAM MANAGER	0.0	5.0	5.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.0	1.0	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.0	1.0	0.00
80F80	ELECTION SERVICES SPECIALIST	5.0	0.0	-5.00
Total		10.0	12.0	2.00

Elections



This page intentionally left blank.

# Emergency Communications

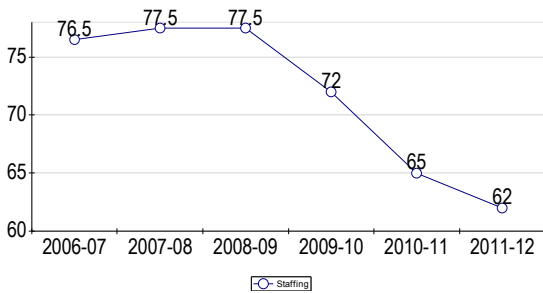
Operating Budget: \$17,278,658  
Positions (FTEs): 62.0

Lynn Diebold  
Director

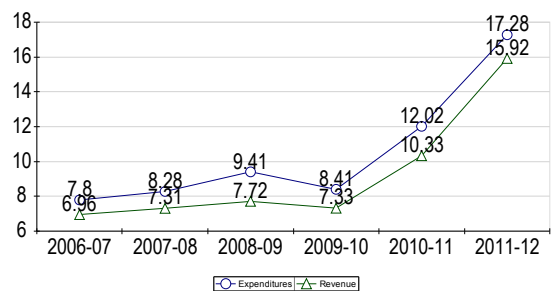
Emergency Communication

Emergency Communications

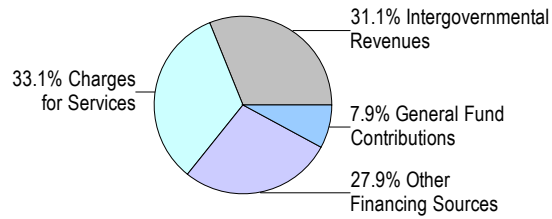
**Staffing Trends**



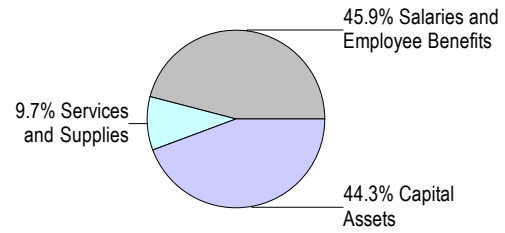
**Expenditure/Revenue History (in thousands)**



## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	7,140,567	7,444,443	7,895,061	8,031,766	7,993,747	549,304
Services and Supplies	1,384,771	1,630,513	1,544,221	1,706,241	1,694,606	64,093
Other Charges	(118,906)	(118,906)	(118,906)	(118,906)	(118,906)	0
Capital Assets	0	0	2,702,381	7,709,211	7,709,211	7,709,211
Subtotal	\$8,406,432	\$8,956,050	\$12,022,757	\$17,328,312	\$17,278,658	8,322,608

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	1,339	0	0	0	0	0
Intergovernmental Revenues	2,330,222	2,437,316	2,988,152	5,376,771	5,376,771	2,939,455
Charges for Services	4,788,507	4,481,081	5,322,956	5,617,569	5,723,228	1,242,147
Other Financing Sources	205,422	0	2,021,735	4,816,289	4,816,289	4,816,289
Subtotal	\$7,325,489	\$6,918,397	\$10,332,843	\$15,810,629	\$15,916,288	8,997,891
Fund Balance	(437,361)	0	0	0	0	0
General Fund Contributions	\$1,518,303	\$2,037,653	\$1,689,914	\$1,517,683	\$1,362,370	(675,283)
Total Source of Funds	\$8,406,432	\$8,956,050	\$12,022,757	\$17,328,312	\$17,278,658	8,322,608

## Department Description

This budget unit provides for the operation and administration of a countywide consolidated emergency communications system. 9-1-1 and non-emergency call answering and dispatch service is provided to the County Sheriff, 11 of the 12 incorporated city police departments, fire agencies serving all 12 cities, 5 County fire districts, 2 volunteer fire brigades, the Monterey Peninsula Airport District police and fire departments, and California State University, Monterey Bay police department. These services are provided under the Agreement for 9-1-1 Emergency Communications Dispatch Services (911 Service Agreement) with the agencies receiving services. In addition, the department is providing administrative services for the Telephone Emergency Notification System (TENS) / Alert Monterey County. In FY 2010-11; the Department was assigned administration responsibilities for the Next Generation Public Safety Radio System Project (NGEN).

The 911 Service Agreement requires that the County: Provide all answering services of the Emergency 9-1-1 telephone number; provide all urgent and non-emergency answering of a secondary back-up telephone number for the dispatch of Agency police, fire, medical or other emergency service response units; provide complete dispatch of Agency police, fire, and emergency medical field units, including status reporting and associated activity

reports; provide urgent or emergency data inquiry responses to the Agency's field units; provide after-hours dispatch of Agency's Public Works crews or units in accordance with operating procedures mutually agreed to by the Agency and County of Monterey; provide and maintain all necessary consoles and associated radio dispatch equipment located in its communications center including any radio equipment that is common to all system users.

Under the 911 Service Agreement, each dollar of expense of operating the countywide emergency communication center is paid for by approximately 30 cents of General Fund Contribution and 70 cents in User Agency revenue. In 2008, the County was awarded a grant from the State of California Office of Homeland Security to purchase and install a Telephone Emergency Notification System (TENS). As a 24 X 7 Department, administration of that system fell to the Emergency Communications Department.

The Board's Public Safety Strategic Initiatives that the department actively addresses: Realign the relationship and approach within criminal justice services and the courts to improve service integration and impact on the people served; Provide effective law enforcement and improve public safety infrastructure, local homeland security, and methods for reducing gangs and drug problems.

---

## Summary of Recommendation

The FY 2011-12 Recommended Budget provides \$17,278,658 for Emergency Communications expenditures. This is an increase of \$8,322,608 from FY 2010-11. This increase is primarily due to the new NGEN project budget of \$7,709,211 which is now included in the Emergency Communications budget (though in a separate fund, Fund 405). Budgeted revenue totals \$15,916,288, an increase of \$8,997,891 from last year. This is due to increased User Agency revenue for dispatch services and the NGEN project revenue. The Recommended General Fund Contribution is \$1,362,370 a decrease of \$675,283 from the prior year. This decrease is due to increased revenue from user agencies and increased Public Safety Sales Tax.

The Department is now administering the NGEN Public Safety Radio System Replacement Project. The costs of the NGEN Project are included in this year's recommended budget as much of the activity to build this system will take place in Fiscal Year 2011 / 2012. This project will replace the public safety and local government voice and data radio networks including mobile radios, portables, base stations, repeaters, radio control stations, and dispatcher consoles as well as associated radio site development with inter-operable digital trunking P-25 technologies to meet a January FCC 2013 mandate. End user radios will be funded separately by the County and by participating agencies. Debt Financing has been secured for system Infrastructure.

---

## Prior Year Accomplishments

Assumed Contract and Project Administration responsibilities for the Next Generation Radio System Project (NGEN) which included Board of Supervisors approval of award of a contract to Harris Corporation for the design build of the primary system as well as private financing. The department is performing services such as fiscal administration, contract administration, inter-agency and inter-department coordination, and grant administration.

Evaluated responses to a Request for Information for replacement of Department 9-1-1 telephone customer premise equipment, funded by the State 9-1-1 surcharge.

Continued staff training on AlertMontereyCounty.org and Telephone Emergency Notification System (TENS) including maintenance of an outreach program notifying residents to register their cellular and VOIP telephones so that they may be notified of emergencies in their neighborhood. A working group was also developed to create policies for user agencies. In 2010, the Department negotiated a 23% reduction in the cost of the TENS

Contract. The County's share of costs for the TENS service is approximately 25% (\$47,500) of the total cost (\$195,000).

Completed training and began development of an Employee Mentorship Program.

Worked with State 911 Office to implement new wireless 911 call routing. The result has increased the number of cell phone calls directly answered by the County 911 Center to over 65% of wireless calls placed within the County.

---

## Budget Year Goals

Implement replacement of Department's new 9-1-1 telephone system, funded by the State 9-1-1 surcharge. This is a significant procurement project to be coordinated with State 9-1-1 Office, County Purchasing Officer and Information Technology/ Telecommunications. When the project is completed, the Department anticipates improvements in productivity, improved ability to report statistics and the ability to manage incoming non-emergency calls with less staff.

Participate in the NGEN system deployment including providing significant staff support such as project management / project coordination and finance management, and coordinate Dispatch involvement in this critical countywide project.

Provide training to staff on new radio and telephone technologies including the new regional Mobile Command Communications Vehicle and evaluate opportunities to modify services and reduce costs without impact to public safety such as an auto-answer recording on non-emergency lines when all 911 call takers are busy.

---

## Pending Issues

The amount of Proposition 172 revenue granted to Cities and Fire Districts, as an offset to 911 Dispatch cost, will be determined prior to budget hearings in June 2011 and confirmed or amended by the Board of Supervisors. This offset directly affects department revenue and General Fund Contribution, and assists local agencies' public safety efforts.

Cities are currently exploring the possibility of forming a Joint Powers Agreement (JPA) for the NGEN Radio System and for 911 Dispatch Services.

---

## Policy Considerations

There are no policy considerations.

## Appropriation Expenditure Detail

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Emergency Communication (EME002)	63,978	0	2,630,185	7,689,211	7,689,211	7,689,211	405	1520_8065
Emergency Communication (EME001)	8,342,454	8,956,050	9,392,572	9,639,101	9,589,447	633,397	001	1520_8065
Subtotal	\$8,406,432	\$8,956,050	\$12,022,757	\$17,328,312	\$17,278,658	8,322,608		

## Crosswalk - Advantage Appropriation to AFIN Budget Unit

Advantage		AFIN			
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
(EME001)	Emergency Communications	152	Emergency Communications	001	General

## Department Workload Information

In FY –2010 - 2011 the Department handled nearly 650,000 9-1-1 and non-emergency calls for service or information received at the center, and more than 560,000 Computer Aided Dispatch (CAD) system incidents were created to dispatch law enforcement and fire/rescue units to the thirty public safety agencies served. Department workload increased 18% from 2007 to 2010.

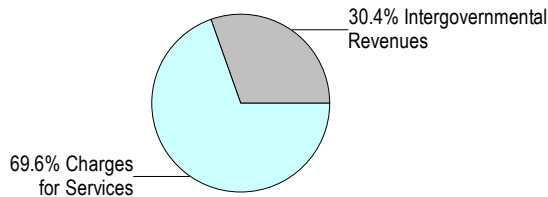
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
12C42	EMERGENCY COMMUNICATIONS OPERATIONS MANAGER	1.0	1.0	0.00
14A26	DIRECTOR EMERGENCY COMMUNICATIONS	1.0	1.0	0.00
14C31	MANAGEMENT ANALYST III	1.0	1.0	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.0	1.0	0.00
80A32	SENIOR SECRETARY	1.0	1.0	0.00
80S01	COMMUNICATIONS DISPATCHER I	7.0	5.0	-2.00
80S21	COMMUNICATIONS DISPATCHER II	39.0	38.0	-1.00
80S22	EMERGENCY COMMUNICATIONS SHIFT SUPERVISOR	10.0	10.0	0.00
80S26	EMERGENCY COMMUNICATIONS OPERATIONS SUPERVISOR	4.0	4.0	0.00
	Total	65.0	62.0	-3.00

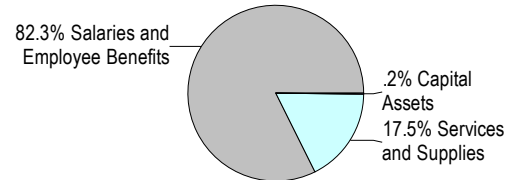
# Emergency Communication

(Unit 8065— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	7,140,567	7,444,443	7,895,061	8,031,766	7,993,747	549,304
Services and Supplies	1,320,792	1,630,513	1,544,221	1,706,241	1,694,606	64,093
Other Charges	(118,906)	(118,906)	(118,906)	(118,906)	(118,906)	0
Capital Assets	0	0	72,196	20,000	20,000	20,000
Subtotal	\$8,342,454	\$8,956,050	\$9,392,572	\$9,639,101	\$9,589,447	633,397

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	2,330,222	2,437,316	2,379,702	2,503,849	2,503,849	66,533
Charges for Services	4,493,928	4,481,081	5,322,956	5,617,569	5,723,228	1,242,147
Subtotal	\$6,824,150	\$6,918,397	\$7,702,658	\$8,121,418	\$8,227,077	1,308,680

## Unit Description

This budget unit provides for the operation and administration of a countywide consolidated emergency communications system. 9-1-1 and non-emergency call answering and dispatch service is provided to the County Sheriff, 11 of the 12 incorporated city police departments, fire agencies serving all 12 cities, 5 County fire districts, 2 volunteer fire brigades, the Monterey Peninsula Airport District police and fire departments, and California State University, Monterey Bay police department. These services are provided under the Agreement for 9-1-1 Emergency Communications Dispatch Services (911 Service Agreement) between the agencies receiving services. In addition, the department is providing administrative services for the Telephone Emergency Notification System (TENS) / Alert Monterey County. In FY 2010-11; the Department was assigned administration responsibilities for the Next Generation Public Safety Radio System Project (NGEN).

## Prior Year Accomplishments

Evaluated responses to a Request for Information for replacement of Department 9-1-1 telephone customer premise equipment, funded by the State 9-1-1 surcharge. Continued staff training on AlertMontereyCounty.org and Telephone Emergency Notification System (TENS) including maintenance of an outreach program notifying residents to register their cellular and VOIP telephones so

that they may be notified of emergencies in their neighborhood. A working group was also developed to create policies for user agencies. In 2010, the Department negotiated a 23% reduction in the cost of the TENS Contract. The County's share of costs for the TENS service is approximately 25% (\$47,500) of the total cost (\$195,000). Completed training and began development of an Employee Mentorship Program. Worked with State 911 Office to implement new wireless 911 call routing. The result has increased the number of cell phone calls directly answered by the County 911 Center to over 65% of calls placed within the County.

## Budget Year Goals

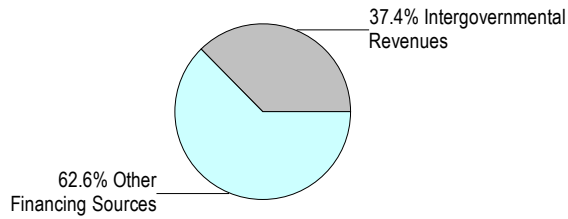
Implement replacement of Department's new 9-1-1 telephone system, funded by the State 9-1-1 surcharge. This is a significant procurement project to be coordinated with State 9-1-1 Office, County Purchasing Officer and Information Technology/ Telecommunications. When the project is completed, the Department anticipates improvements in productivity and improved ability to report statistics.

Provide training to staff on new radio and telephone technologies including the new regional Mobile Command Vehicle and evaluate opportunities to modify services and reduce costs without impact to public safety such as an auto-answer recording on non-emergency lines when all 911 call takers are busy.

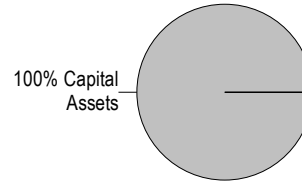
# Emergency Communication

(Unit 8065— Fund 405)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	63,978	0	0	0	0	0
Capital Assets	0	0	2,630,185	7,689,211	7,689,211	7,689,211
Subtotal	\$63,978	\$0	\$2,630,185	\$7,689,211	\$7,689,211	7,689,211

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	1,339	0	0	0	0	0
Intergovernmental Revenues	0	0	608,450	2,872,922	2,872,922	2,872,922
Charges for Services	294,578	0	0	0	0	0
Other Financing Sources	205,422	0	2,021,735	4,816,289	4,816,289	4,816,289
Subtotal	\$501,339	\$0	\$2,630,185	\$7,689,211	\$7,689,211	7,689,211

## UNIT DESCRIPTION

The County is serving as the lead agency for the Next Generation (NGEN) Radio Project with the Department of Emergency Communications serving as the project administrator. This project replaces the existing public safety and local government voice and data radio networks to meet a January 2013 federal mandate. In addition to affected County departments (Sheriff, Probation, District Attorney, Parks, Public Works, and EMS), the stakeholders involved in the project include the City of Carmel, City of Del Rey Oaks, City of Gonzales, City of Greenfield, City of King, City of Marina, City of Monterey, City of Pacific Grove, City of Salinas, City of Sand City, City of Seaside, City of Soledad, California University Monterey Bay, Big Sur Volunteer Fire Brigade, Greenfield Fire Protection District, North County Fire Protection District, Monterey County Regional (formerly Salinas Rural) Fire Protection District, Spreckels Volunteer Fire Company. This project includes: radios, portables, base station equipment, repeaters, and radio control systems with inter-operable narrowband and digital trunking technologies. This unit includes the budget for the project infrastructure including a VHF radio system, control stations, microwave stations for backhaul, site development, replacement of dispatch consoles, network and information technology security systems. End user equipment will also need to be purchased or upgraded. End user equipment is being funded separately by the County and participating agencies.

## PRIOR YEAR ACCOMPLISHMENTS

Transitioned administration and oversight of the project from the Information Technology Department to the Department of Emergency Communications.

Awarded a Radio Systems Purchase Agreement to Harris Corporation and approved private financing for the infrastructure portion of the project.

Completed significant work on detailed design review, site acquisition, and radio frequency planning.

Completed work required for Assistance to Firefighter Grant funds awarded to the City of Seaside and City of Monterey on behalf of the project.

## BUDGET YEAR GOALS

Participate in the NGEN system deployment including providing significant staff support such as project management / project coordination and grant and finance management. Coordinate Dispatch involvement in this critical countywide project.

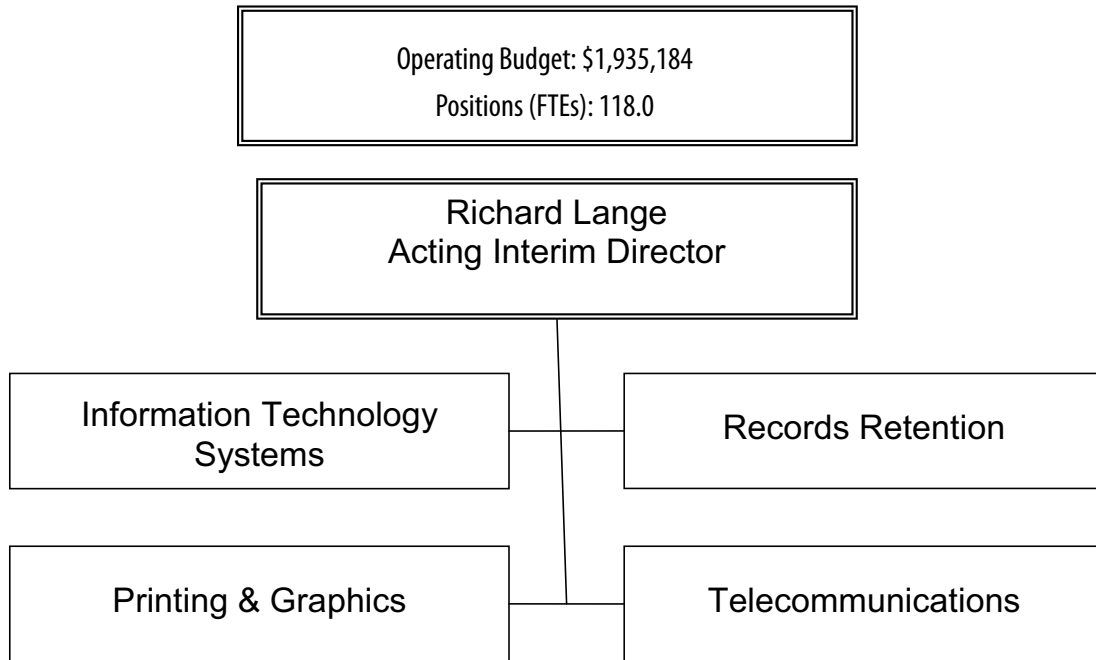
Complete and approve detailed design review.

Complete site development including zoning process.

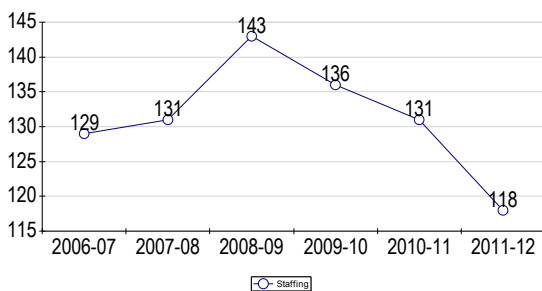
Begin installation of radio equipment at sites.



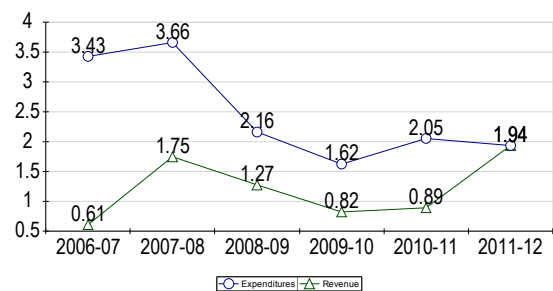
# Information Technology



**Staffing Trends**

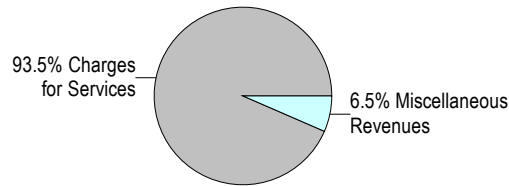


**Expenditure/Revenue History (in thousands)**

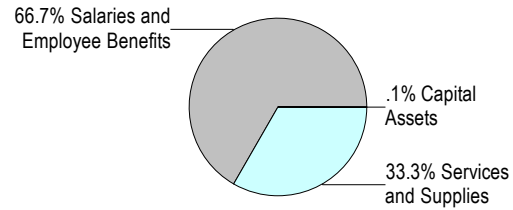


Information Technology

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	13,541,300	14,005,776	14,005,776	13,541,661	13,541,661	(464,115)
Services and Supplies	7,344,318	7,162,381	7,162,381	6,754,084	6,754,084	(408,297)
Other Charges	(20,098,408)	(19,847,405)	(19,847,405)	(18,370,944)	(18,370,944)	1,476,461
Capital Assets	837,638	733,000	733,000	10,383	10,383	(722,617)
Subtotal	\$1,624,848	\$2,053,752	\$2,053,752	\$1,935,184	\$1,935,184	(118,568)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	1,380	0	0	0	0	0
Revenue from Use of Money & Property	27,671	0	0	0	0	0
Intergovernmental Revenues	36	0	0	0	0	0
Charges for Services	668,553	892,250	892,250	1,809,059	1,809,059	916,809
Miscellaneous Revenues	125,094	0	0	126,125	126,125	126,125
Subtotal	\$822,734	\$892,250	\$892,250	\$1,935,184	\$1,935,184	1,042,934
General Fund Contributions	\$802,114	\$1,161,502	\$1,161,502	\$0	\$0	(1,161,502)
Total Source of Funds	\$1,624,848	\$2,053,752	\$2,053,752	\$1,935,184	\$1,935,184	(118,568)

## Department Description

The Information Technology Department (ITD) consists of five major Divisions: Customer Service, Information Security, Printing and Graphics, Records Retention, and Telecommunications. ITD has an Administrative Support section, which consists of executive and special project management; fiscal and personnel administration; procurement; and training.

The Board Strategic Initiative that the Information Technology Department (ITD) actively addresses is: Streamline operations for greater accountability and efficiency of service delivery and cost savings.

## Summary of Recommendation

The Fiscal Year (FY) 2011-12 Recommended Budget includes appropriations of \$20,216,128, and reimbursements of \$18,370,944 combined with estimated revenues of \$1,935,184, resulting in a balanced budget without a General Fund Contribution. The Information Technology Department (ITD) has completely transitioned to a zero General Fund Contribution department where the department's budget is solely based on the revenue generated through the services rendered to its clients. The FY

2011-12 Recommended Budget change from FY 2010-11 decreases total appropriations by approximately \$1,685,029.

The \$1,685,029 decrease in appropriations was a result of a decrease in salaries and benefits by \$554,115; a decrease in services and supplies by \$408,297 and a decrease in capital assets by \$722,617.

The salary and benefits reductions were achieved by reductions in staff positions. Services and supplies reductions were achieved in the areas of internal and external communication, external printing, equipment rental, conferencing, lodging and travel. Capital asset reductions were the result of reducing projects submitted for prioritization and funding from the Capital Projects Fund.

## Budget Impacts

Staff reductions of six filled and seven vacant positions.

The eliminated positions are: one (1) Information Systems Training Coordinator, one (1) Software Programmer Analyst II, four (4) System Programmer Analyst IIIs, two (2) IT Business Managers, one (1) Assistant Director IT, one (1) Programmer Analyst

Confidential, one (1) Principal Office Assistant, one (1) Data Entry Operator II, and one (1) Graphics Equipment Operator II.

### Prior Year Accomplishments

Transitioned to full cost recovery requiring no General Fund Contributions to subsidize operations.

Evaluated and replaced printing and copying equipment with higher quality and greater volume handling devices, thereby lower operating costs through improved efficiencies. The new equipment will reduce service fees and render the Printing and Graphics Unit more competitive.

Implemented enhanced access control security mechanisms for County data assets, including Administrative, Technical & Physical controls.

Assisted the Auditor-Controller in implementing the ERP System Human Resource and Payroll modules, which achieved compliance with Labor Contracts, Memorandums of Understanding (MOUs) and integrated payroll expenses into financial management processes and reporting.

Submitted two grant applications in the Broadband Technology Opportunities Program (BTOP) to fund the expansion of rural broadband availability. The expansion will enhance job training service delivery, telemedicine, and public safety technology in rural communities.

Conducted an assessment of Desktop application virtualization technology. Initiated a Proof of Concept (POC) to determine the quantifiable benefits of migrating the County towards Virtual Desktop applications (Private Cloud solutions). The POC was conducted on 110 departmental workstations.

Conducted an environmental review (green initiative) to identify opportunities to minimize negative environmental impacts.

### Budget Year Goals

Implement Performance Measurements derived in collaboration with Management Partners. Measurements will focus is on

economy, efficiency and effectiveness. Economy is the acquisition of resources in the appropriate quantity and quality at the lowest cost consistent with quantity and quality requirements. Efficiency is achieved by utilizing the smallest amount of resources as expressed in terms of cost per unit of service provided (output). Effectiveness is based on the achievement (level of service) of a predetermined goal or objective for a program or service (outcome).

Seek additional Broadband Technology Opportunities Program (BTOP) grant funding for rural broadband expansion.

Migrate Desktop Computing platforms and applications to Desktop Virtualization encompassing Cloud Computing solutions to improve costs. Cost savings and efficiencies will be documented prior to migration, and reflected in future budgets.

Migrate the County's telephone system toward a Voice-over-IP solution to improve system integration capabilities and to lower overall costs of operation. Cost savings and efficiencies will be documented prior to migration, and reflected in future budgets.

Implement the Monterey County Integrated Justice System to improve efficiencies and reduce costs. Cost savings and gained efficiencies will be documented prior to implementation, and reflected in future budgets.

Implement electric power conservation technology and operational controls to reduce costs and reduce carbon footprint of information technology equipment operations.

Develop and implement a Business Continuity and Disaster Recovery Plan in support of assuring highly reliable access to the new ERP system modules. Prior to implementation, assurance level goals will be established.

### Pending Issues

There are no pending issues.

### Policy Considerations

There are no policy considerations.

### Appropriation Expenditure Detail

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
IT Systems (INF002)	(303,215)	228,000	228,000	86,749	86,749	(141,251)	001	1930_8137
Printing /Graphics (INF003)	339,030	327,913	327,913	10,000	10,000	(317,913)	001	1930_8138
Records Retention (INF004)	508,436	544,729	544,729	173,970	173,970	(370,759)	001	1930_8139
Telecommunication (INF001)	1,080,597	953,110	953,110	1,664,465	1,664,465	711,355	001	1930_8140
Subtotal	\$1,624,848	\$2,053,752	\$2,053,752	\$1,935,184	\$1,935,184	(118,568)		

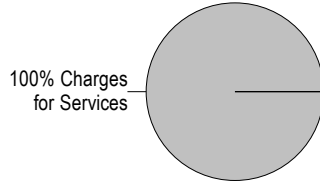
### Crosswalk - Advantage Appropriation to AFIN Budget Unit

Advantage				AFIN	
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
(INF001)	Telecommunications	151	Telecommunications	001	General
(INF002)	Information Technology Systems	193	Information Technology	001	General
(INF003)	Printing & Graphics	197	Printing Services	001	General
(INF004)	Records Retention	196	Records Retention	001	General

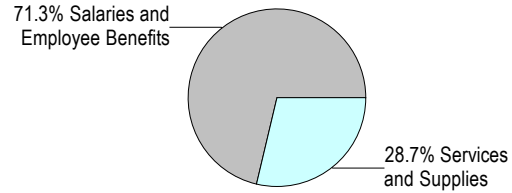
# IT Systems

(Unit 8137— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	10,258,598	10,548,554	10,548,554	9,783,428	9,783,428	(765,126)
Services and Supplies	4,107,926	3,766,964	3,766,964	3,939,728	3,939,728	172,764
Other Charges	(15,166,307)	(14,322,518)	(14,322,518)	(13,636,407)	(13,636,407)	686,111
Capital Assets	496,568	235,000	235,000	0	0	(235,000)
Subtotal	(\$303,215)	\$228,000	\$228,000	\$86,749	\$86,749	(141,251)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	36	0	0	0	0	0
Charges for Services	233,210	228,000	228,000	86,749	86,749	(141,251)
Miscellaneous Revenues	117,115	0	0	0	0	0
Subtotal	\$350,361	\$228,000	\$228,000	\$86,749	\$86,749	(141,251)
General Fund Contributions	(\$653,576)	\$0	\$0	\$0	\$0	0
Total Source of Funds	(\$303,215)	\$228,000	\$228,000	\$86,749	\$86,749	(141,251)

## Unit Description

The Information Technology Customer Service Division provides for planning, acquisition, operation, support, and maintenance of the County's information system infrastructure and applications to meet other County department and agency needs in data collection, storage, and processing. Included are costs for planning and communicating technology directions; developing and maintaining information systems; operating the computer data center; e-mail and internet access; technical support services; ensuring that cost-effective standards are implemented across the enterprise functions; and coordinating the installation and maintenance of computer hardware and software.

The Information Security Division is headed by the Chief Security and Privacy Officer and promotes best practices with regard to the protection of critical services and information. The Security Division conducts regular security vulnerability assessments and audits to evaluate compliance with the established policies and regulations governing information technology equipment,

networks, and processing, as well as forensic audits and investigation of electronic security incidents. The Division manages the County's anti-virus software deployment and updating, intrusion detection and analysis, and malware detection and eradication programs, as well as the security awareness training for all County personnel. It is also an active participant in conducting forensic audits and the investigation of electronic security incidents.

## Prior Year Accomplishments

Accomplishments for this unit included at the department level.

## Budget Year Goals

Prepare an RFP to select a contractor for the implementation of Phase I of the Integrated Justice Information System (IJIS). Begin replacing the existing Criminal Justice information System (CJIS) with technology which will re-establish electronic connectivity and data sharing between the County and the Courts.

Implement automated security tools for the management of electronic identities, providing insight into who can access what data for legal and regulatory compliance purposes.

Implement a new automated Asset Management System to track, manage, operate, and maintain information technology assets throughout the County, particularly focusing on personal

computers and client devices in support of the Client Management Process Re-engineering project.

Improve and streamline desktop and laptop technical support, software deployment, and software license management practices in concert with migration to new versions of Microsoft operating system and office productivity software.

**Adopted 2011 to Recommended 2012 Positions**

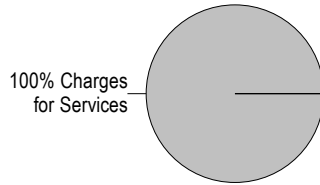
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
12E18	DIRECTOR OF INFORMATION TECHNOLOGY	1.0	1.0	0.00
14B32	SENIOR PERSONNEL ANALYST	1.0	1.0	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.0	1.0	0.00
14K52	CHIEF SECURITY AND PRIVACY OFFICER	1.0	1.0	0.00
16C30	INFORMATION SYSTEMS TRAINING COORDINATOR	1.0	0.0	-1.00
16C45	SOFTWARE PROGRAMMER ANALYST III	11.0	10.0	-1.00
16C55	SYSTEMS PROGRAMMER ANALYST III	31.0	27.0	-4.00
16C89	INFORMATION TECHNOLOGY BUSINESS MANAGER	5.0	3.0	-2.00
16C92	ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY	1.0	0.0	-1.00
16C99	PROGRAMMER ANALYST-CONFIDENTIAL	4.0	3.0	-1.00
16D25	DATABASE ADMINISTRATOR III	2.0	2.0	0.00
16E25	SECURITY ANALYST III	2.0	2.0	0.00
16G25	GIS ANALYST III	2.0	2.0	0.00
20B11	ACCOUNTANT II	1.0	1.0	0.00
20B93	FINANCE MANAGER II	1.0	1.0	0.00
41N25	NETWORK SYSTEMS ENGINEER III	5.0	5.0	0.00
43G01	INFORMATION TECHNOLOGY MANAGER	2.0	2.0	0.00
43M35	INFORMATION TECHNOLOGY SUPPORT TECHNICIAN III	8.0	8.0	0.00
43N26	DATA CENTER OPERATIONS TECHNICIAN III	6.0	6.0	0.00
43N80	DATA CENTER OPERATIONS SUPERVISOR	1.0	1.0	0.00
70F80	SENIOR STOREKEEPER	1.0	1.0	0.00
80A32	SENIOR SECRETARY	1.0	1.0	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.0	0.0	-1.00
80G21	DATA ENTRY OPERATOR II	2.0	1.0	-1.00
80J30	ACCOUNTING TECHNICIAN	2.0	2.0	0.00
<b>Total</b>		<b>94.0</b>	<b>82.0</b>	<b>-12.00</b>

Information Technology

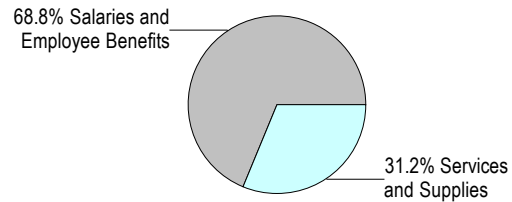
# Printing /Graphics

(Unit 8138— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	375,621	351,703	351,703	342,085	342,085	(9,618)
Services and Supplies	440,065	593,805	593,805	155,439	155,439	(438,366)
Other Charges	(476,656)	(617,595)	(617,595)	(487,524)	(487,524)	130,071
Subtotal	\$339,030	\$327,913	\$327,913	\$10,000	\$10,000	(317,913)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	18,238	12,000	12,000	10,000	10,000	(2,000)
Subtotal	\$18,238	\$12,000	\$12,000	\$10,000	\$10,000	(2,000)
General Fund Contributions	\$320,793	\$315,913	\$315,913	\$0	\$0	(315,913)
Total Source of Funds	\$339,030	\$327,913	\$327,913	\$10,000	\$10,000	(317,913)

## Unit Description

The Printing Services Division of Information Technology is the digital printing production center that provides County departments with black and white and color printing as well as on-demand copy services. Consolidation of these services affords access to higher levels of technology and more cost efficient higher volume production equipment than would be supported by a decentralized business model. Included within these services are: print job cost estimating for both in-house and contracted printing services, graphic design, type-setting, pre-press, scanning documents, artwork cleanup, original photography, preparing documents for four-color process, color separations, digital soft-proofing, digital print, color copying and optical character recognition scanning. In addition, the Division provides finishing resources, including drilling, collating, shrink-wrapping, crash numbering/scoring, folding, laminations, comb-binding, perfect-

binding, tape-binding, cutting, padding and stitching. Specialty items such as labels, signs, name plates, and rubber stamps are also procured or created by the Division. The Division offers CD duplication, form archiving, and an increasing number of electronic form services.

## Prior Year Accomplishments

Evaluated and replaced printing and copying equipment with higher quality and greater volume handling devices, thereby lower operating costs through improved efficiencies. The new equipment will reduce service fees and render the Printing and Graphics Unit more competitive.

## Budget Year Goals

Goals for this unit included at the department level.

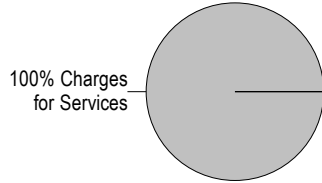
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
43P21	GRAPHICS EQUIPMENT OPERATOR II	1.0	0.0	-1.00
43P40	GRAPHICS ART TECHNICIAN	2.0	2.0	0.00
43P80	SENIOR GRAPHICS EQUIPMENT OPERATOR	1.0	1.0	0.00
43P86	GENERAL SERVICES SUPERVISOR	1.0	1.0	0.00
<b>Total</b>		<b>5.0</b>	<b>4.0</b>	<b>-1.00</b>

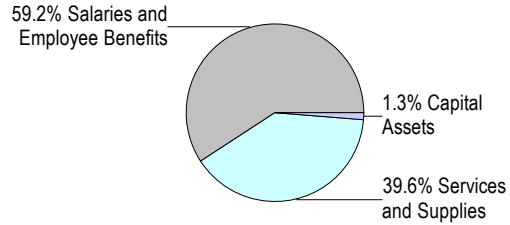
# Records Retention

(Unit 8139— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	364,710	433,148	433,148	485,268	485,268	52,120
Services and Supplies	143,840	91,581	91,581	324,368	324,368	232,787
Other Charges	(115)	0	0	(646,049)	(646,049)	(646,049)
Capital Assets	0	20,000	20,000	10,383	10,383	(9,617)
Subtotal	\$508,436	\$544,729	\$544,729	\$173,970	\$173,970	(370,759)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	0	7,250	7,250	173,970	173,970	166,720
Miscellaneous Revenues	6,619	0	0	0	0	0
Subtotal	\$6,619	\$7,250	\$7,250	\$173,970	\$173,970	166,720
General Fund Contributions	\$501,817	\$537,479	\$537,479	\$0	\$0	(537,479)
Total Source of Funds	\$508,436	\$544,729	\$544,729	\$173,970	\$173,970	(370,759)

## Unit Description

The Records Retention Division of the Information Technology Department provides storage and retrieval of hard copy and original documents on behalf of the County departments and also provides secure document destruction services to the same clients. The Records Retention Center operates a Records Management computer system which maintains information and details about the records being stored such as a description of the records, their owner, retention period, and exact location within the Center to promote manageability and access to the stored records.

## Prior Year Accomplishments

Implemented a chargeback mechanism for record storage, which is expected to increase the efficient use of resources utilized for storage functions by County departments.

## Budget Year Goals

Goals for this unit included at the department level.

## Adopted 2011 to Recommended 2012 Positions

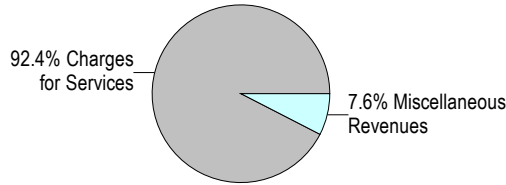
Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
70F79	WAREHOUSE WORKER	4.0	4.0	0.00
70F82	SUPERVISING WAREHOUSE WORKER	1.0	1.0	0.00
70F83	SENIOR WAREHOUSE WORKER	1.0	1.0	0.00
80E22	OFFICE ASSISTANT III	1.0	1.0	0.00
Total		7.0	7.0	0.00



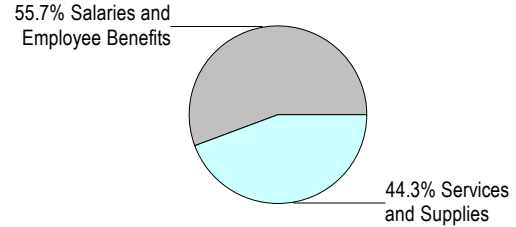
# Telecommunication

(Unit 8140— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	2,542,370	2,672,371	2,672,371	2,930,880	2,930,880	258,509
Services and Supplies	2,652,486	2,710,031	2,710,031	2,334,549	2,334,549	(375,482)
Other Charges	(4,455,330)	(4,907,292)	(4,907,292)	(3,600,964)	(3,600,964)	1,306,328
Capital Assets	341,070	478,000	478,000	0	0	(478,000)
Subtotal	\$1,080,597	\$953,110	\$953,110	\$1,664,465	\$1,664,465	711,355

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	1,380	0	0	0	0	0
Revenue from Use of Money & Property	27,671	0	0	0	0	0
Charges for Services	417,106	645,000	645,000	1,538,340	1,538,340	893,340
Miscellaneous Revenues	1,360	0	0	126,125	126,125	126,125
Subtotal	\$447,517	\$645,000	\$645,000	\$1,664,465	\$1,664,465	1,019,465
General Fund Contributions	\$633,080	\$308,110	\$308,110	\$0	\$0	(308,110)
Total Source of Funds	\$1,080,597	\$953,110	\$953,110	\$1,664,465	\$1,664,465	711,355

## Unit Description

The Telecommunications Division provides the planning, acquisition, deployment, operation, support, and maintenance of the County's communication systems and networks. Included are the costs for planning and communicating technology directions; expanding and maintaining the telephone system; supplying voicemail and automated call distribution services; operating the mobile radio and emergency services communication systems; planning and overseeing the installation and termination of communications wiring and cables; operating and managing the County's microwave facilities; expanding, upgrading and maintaining the County's Wide Area/Local Area Networks (WAN/LAN) data network; operating and expanding the Institutional

Network (I-NET); provisioning audio and video streaming and videoconferencing capabilities; providing technical support services; ensuring that cost-effective communication technologies are implemented; and administering the County's cable television franchises, including the production and broadcast of the County's Government television channel programming.

## Prior Year Accomplishments

Accomplishments for this unit included at the department level.

## Budget Year Goals

Goals for this unit included at the department level.

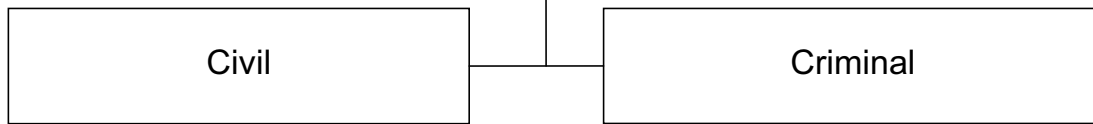
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14C31	MANAGEMENT ANALYST III	1.0	1.0	0.00
16C92	ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY	1.0	1.0	0.00
20B11	ACCOUNTANT II	0.0	1.0	1.00
41N25	NETWORK SYSTEMS ENGINEER III	1.0	1.0	0.00
43A22	ENGINEERING AIDE III	1.0	1.0	0.00
43G01	INFORMATION TECHNOLOGY MANAGER	3.0	3.0	0.00
43L18	COMMUNICATIONS TECHNICIAN III	8.0	8.0	0.00
43L28	TELECOMMUNICATIONS TECHNICIAN III	5.0	5.0	0.00
43L35	TELECOMMUNICATIONS SPECIALIST III	2.0	2.0	0.00
80A32	SENIOR SECRETARY	0.0	0.0	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.0	0.0	-1.00
80J22	SENIOR ACCOUNT CLERK	0.0	0.0	0.00
80J30	ACCOUNTING TECHNICIAN	2.0	2.0	0.00
	<b>Total</b>	<b>25.0</b>	<b>25.0</b>	<b>0.00</b>

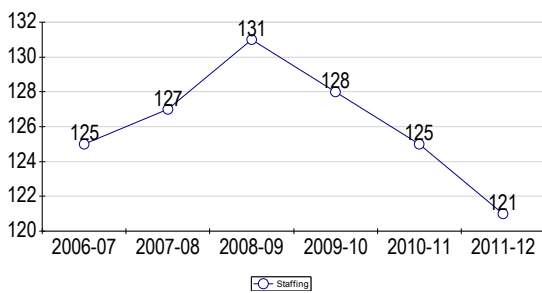
# District Attorney

Operating Budget: \$17,924,887  
Positions (FTEs): 121.0

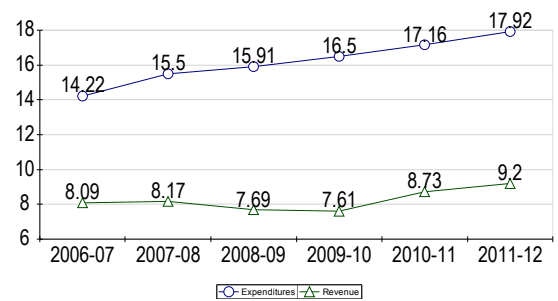
Dean Flippo  
District Attorney



**Staffing Trends**

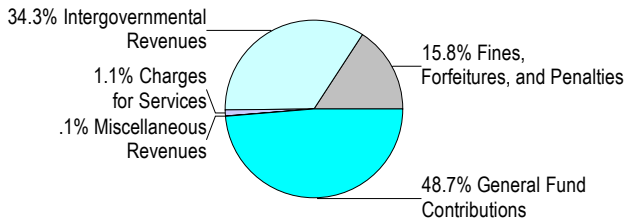


**Expenditure/Revenue History (in thousands)**

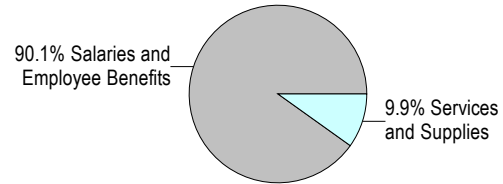


District Attorney

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	15,961,983	16,620,027	16,084,465	18,300,312	17,414,866	794,839
Services and Supplies	1,961,846	1,982,988	1,961,370	1,921,776	1,907,873	(75,115)
Other Charges	(1,427,108)	(1,489,305)	(881,243)	(1,397,852)	(1,397,852)	91,453
Subtotal	\$16,496,721	\$17,113,710	\$17,164,592	\$18,824,236	\$17,924,887	811,177

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	1,318,978	2,140,786	2,111,981	3,008,533	2,837,538	696,752
Intergovernmental Revenues	5,965,969	5,946,624	6,288,514	6,154,353	6,154,353	207,729
Charges for Services	309,416	157,500	314,865	193,500	193,500	36,000
Miscellaneous Revenues	14,892	101,840	10,355	15,000	15,000	(86,840)
Subtotal	\$7,609,256	\$8,346,750	\$8,725,715	\$9,371,386	\$9,200,391	853,641
General Fund Contributions	\$8,887,466	\$8,766,960	\$8,438,877	\$9,452,850	\$8,724,496	(42,464)
Total Source of Funds	\$16,496,721	\$17,113,710	\$17,164,592	\$18,824,236	\$17,924,887	811,177

## Department Description

The District Attorney is the public prosecutor responsible to attend the courts and conduct all prosecutions on behalf of the People for public offenses (Government Code Section 26500). The District Attorney is a State Constitutional Officer when prosecuting crimes defined under State law. The office additionally provides legal advice to all law enforcement agencies and provides educational training programs for their personnel, thus increasing the probability of successful prosecutions. The office also provides extensive ongoing training to staff in the following areas: Mandatory Continuing Legal Education (MCLE); California Peace Officers Standard and Training (POST); education in information technology; policies and ordinances; conflict resolution; and customer service.

Our current allocated strength of 125 employees consists of attorneys, investigators, legal support staff and victim advocates. Due to the continuing restriction on office space, the District Attorneys main office is located in two modular units in the City of Salinas, with branch offices in Monterey and King City. A Marina property houses the workers compensation, auto fraud and the welfare fraud units. The District Attorneys Offices Victim/Witness Unit is housed in offsite rental property in Salinas.

Under the leadership of District Attorney Dean Flippo, the office is engaged in numerous community and multi-agency projects to

protect and enhance public safety. Management staff provides overall policy development, program management, fiscal and personnel administration, technology management and community relations.

The District Attorney has numerous general and specialized units to address crime in the county. Units within the office are as follows:

**CIVIL UNIT:** The Consumer Protection Unit handles both civil and criminal enforcement to include cases involving fraud in the areas of telemarketing, mail solicitation, charity fundraising, false sweepstakes, retail false advertising, pyramid schemes, real estate and investment transactions, mortgage fraud, securities fraud, drug and healthcare claims, warranties, insurance packing, internet auctions and purchases, and schemes targeting senior citizens or immigrant communities.

The Environmental Protection Unit enforces laws to protect our local environment and natural resources. Cases involve hazardous material and hazardous waste violations, pollution, and other areas that impact the health of our community.

Successful conclusion of consumer and environmental cases will often involve aid from multiple agencies or counties throughout the state. The Consumer and Environmental protection units open approximately 270 cases annually for investigation.

**CRIMINAL UNIT:** Criminal prosecution consists of multiple programs dedicated to adult and juvenile criminal violations. Approximately 13,000 misdemeanors, 3,500 felonies, 1,000 juvenile petitions, and 2,000 truancy matters are reviewed annually.

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 those bodies in their investigations when requested; enforcing County ordinances; working with the United States Attorney to co-prosecute cases in the federal courts; investigating and prosecuting violations of the open meeting laws; reviewing and responding to writs and appeals and extraditions; investigating and prosecuting white collar crimes; conducting narcotic commitment and sanity proceedings; confiscating and forfeiting proceeds, equipment, and property related to drug violations; 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.

In the Felony and Misdemeanor Filing Unit, prosecutors review thousands of crime reports to determine whether charges should be filed or rejected, or whether an arrest warrant should be sought.

The Bureau of Investigation provides investigative enhancement to cases, conducts detailed investigations into complex matters involving elections violations, public corruption, the abuse of the judicial process such as perjury, witness intimidation, falsification of evidence, conspiracy to obstruct justice and consumer fraud and environmental violations.

The Witness Relocation Unit provides witness relocation services especially for gang cases that require this service to ensure successful prosecution.

The Drug Prosecution Unit works with multiple agency narcotics officers in prosecuting violations of drug laws.

The Juvenile Prosecution Unit prosecutes felony and misdemeanor offenses committed by juveniles. Many cases involve very serious violent crimes, including cases for which the office seeks judicial approval to try a juvenile as an adult. Gang crimes by juvenile offenders are a significant part of this caseload.

The Truancy Abatement Program has over 6,000 students in the active case load. Truancy programs have a proven track record for reducing juvenile crime by encouraging voluntary compliance with school attendance laws. Parents and children who refused to cooperate face prosecution.

The Victim Witness Assistance Program, funded through various state grants, is staffed by trained, experienced, committed victim advocates. The program annually assists over 2,500 new victims of crime in Monterey County.

The Case Disposition and Restitution Unit, funded by a grant from the State of California, Victim Compensation and Government Claims Board (VCP), recoups from defendants the benefits paid by VCP. These victims have suffered financial losses due to violent crime. The program has annually received over \$1 million dollars in reimbursement for victims of crime in Monterey County.

The Writs and Appeals Unit responds rapidly to trial court rulings. The attorney for this unit also handles child abduction litigation under California law and the Hague Convention. These cases may be either criminal or civil and they may involve appearances in foreign courts.

The Child Support Division provides an attorney and investigator to assist the Monterey County Child Support Division by prosecuting criminal cases to enforce child support obligations of absent parents.

The District Attorneys Bad Check Program, since its inception, has returned over \$2.6 million to local merchants and citizens.

The District Attorneys Office utilizes law school students and lawyers who appear in traffic court. Interns are also utilized in the Victim Witness Unit and the Bureau of Investigation.

The Welfare Fraud Unit investigates and prosecutes welfare fraud. Referrals are received from the Department of Employment and Social Services as well as from citizen reports of fraud. This is a grant funded program.

The Workers Compensation Fraud Unit works with the State Department of Insurance to investigate and prosecute fraudulent employee claims as well as fraud and failure to insure on the part of the employer.

The Auto Insurance Fraud Unit investigates and prosecutes cases including false claims by drivers, schemes involving staged collisions or accidents and insider fraud by persons employed by auto insurers

Monterey County has over 5,000 individuals who are hardcore members of or associate with criminal street gangs. The overwhelming majority of gang related incidents involve a violent rivalry between two major local gangs. County law enforcement officials document more than 560 gang-related incidents a year. These incidents involve gang-related crimes such as homicides, drive-by shootings, robberies, or unlawful contacts with other gang members. The Gang Prosecution Unit, if at full strength, would have four full-time deputy district attorneys as well as a manager and a district attorney investigator and support staff. Deputy district attorneys are available around the clock whenever called by law enforcement personnel. Because of the tremendous number of homicides and violent crimes throughout the County and in the cities, this unit is heavily impacted by the number of gang prosecutions and the serious problem of relocating witnesses to these crimes. Monterey County has the fifth (5th) highest usage of Witness Relocation funds in the state, with only the counties of Los Angeles, San Francisco, San Diego and Santa Clara utilizing more funding than Monterey County. In FY 2009-10, Monterey County spent in excess of \$332,000 relocating witnesses.

The Domestic Violence Prosecution Unit handles approximately 1,600 cases a year including homicides, torture, stalking and kidnapping.

The Child Abuse/Sexual Assault Prosecution Unit prosecutes sexual crimes which may include incidents of physical, and emotional abuse, or neglect of children.

The Sexually Violent Predator Unit prosecutes all sexually violent predator cases including extensions of commitments to the

mentally disordered offender program as well as extensions of commitments of those found to be criminally insane.

The State Prison Prosecution Unit prosecutes all crimes arising out of the two local state prisons in our county.

The Elder Abuse Unit investigates and prosecutes a wide range of physical and financial abuse cases. The victims are often in a fragile state of health with mild to severely impaired mental functioning.

The Board's Public Safety Strategic Initiatives that the Department actively addresses: Realign the relationship approach within criminal justice services and the courts to improve service integration and impact on the people served; Provide effective law enforcement and improve public safety infrastructure, local homeland security, and methods for reducing gangs and drug problems.

---

### Summary of Recommendation

The Fiscal Year (FY) 2011-12 Recommended Budget of \$17,924,887 includes a General Fund Contribution decrease of \$42,464. However, the budget is still approximately \$439,154 short of the required funding to maintain the status quo. This shortfall will require the elimination of 4 funded positions, with all of those positions currently filled with full-time employees. Almost all fixed expenses had dramatic increases for this fiscal year, including an 81.5% increase in Workers Compensation Insurance and 10% in Medical/Dental & Vision Expenses. Discretionary expenses were cut as much as possible, including Office Supplies (11.3%), Travel (34%), Laboratory Services (10%), and Trial Related Expenses (15%). However, these cuts, when combined with cuts in prior fiscal years, are threatening the Department's ability to meet its statutory obligation to protect the public.

Revenues are negatively impacted by the ongoing economic conditions in the state that translate into low public safety sales tax revenues. This problem is compounded by the likelihood that VLF revenue sources (once projected at \$532,000 for FY 2011-12) will be discontinued. The proposed FY 2011-12 budget is marginally adequate to insure public safety.

---

### Budget Impacts

Proposed reductions in the FY 2011-12 budget will negatively impact on many elements of the Department and restrict the Department's ability to serve the public. Virtually every discretionary expense account was reduced from FY 2010-11 levels, and, when combined with reductions over the past several fiscal years, these cuts will negatively impact the Department's operations.

The most significant impact is the potential loss of four filled FTE positions in the department. The recommended budget includes the loss of: two (2) Senior Legal Secretaries; one (1) Legal Typist; one (1) Supervising Legal Secretary.

Losses of this magnitude will obviously increase workloads on the remaining staff members and will have a negative impact on not only the operation of the Department and service to the public, but on the morale and productivity of the staff.

With the combination of increasing employee benefits expenses, such as Workers Compensation Insurance, Medical, PERS, Unemployment Insurance and other similar expenses, and the

declining revenue streams from state and local sources, the Department is facing one of the most severe financial challenges in years.

If additional financial resources are discovered over the coming months, they will be applied to meet the most urgent needs to maintain the services and support to the community.

---

### Prior Year Accomplishments

The gang crime prosecutors continued to develop a close working relationship with the law enforcement agencies comprising the Monterey County Joint Gang Task Force (JGTF). As a result, there were numerous convictions of gang members for engaging in armed robberies. Because of the prevalence of gang crimes, a fourth prosecutor was added.

The Child Abuse Unit worked to keep children safe by prosecuting child molesters. One case resulted in a 48-years-to-life sentence for the defendant. Several other defendants received lengthy prison sentences for their crimes against children.

The Workers Compensation Fraud Unit continued its efforts to protect workers from unscrupulous employers who attempted to cheat by not purchasing mandatory insurance, as well as employees who committed applicant fraud.

The District Attorneys Office is particularly proud of its success in reducing truancy in schools. Approximately 1,846 truant students went through mediation or court hearings because of their truancy, with a marked improvement in their attendance.

The District Attorneys Office began implementing an up-to-date case tracking system, an efficiency tool common to other prosecutors offices. After dealing with vendors who priced their systems in the hundreds of thousands of dollars, the office was able to locate a proven and innovative vendor who can provide an equivalent case management system at a substantially reduced rate. Implementation of this program will hasten the day the county can completely close down its outmoded and expensive main frame system.

---

### Budget Year Goals

Collaborate with other state and local agencies to devise new approaches to disrupting gang violence. The damage that gang violence inflicts on the countys residents requires law enforcement to keep searching for a coordinated approach to this most pressing problem in our community.

Maintain the same level of effort in the truancy unit as in the past fiscal year. Truants are more likely to get involved in crimes and in gangs. Keeping young people in school is a proven way to keep them out of trouble.

Increase in-house training. To the extent in-house training can meet both mandatory and necessary training of attorneys, investigators and support staff, it will be a far less expensive alternative.

Maintain the temporary buildings now housing District Attorney personnel at an adequate level to allow safe ingress and egress from the buildings as well as providing protection from intrusion by arsonists, weather, insects and other pests.

**Pending Issues**

Monterey County Joint Gang Task Force (JGTF) and Silver Star Gang Prevention and Intervention (SSGPI) funding continues to be a challenge. The JGTF provides a significant suppression effort against gang violence in order to make the community a safer place for all residents and funding appears to be eliminated in the coming fiscal year. The SSGPI is dedicated to providing prevention and intervention services to keep young people out of gangs and to assist those who are at risk. The expected funding from federal sources has not materialized to the extent that had been hoped. This has resulted in both programs seeking augmentations in order to cover the core parts of the program including salaries and benefits for personnel. The challenge of providing the resources for both of these valuable programs is a concern to all of the partners. These funding challenges, combined with potential losses of funding from the State in other key areas of the Department, could restrict the ability to maintain programs and services to the residents of Monterey County.

CJIS/SUSTAIN: The criminal justice agencies continue to explore all options that will allow an electronic interface to share information for a more efficient and cost effective operation. County justice agencies continue to maintain the current Criminal Justice Information System (CJIS) on the Countys mainframe. The current system is obsolete, inadequate and must be replaced. The costs associated with obtaining a more efficient system continue to increase and remains a substantial operational and budgetary challenge.

RELOCATION: The Department continues to be housed in modular units in both Salinas & Marina, and in office facilities at the Monterey Courthouse. The court is in the process of constructing new South County facilities. The county will need to meet this challenge by providing offices for D.A. use as close to the new courthouse as possible. The Department has been located in modular units for approximately 8 years. The issue of appropriate office space for the District Attorneys Office continues to remain as a pressing issue.

POTENTIAL SERVICE LEVEL REDUCTIONS - IMPACT ON PUBLIC SAFETY: The budget crisis is forcing the Department to examine whether it can continue to maintain current service levels. The complexity and severity of budget issues throughout the state remain a significant threat to the funding of DA programs and give rise to uncertainty around the potential negative impact on the community. The Department's abilities to protect the public will diminish as our resources are cut and not restored. As an example, when the Department has been at full strength, four investigative aides served over 6,500 subpoenas on witnesses. The Department has been forced to eliminate 25 percent of that section. These increased numbers for the remaining investigative aides will tax them and defendants may not be held accountable because of inability to obtain all witnesses necessary for court. The Department understand the severity and complexity of the budget situation, but the public must know about the negative impact that continuing reductions will have on the safety of our citizens.

SPECIALIZED SERVICES: With diminishing resources, the department struggles to provide services in specialized areas such as Elder Abuse and Child Sexual Assault. Police Departments throughout the County are taking significant financial reductions and they do not have the resources to investigate these areas and the DA has provided those resources to assist them in the past. Budgetary constraints will almost certainly impact specialized areas and negatively affect the community.

REALIGNMENT: Governor Brown has recently signed AB109, which, upon funding and implementation, will shift state prisoners to local authorities which leads to a profound change in how the criminal justice system and the public safety agencies will protect the community. The elimination of parole and return of state prison inmates to local authorities for management will be challenging for the entire county. Additionally, as the recidivism rate is approximately 70%, local crime rates are expected to increase. The unknowns associated with this realignment are significant and make it very difficult to plan for the future.

**Policy Considerations**

There are no policy considerations.

**Appropriation Expenditure Detail**

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Civil (DIS001)	1,369,382	0	0	2,413,501	2,242,506	2,242,506	001	2240_8062
Criminal (DIS001)	15,127,340	17,113,710	17,164,592	16,410,735	15,682,381	(1,431,329)	001	2240_8063
Subtotal	\$16,496,721	\$17,113,710	\$17,164,592	\$18,824,236	\$17,924,887	811,177		

**Crosswalk - Advantage Appropriation to AFIN Budget Unit**

Advantage		AFIN			
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
(DIS001)	District Attorney	224	District Attorney	001	General

District Attorney

## Department Workload Information

Felonies Reviewed	3,582
Misdemeanors Reviewed	12,544
Juvenile Petitions Filed	851
Truancy Cases Opened	1,979
Civil Cases Opened	264
New Victims Assisted	2,407

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
10B04	DISTRICT ATTORNEY	1.0	1.0	0.00
12A03	CHIEF ASSISTANT DISTRICT ATTORNEY	1.0	1.0	0.00
12A04	ASSISTANT DISTRICT ATTORNEY	2.0	2.0	0.00
14C75	ADMINISTRATIVE ASSISTANT TO DISTRICT ATTORNEY	1.0	1.0	0.00
14C87	VICTIM/WITNESS ASSISTANCE PROGRAM MANAGER	1.0	1.0	0.00
14G02	MANAGEMENT ANALYST I	1.0	1.0	0.00
14K60	CHIEF DISTRICT ATTORNEY INVESTIGATOR	1.0	1.0	0.00
20B10	ACCOUNTANT I	0.0	2.0	2.00
20B93	FINANCE MANAGER II	1.0	1.0	0.00
34A20	DISTRICT ATTORNEY INVESTIGATOR I	5.0	5.0	0.00
34A22	DISTRICT ATTORNEY INVESTIGATOR III	18.0	18.0	0.00
34A80	SUPERVISING DISTRICT ATTORNEY INVESTIGATOR	2.0	2.0	0.00
34G10	INVESTIGATIVE AIDE	3.0	3.0	0.00
39C01	LEGAL ASSISTANT	2.0	2.0	0.00
39D31	DEPUTY DISTRICT ATTORNEY IV	46.0	46.0	0.00
39D32	MANAGING DEPUTY DISTRICT ATTORNEY	3.0	3.0	0.00
60K02	VICTIM ASSISTANCE ADVOCATE	5.0	5.0	0.00
80B11	LEGAL TYPIST	6.0	5.0	-1.00
80B22	LEGAL SECRETARY	20.0	20.0	0.00
80B23	SENIOR LEGAL SECRETARY	2.0	0.0	-2.00
80B24	SUPERVISING LEGAL SECRETARY	1.0	0.0	-1.00
80E21	OFFICE ASSISTANT II	1.0	1.0	0.00
80J30	ACCOUNTING TECHNICIAN	2.0	0.0	-2.00
	Total	125.0	121.0	-4.00



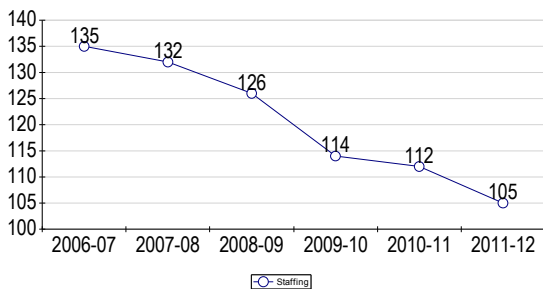
# Child Support Services

Operating Budget: \$10,868,440  
Positions (FTEs): 105.0

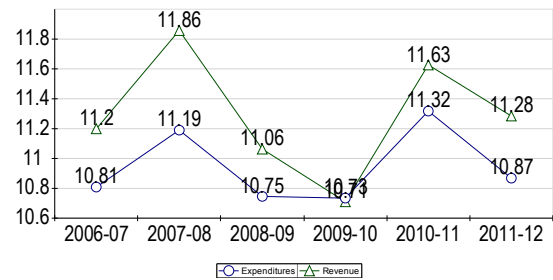
Steve Kennedy  
Director

Child Support Services

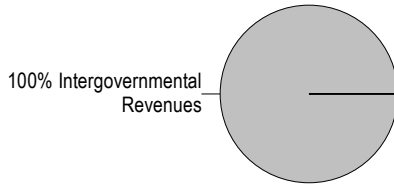
**Staffing Trends**



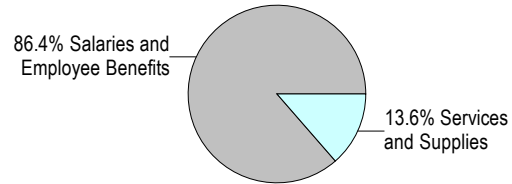
**Expenditure/Revenue History (in thousands)**



## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	8,912,156	9,652,758	9,353,746	9,874,327	9,422,046	(230,712)
Services and Supplies	1,852,587	1,392,765	2,000,827	1,551,522	1,482,894	90,129
Other Charges	(29,774)	(28,500)	(36,500)	(36,500)	(36,500)	(8,000)
Subtotal	\$10,734,968	\$11,017,023	\$11,318,073	\$11,389,349	\$10,868,440	(148,583)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	10,707,528	11,269,468	11,449,918	11,592,851	11,284,235	14,767
Charges for Services	654	0	0	0	0	0
Miscellaneous Revenues	2,214	97,641	177,073	0	0	(97,641)
Subtotal	\$10,710,396	\$11,367,109	\$11,626,991	\$11,592,851	\$11,284,235	(82,874)
General Fund Contributions	\$24,573	(\$350,086)	(\$308,918)	(\$203,502)	(\$415,795)	(65,709)
Total Source of Funds	\$10,734,968	\$11,017,023	\$11,318,073	\$11,389,349	\$10,868,440	(148,583)

## Department Description

The primary purpose of the Department of Child Support Services (DCSS) is enforcement and collection of child support payments for custodial parents. A wide variety of activities are undertaken by the DCSS to achieve these objectives: locating absent parents and their assets; establishing paternity, including the genetic testing of parents and children; obtaining court-ordered child support and health insurance coverage; and enforcement of current and past due child support obligations. Services are available to families receiving assistance from the Temporary Assistance for Needy Families (TANF) program, as well as formerly assisted and never-assisted families. Child support payments collected on behalf of recipients under the TANF program are used to offset the State, County, and Federal costs of the program. Collections for current support made on behalf of never assisted and former assisted TANF families are distributed directly to those families. Primary Child Support activities include civil enforcement, as well as administrative enforcement remedies and criminal enforcement when necessary.

**Child Support Enforcement Program:** The Child Support Enforcement Program has been a federally mandated program since 1975. The Federal program currently reimburses all direct and indirect program costs at a 66% Federal participation rate. This program also provides performance incentive funds to states based on federally mandated specific outcome related measurements.

The Child Support Enforcement Program in California is a State-supervised, County-administered program. The State provides funding for the remaining 34% of local County program costs by providing a set allocation amount each year that also includes the Federal program match. It should be noted that the State recognizes the importance of the program and the ability of being able to leverage local dollars to gain additional federal dollars. The State Department of Finance has authorized the State Department of Child Support Services to increase their spending authority so that county dollars can also be utilized to take advantage of the federal match that is available.

**Child Support Services Program:** The final local Child Support Services program allocations are pending completion of the State budget process.

## Summary of Recommendation

The Department of Child Support Services budget is recommended at \$10,868,440, a decrease of \$148,583 from the Fiscal Year (FY) 2010-11 Adopted Budget. As required by legislation, effective January 1, 2000, this budget has been submitted to the State for approval. The negative General Fund Contribution reflected in the Fiscal Summary above is for administrative support activities charged to the program through the Countywide Cost Allocation Plan (COWCAP) and the non recoverable portion of 'Pajaro' judgment.

---

## Budget Impacts

With the exception of the enhanced stabilization funding, the State Department of Child Support Services continues to hold allocation of funds at the basic level as what was received nine years ago. This "flat allocation of funding" since FY 2002-03 has resulted in a lack of funding to maintain current services at previous levels. At the same time we are receiving proposed increases from other internal service departments, which include Auditor Controller (Enterprise - Payroll System), Information Technology, and the Worker Compensation system resulting in a much greater and unexpected additional (overhead) costs to the Department.

The Department also was notified by the State that performance incentive funds have been terminated and the balance has to be expended within this current FY 2010-11. These are funds that were previously used to help leverage federal grant dollars for a total of \$343,730 to supplement current state allocated funds. To continue to retain the status of having a zero net impact on the county general fund, the department will have to eliminate four full time positions. These are positions that will impact the core of our business model.

Providing our Child Support Services to individuals that are current recipients or are border-line recipients of services from other agencies avoids costs to other agencies and to taxpayers. The avoidance of costs to other programs is based on the department maintaining core services. The Department, with a caseload of 19,676 children, collected over \$37.7 million for the calendar year 2010, which represents money that helps families reach self-sufficiency.

The Department continues to reduce staffing through normal attrition processes and has experienced a reduction of staffing from FY 2001-02 of 64.25 positions. This proposed budget will result in a total staff reduction of 38% from the FY 2001-02 period which has resulted in a leveling off or reduction of collections to families. The Department's activities help keep families from having to apply for taxpayer assistance and the Department of Child Support Services for Monterey County should maintain their core services to the families and children in need of this service.

---

## Prior Year Accomplishments

Monterey County Department of Child Support Services is fully utilizing the new single statewide automation system, and has cross-trained case-management staff and reorganized teams so they can reach maximum efficiency within the Department.

The Department has enhanced customer service and outreach programs, including providing important information to schools relating to paternity adjudication and the enforcement of child support.

The Department continues to review all processes and continues to collaborate with other departments/agencies to minimize costs along with streamlining processes, which has helped Monterey County Child Support Services to become one of the top ten counties in the federal mandated collection to cost performance measure.

---

## Budget Year Goals

Continue to deliver our core services and at the same time improve in all federal/state performance measures.

Continue to provide a quality service to our customers and be a leader in the use of best practices and innovation, so that families and children are receiving the optimal amount of child support and health insurance coverage.

Be innovative and explore all potential collaboration with other agencies so that we optimize our mandated services in the most efficient manner and continue to be a leader within the State of California Child Support Program.

---

## Pending Issues

Child Support Services Reduction of Staffing Impacts: The impact of losing four positions will greatly impact our core services and the quality of child support services provided to Monterey County. Elimination of these positions will greatly impact cases going to court for establishment and enforcement. There will most likely be more continuances and delays of cases going to court as the child support attorneys will not have the documents and materials needed to go to court ready. This could result in penalties being assessed against the county for failure to obtain timely orders for the support of children. It also means a delay in child support going to the children of Monterey County.

The elimination of these positions will also greatly impact our Early Intervention Program. The State has mandated that all local child support agencies have an early intervention program to ensure that support is going to children as early as possible. Without these positions, the Early Intervention Program will not succeed.

These positions are critical in the operation of the program and they have a level of expertise that cannot simply or quickly be learned by other staff members who have their own duties to perform. With the elimination of these positions, the Department of Child Support Services will most likely see a decrease in child support collections as it has been shown that staffing levels are directly related to increases/decreases in collections. The Department's federal and state performance standards will decrease, which could result in penalties. Being unable to perform efficiently, there will be more complaints. More complaints will result in the Department spending less time at addressing current active cases to establish and collect support and more time addressing the complaints. The Department of Child Support Services will become more reactive rather than proactive. This will serve no one, especially the families of Monterey County.

Other charges proposed to be eliminated: Elimination of funding for the Criminal Prosecution of Failure to Provide (California Penal Code Section 270 and 166): The Department has an excellent program collaborating with the District Attorney in the investigation and prosecution of parents who are unwilling and remain noncompliant with a court's order to provide support for a child. The number of cases that are prosecuted in this specialized manner require the attention of a Deputy District Attorney (.50 FTE) and a District Attorney Investigator (.25 FTE) for preparing and presenting the evidence of failure to provide to the criminal court system. The Department has entered into an agreement with the District Attorney for reimbursement of costs associated with the investigation and prosecution of these cases. Under the Code of Federal Regulations such an agreement or (Plan of Cooperation) allows for the Department to claim additional federal dollars. Due to the increases of other (internal department) charges and not having any local match dollars available, the reimbursement provisions are being eliminated. The elimination will result in the

Department of Child Support Services losing a very important tool in the enforcement of required child support.

The Department has determined that four currently filled positions will be laid off, due to the increased charges unless the Department receives funding from the County General Fund that can be used to leverage for additional Federal dollars. They are one (1) Accounting Technician; one (1) Legal Process Clerk; one (1) Management Analyst I and one (1) Civil Process Server.

**Policy Considerations**

Augmentation of \$104,726 for the Department is being requested to stabilize the loss of positions, due to increases with internal service department charges and the inability of the Department in leveraging left-over incentive dollars to obtain additional Federal funds.

The \$104,726 sum represents the 34% percent match required for obtaining an additional 66% percent Federal matching sum for funding these four positions.

**Appropriation Expenditure Detail**

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Child Support Services (CHI001)	10,734,968	11,017,023	11,318,073	11,389,349	10,868,440	(148,583)	001	2250_8018
Subtotal	\$10,734,968	\$11,017,023	\$11,318,073	\$11,389,349	\$10,868,440	(148,583)		

**Crosswalk - Advantage Appropriation to AFIN Budget Unit**

Advantage			AFIN		
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
(CHI001)	Child Support Services	225	Child Support Services	001	General

**Adopted 2011 to Recommended 2012 Positions**

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
11A26	DIRECTOR OF CHILD SUPPORT SERVICES	1.0	1.0	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	1.0	1.0	0.00
14C30	MANAGEMENT ANALYST II	4.0	4.0	0.00
14C31	MANAGEMENT ANALYST III	1.0	1.0	0.00
14G02	MANAGEMENT ANALYST I	1.0	0.0	-1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.0	1.0	0.00
14K62	DEPUTY DIRECTOR CHILD SUPPORT SERVICES	1.0	1.0	0.00
20B10	ACCOUNTANT I	1.0	1.0	0.00
20B95	FINANCE MANAGER I	1.0	1.0	0.00
25C18	CHILD SUPPORT ASSISTANT	11.0	11.0	0.00
25C23	CHILD SUPPORT OFFICER II	42.0	42.0	0.00
25C24	CHILD SUPPORT OFFICER III	7.0	7.0	0.00
25C81	SUPERVISING CHILD SUPPORT OFFICER	5.0	5.0	0.00
25C82	CHILD SUPPORT PERFORMANCE SPECIALIST	4.0	2.0	-2.00
34G21	CIVIL PROCESS SERVER	2.0	1.0	-1.00
34G22	SENIOR CIVIL PROCESS SERVER	1.0	1.0	0.00
39C01	LEGAL ASSISTANT	1.0	1.0	0.00
39D36	CHILD SUPPORT ATTORNEY IV	3.0	3.0	0.00
39D37	MANAGING CHILD SUPPRT ATTORNEY	1.0	1.0	0.00
70A21	CUSTODIAN	1.0	0.0	-1.00
70F21	COURIER	1.0	1.0	0.00
80A33	ADMINISTRATIVE SECRETARY	1.0	1.0	0.00
80B22	LEGAL SECRETARY	1.0	1.0	0.00
80D23	LEGAL PROCESS CLERK	4.0	3.0	-1.00
80E21	OFFICE ASSISTANT II	3.0	3.0	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.0	1.0	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.0	1.0	0.00

---

**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
80J21	ACCOUNT CLERK	3.0	3.0	0.00
80J22	SENIOR ACCOUNT CLERK	2.0	2.0	0.00
80J30	ACCOUNTING TECHNICIAN	5.0	4.0	-1.00
	<b>Total</b>	<b>112.0</b>	<b>105.0</b>	<b>-7.00</b>



This page intentionally left blank.

# Public Defender

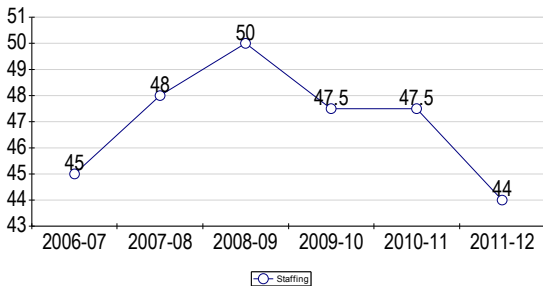
Operating Budget: \$9,226,259  
Positions (FTEs): 44.0

James Egar  
Public Defender

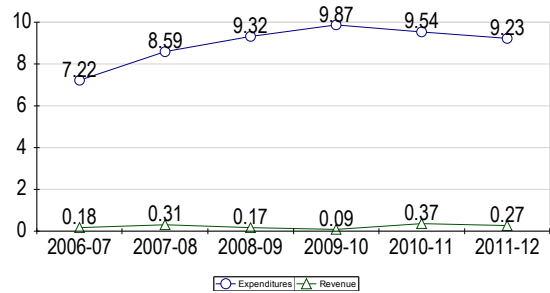
Alternate Defenders Office

Public Defender

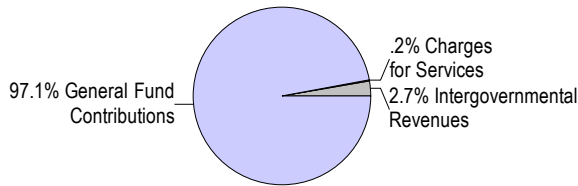
## Staffing Trends



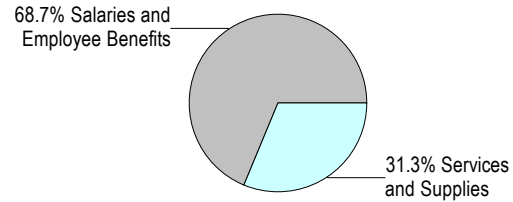
## Expenditure/Revenue History (in thousands)



## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	6,144,487	6,383,564	6,327,156	6,802,198	6,340,043	(43,521)
Services and Supplies	3,727,659	2,886,277	3,210,695	3,208,273	2,886,216	(61)
Subtotal	\$9,872,146	\$9,269,841	\$9,537,851	\$10,010,471	\$9,226,259	(43,582)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	70,116	200,000	350,000	250,000	250,000	50,000
Charges for Services	17,613	25,500	17,000	20,000	20,000	(5,500)
Subtotal	\$87,729	\$225,500	\$367,000	\$270,000	\$270,000	44,500
General Fund Contributions	\$9,784,417	\$9,044,341	\$9,170,851	\$9,740,471	\$8,956,259	(88,082)
Total Source of Funds	\$9,872,146	\$9,269,841	\$9,537,851	\$10,010,471	\$9,226,259	(43,582)

## Department Description

The Public Defender Department is comprised of two units: the Public Defender's Office (PDO) and the Alternate Defender's Office (ADO).

**PUBLIC DEFENDER:** The Law Office of the Public Defender provides legal representation to indigent adults and juveniles charged with crimes and violations of law in Monterey County. It also provides representation for mental health clients whose liberty may be restricted due to mental disease or defect in civil court. The function of the Department allows the County to meet its obligations imposed under the Constitutions of the United States and California and other applicable statutes like California Government Code section 27706.

The Public Defender's Office performs a large and varied number of mandatory functions. These include: Felony cases, Investigation, Drug Court, servicing the outlying courts in King City, Salinas, Marina, and Monterey, Mental Health cases, Special Trials, Probation Violations, Sexually Violent Predator cases, case specific and systemic research, Misdemeanor cases, Juvenile cases, Truancy cases, Domestic Violence, and Capital Trials when necessary. These mandatory activities are supported by the required functions of Administration and Information Systems Technology. In addition, the PDO has participated as a partner in the Community Alliance for Safety and Peace (CASP) providing a record expungement program for former gang members who are now seeking to turn their lives around and obtain employment.

**ALTERNATE DEFENDER:** The Court Assigned Counsel Unit, referred to as the Alternate Defender's Office (ADO), provides funds for appointed counsel and related defense costs for indigent criminal defendants who are not represented by the Public Defender due to a conflict of interest or for other appropriate reasons. These conflict case services are provided under contract with private attorneys. Private counsel other than the PDO and the ADO are also appointed and funded through the ADO's budget when both the PDO and ADO have disqualifying conflicts of interest. The Alternate Defender's Office performs all of the same functions performed by the PDO when the PD is unavailable for appointment due to a conflict of interest or other disqualifying event.

## Summary of Recommendation

The Fiscal Year 2011-12 Recommended Budget of \$9,226,259 represents a decrease of \$43,582. However, due to salary, benefit and contractual cost increases, is approximately \$836,096 short of the required funding to maintain current service levels. This reduction will require the elimination of three filled full time employee (FTE) positions, one unfunded position, and a reduction of services and supplies including the termination of professional contracts. The General Fund Contribution of \$8,956,259 represents a decrease of \$88,082 from the prior year.

Increased employee benefit costs such as Workers Compensation Insurance, PERS, Medical, and Unemployment Insurance, as well as increased services costs to maintain the County's new financial



system contribute to the reduction of allocations for other equally necessary expenses.

## Budget Impacts

Virtually every activity of the Indigent Defense Function (Public Defender and Alternate Defender) will be impacted by the proposed FY 2011-12 Budget. This impact includes Salaries and Benefits as well as Services and Supplies.

**PUBLIC DEFENDER:** Decrease in Salaries and Benefits of \$53,184. This decrease, combined with cost increases such as benefits and step increases required elimination of three currently filled full time employee (FTE) positions: 2.0 FTE Deputy Public Defender III and 1.0 FTE PD Investigator III totaling \$384,085. An unfunded Legal Secretary position is also being deleted. In addition, contracts with two Truancy Court attorneys, \$78,000 and Monterey County Placements, \$74,881 are also being eliminated to meet budget targets. It should be noted that last year's appropriations for these professional contracts were only for half of the fiscal year.

Staff attorney reductions will result in the need to provide competent legal representation for those clients that the PDO and ADO will not be able to represent. The Penal Code dictates what the alternative shall be. The Courts will have to make direct appointments of available and competent lawyers whose fees will be determined by the courts and drawn from the County's General Fund (GF) (per Penal Code section 987.9). In the past when the Court has done such, the cost to the County has been significantly higher than the costs of the PDO and ADO. In other words, the County is obligated to pay for the cost of indigent defense whether it does so through a PDO or through private appointments by the Court.

The loss of the Investigator III position will limit the IT capacity required for a large legal defense office to support litigation. It will deprive the already limited investigative staff of a specialized employee who is depended upon by all staff. It increases an already oppressive caseload on remaining investigators.

Elimination of the Legal Secretary position will increase the workload of an already reduced legal support staff. The PD lost the only Supervising Legal Secretary and a .5 Legal Secretary during FY 2009-10. Coverage for illness or vacations will continue to be significantly impaired.

The PDO has met its current role in Truancy Court through a modest contract with two trained local counsel. Calendars are called every week and more than a thousand proceedings are handled annually by these two attorneys. The elimination of these contracts means the PDO will no longer be able to perform this responsibility. The Court will be responsible for providing representation for these persons. It will appoint private counsel to perform this duty and finance the appointment through the County's GF as authorized by statute. The Monterey County Office of Education, the DA and Probation departments all work together to ensure that juveniles who do not attend school are identified and they may be prosecuted in Truancy Court. The Truancy program is regularly cited as an important component of the County's anti-gang program. Likewise, their parents or families may be prosecuted in Truancy or criminal court. When this occurs, counsel is appointed. The PDO is unable to fulfill this assignment with existing staff who are assigned to the criminal, mental health or juvenile appointments received from the court.

A very large share of the caseload of the PDO concerns issues of substance abuse. They may be drug charges or non-drug charges where the driving issue is substance abuse. Many court programs (i.e., Drug Court and Prop. 36) mandate treatment as a term of probation. Monterey County Placements provides screening and placement of addicted persons into residential and intensive outpatient programs both within and outside of Monterey County. They perform screening and interviews. They monitor available treatment slots and provide transportation of persons directly from the jail to designated programs. This entire function will be eliminated. The criminal justice system has relied on this important service for many years. PD attorneys carry such heavy caseloads that they are unable to perform this function on all but a handful of cases. The PDO lacks a social worker or alternate disposition staff as utilized in other counties. Clients will remain in custody and the jail census will rise. Recidivism rates will increase. Clients will not receive rehabilitative treatments and education.

**ALTERNATE DEFENDER:** Decrease in Services and Supplies of \$121,509 from prior year's allocation. This reduction will negatively impact the Alternate Defender unit's budget for Services and Supplies from which attorney contracts and third tier attorney appointments are made, trial related services, and investigations. The ADO will require approximately \$314,580 in additional funding including the amount being reduced, to maintain current level of service and meet projected legal defense needs in FY 2011-12. A breakdown is listed below. It should be noted that \$121,509 is less than the amount actually expended by ADO when considering court appointments and off contract attorney appointments.

Decrease of \$10,606 for Trial Related Services, which include ancillary services required for representation and litigation, including but are not limited to: psychiatrists, psychologists, syndrome experts (i.e., battered woman syndrome, child sexual assault accommodation syndrome), laboratory tests and verification, DNA analysis, pathologists, criminalists, weapons identification and ballistics, interpreters, and transcriptions. No or reduced funding may result in inadequate representation, wrongful convictions, and potential County civil liability. It will also result in increased demands on the General Fund (GF) as the Court makes direct appointments with payment for legal services rendered drawn from the GF (Penal Code Section 987.9).

Decrease of \$254,347 for Legal Counsel Services, which includes the contracts for the Chief Alternate Defender, the ADO attorneys, and third tier panel attorneys. Even without appropriate County funding, the Courts will continue to appoint ADO & private counsel for indigent defense when the PD is unavailable. Costs exceeding appropriations will remain a County responsibility and, be drawn from the GF.

Decrease of \$49,627 in Services and Supplies, specifically for Investigations. Investigation services are routinely used by ADO attorneys to meet their obligation to provide competent counsel. A reduction in funding for investigation services may result in incomplete investigations or investigations unavailable when needed for court proceedings, which can interfere with the department's timely completion of its constitutionally mandated functions. Attorneys will be faced with the reality that they will not be providing adequate legal representation for appointed clients. The only alternatives will be to either decline appointments or to petition the Court directly to authorize payment of mandated investigations. The Court will finance any such appointments by drawing from the CGF as provided by statute. In addition, the

County will not be able to control or monitor such costs until after they are expended.

The termination of the contract with Monterey County Placements will result in clients remaining in custody in lieu of more productive placement. Attorneys will not be able to comply with accepted professional standards. Jail census will increase. Residential programs will only be minimally utilized. (The Probation Department will be the only remaining potential for placements and that department has also received significant assistance from Monterey County Placements in the past).

Several local attorneys have contracts with the County as service providers operating as the ADO to receive Court appointments when the PDO has a conflict. On some occasions, neither the PDO nor the ADO is ethically able to accept an appointment. When this occurs, an unaffiliated attorney (panel attorney) must be appointed on an hourly basis to represent the defendant involved. When the ADO budget is reduced, the County will still have the legal duty to provide competent legal counsel for indigent persons. The Court is authorized by Penal Code section 987 to make these mandatory attorney appointments and approve ancillary trial related expenses as needed with funding to be drawn from the CGF. As such, the obligation of the County remains. But the ADO and the PDO believe that expanding the resource capacity of the Indigent Defense Offices will actually yield savings to the CGF rather than be an additional burden, which will occur if the Court makes direct private counsel appointments. The greater the workload that can be handled by the PDO and the ADO, the less discretion is accorded to the Courts which otherwise will access the GF for these functions. A comprehensive County controlled Indigent Defense system funded at a level that provides for competent representation will save the CGF money while meeting the County's mandatory legal obligations.

The Alternate Defender's Office program provides attorney services through a system of contracts with local counsel when additional appointments are necessary. This function has traditionally come from the Services and Supplies funds appropriated by the Board of Supervisors (Board). Funding has been reduced by 5% in order to conform with budget targets. This reduction presents a significant problem for the Criminal Justice System and the County. The Alternate Defender's Office will either reduce the number of cases assigned to counsel thereby reducing the number of clients represented by the ADO or reduce the number of existing attorney contracts thereby creating the same conundrum. Reducing the quality of representation provided is not legally or ethically permissible. This dilemma will arise when the ADO is not available for appointment. The Court is then obligated to provide representation through direct appointment at the GF's expense (Penal Code section 987). When these direct appointments have occurred in the past, the costs have been significantly higher than when provided by the ADO. For example, ADO representation is included within budgeted amounts, monitored regularly and administered through the ADO, and then ultimately reviewed by the PD. In contrast, when the Courts have directly appointed counsel or authorized the expenditure of ancillary expenses, the costs have significantly exceeded those expended by the ADO. The Court's independent appointments and the unmonitored costs are imposed without awareness of what impacts those expenditures will have on the overall Indigent Defense Budget. In addition, multiple judges exercise their authority to appoint without knowledge or concern of what others have already done. This court practice would negate the reason for why the ADO was developed in the first place.

The County faces a legal and financial problem. How can it most efficiently meet its constitutionally mandated function to provide competent legal representation for adults and juveniles charged with crimes and persons whose liberty is restrained because of mental health issues? All counties in California must provide services and almost all mid and large size counties have found the Public Defender system the best and most economical solution. Some, such as San Diego County, have tried to privatize the function only to return to a PD when the alternative proved more costly. Some, such as Orange County, have faced equal or greater financial challenges to those present in Monterey County today. Orange County chose to expand the PDO and add a second and a third level ADO rather than reduce appropriations for the PDO. The result was a savings of several million dollars in the first year alone. The function of providing legal defense is not purely a question of dollars and cents. The quality of the representation must comply with statutory and case law requirements. Caseloads cannot be so heavy that they preclude the ability to provide a competent defense. There must be a balance between cost and quality which meets legal and ethical mandates. Comparative benchmark studies demonstrate clearly that the Office of the Monterey County Public Defender carries among the highest caseloads in the State. The Public Defender's Office will be compelled to decline representation for clients that it cannot reasonably represent if it has fewer attorneys. Caseloads are currently at that level.

The Public Defender's Office and the Alternate Defender's Office strongly recommend that the County not implement budget reductions as targeted. True savings to the GF will be achieved through the maximum use of the PDO and the ADO. When adequately funded, they provide the most economical means for the County to meet its mandatory legal obligations.

---

### **Prior Year Accomplishments**

**PUBLIC DEFENDER AND ALTERNATE DEFENDER:** Significant progress was made in the area of appellate law owing to a substantial number of extraordinary writs filed by the Assistant Public Defender. This was highlighted in the successful expansion of pre-trial discovery granted by the Court of Appeal, Sixth Appellate District. The Public Defender's Office also continued its participation as a member of the Community Alliance for Safety and Peace (CASP). Finally, several public defenders participate in the Monterey County Bar Association, Executive Committee, and other related community service organizations.

Both the number and the quality of criminal trials increased this year. A Round Table discussion program was initiated to permit cases to be staffed more thoroughly and on a regular basis. The pairing of a senior trial attorney with a junior trial attorney has also helped broaden the experience level of lawyers with less litigation history.

---

### **Budget Year Goals**

To provide a quality legal defense for all indigent persons accused of committing a crime regardless of financial circumstance. The number and quality of trials and litigation (including appellate) are a high priority and are factors for consideration in evaluating the performance of the law office.

All Public Defender (and Alternate Defender) prerequisites have been readied in order to implement the assessment and collection of PD fees from indigents capable of contributing to the cost of

their defense. A proposal for integration with the Court's appointment of counsel process has also been presented to the Executive Office of the Court and can be put in place upon its approval.

## Pending Issues

**SERVICE LEVELS:** The overwhelming Public Defender's Office and Alternate Defender's Office caseload issues concern the ability to provide mandated quality legal representation in a significantly overwhelmed legal environment. The severity of appointed cases has been significantly impacted by the heightened gang crisis which confronts the entire community. Considerable law enforcement and prosecution efforts and resources are dedicated to confronting the issue and it must be realized that this has profound implications for the defense function. The Public Defender's Office and Alternate Defender's Office are not part of the Gang Task Force (GTF) and receive no added resources but are directly affected by the GTF actions. The Salinas "Cease Fire" Program has already been felt in the indigent defense caseload.

The Public Defender's Office will persevere to provide competent representation for an extremely large number of cases, especially serious felonies. An increasingly taut balance is required to provide representation which is more than in appearance only. The reality is that there are pressures to cut corners due to excessive caseloads which must be resisted. Staff turnover has been adversely impacted by the pressures imposed by limited resources. Litigation may not be reduced for the sake of economy if it compromises the quality of representation that clients receive.

Supervision remains a challenge for an office with too many cases and very limited time to review work accomplished.

Caseloads for ADO attorneys will remain very heavy and a challenge in an era of diminishing budgets. This is especially true when there is no control in choosing the number or quality of assigned cases.

Increased responsibilities, such as the latest rulings on immigration consequences of criminal convictions, will continue to impact the workload of ADO counsel.

The use of the ADO to handle the specialized and time consuming Sexually Violent Predator cases has enabled deputy public defenders to accept more criminal cases and been cost efficient.

A third tier of contract counsel should be utilized when neither the PDO nor the ADO is available for appointment. This solution will ultimately provide savings for the GE, but is not possible given targeted reductions.

The significant reduction in the resources available for substance abuse and mental health treatment has impacted the indigent defense community especially hard. Without these resources, there are few if any alternatives to incarceration. More cases will be litigated with less favorable outcomes in terms of the client's recovery and the community's safety. The remaining alternatives have proven to be ineffective in meaningfully dealing with the problem. The Public Defender continues to be extremely active in the National Drug Court movement. This can inure to the County's strength in pursuing grant funding.

Alternatives to incarceration must be explored and enhanced especially now as the County is required to house and/or supervise

additional State inmates. Consideration should be given to utilizing non attorney staff positions i.e., paralegals and social workers. This has proven to be effective and efficient in other county public defender offices.

**CLIENT FEES:** The County should continue to work aggressively with the Court to finalize and implement a PD Fee Program.

**OFFICE SPACE:** The Public Defender's Office continues to occupy modular building #4 several years longer than expected. This building had been in need of additional private offices for attorneys and ergonomically correct workstations for volunteer law clerks and student interns, a private AV room to allow investigators and attorneys to view evidence and discovery materials confidentially, storage area away from the library and hallways for equipment and overflow active files, a large enough conference room to properly fit at least most of its employees at one time for meetings and training sessions among other needs. Maintenance needs have increased in the past few years due to aged carpets, leaky roofs, sagging or cracked bathroom floors, improperly locking windows and doors, and heating and cooling problems. The PD library serves as a multipurpose room for activities including legal research, conferences, office meetings, trial prep, client interviews, and confidential meetings with staff. Currently, it is necessary for the PD to ask local private counsel to utilize their offices for all-staff meetings and to hold its monthly legal training sessions. They are not always available.

Staff raise safety concerns often. The compromised ingress and egress of the existing modular unit may potentially be an OSHA violation. In addition, the continued building deterioration poses a potential health and safety risk to employees, volunteers, clients, and visitors.

The Alternate Defender's Office must maintain actual operational and physical separation from the PDO's main office to comply with ethical mandates. A system of temporary accommodations has been used to fulfill these responsibilities on an interim basis. The permanent Chief Alternate Defender's position was removed from the FY 2009-10 budget. The Interim Chief has been willing to continue contract services far longer than was initially indicated. Many other counties have a full time employee position for this responsibility. The allocation for office space for the ADO administrator was also removed as part of the FY 2009-10 budget process. It will ultimately be necessary to locate some place for the ADO to conduct business.

A permanent solution is needed for the Chief ADO function. Another successful one year extension of the interim Chief Alternate Defender's contract will be necessary or the restoration of a permanent full time employee position to fulfill this obligation. The Alternate Defender's Office continues to employ this temporary remedy to ensure the structural requirement of an operational separation from the PDO. This structural separation requirement exists, because of the inherent conflict of interest between the PDO and the ADO, which operates to accept cases only when the PDO is unable to accept appointment usually due to an unavoidable conflict. A contract for services has been extended with the interim Chief Alternate Defender. He has performed in that capacity since the elimination of the Chief Alternate Defender position in the FY 2009-10 budget process. It will also be necessary to provide appropriate support services including office space to accommodate the ADO staff and to maintain the legal and ethical separation required between the PDO and the ADO.

**Policy Considerations**

It is requested that rather than reduce the staff of the PDO and ADO, the County instead maintain the PDO at current levels or even expand their funding levels to handle a greater volume of cases to reduce the opportunity of the Courts to unilaterally appoint panel attorneys. Over the last four years, the cost of panel

attorneys has far exceeded the costs of the PDO and ADO for similar services. The Public Defender's Office and Alternate Defender's Office could provide representation for many of those indigent defendants if the number of attorneys was expanded under the ADO contract. This solution must assume that the PDO remains at current staffing levels and is not compelled to decline representation due to inadequate numbers of attorneys.

**Appropriation Expenditure Detail**

	<b>Prior Year 2009-2010</b>	<b>Adopted Budget 2010-2011</b>	<b>CY Estimate 2010-2011</b>	<b>Requested Budget 2011-2012</b>	<b>Recommended Budget 2011-2012</b>	<b>Recommended Change from Adopted</b>	<b>Fund Code</b>	<b>Org Code</b>
Alternate Defenders Office (PUB001)	2,823,532	2,256,593	2,411,581	2,459,327	2,144,747	(111,846)	001	2270_8168
Public Defender (PUB001)	7,048,614	7,013,248	7,126,270	7,551,144	7,081,512	68,264	001	2270_8169
Subtotal	\$9,872,146	\$9,269,841	\$9,537,851	\$10,010,471	\$9,226,259	(43,582)		

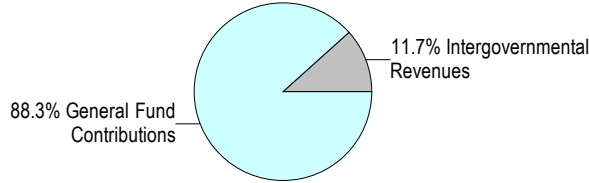
**Crosswalk - Advantage Appropriation to AFIN Budget Unit**

<b>Advantage</b>			<b>AFIN</b>		
<b>Appropriation Code</b>	<b>Appropriation Name</b>	<b>Budget Unit</b>	<b>Budget Unit Name</b>	<b>Fund</b>	<b>Fund Name</b>
(PUB001)	Public Defender	228	Court Assigned Counsel	001	General
(PUB001)	Public Defender	227	Public Defender	001	General

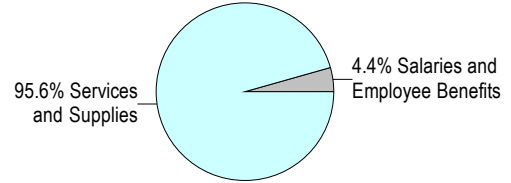
# Alternate Defenders Office

(Unit 8168— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	79,260	84,648	84,636	94,311	94,311	9,663
Services and Supplies	2,744,273	2,171,945	2,326,945	2,365,016	2,050,436	(121,509)
<b>Subtotal</b>	<b>\$2,823,532</b>	<b>\$2,256,593</b>	<b>\$2,411,581</b>	<b>\$2,459,327</b>	<b>\$2,144,747</b>	<b>(111,846)</b>

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	59,894	200,000	350,000	250,000	250,000	50,000
<b>Subtotal</b>	<b>\$59,894</b>	<b>\$200,000</b>	<b>\$350,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>50,000</b>
General Fund Contributions	\$2,763,638	\$2,056,593	\$2,061,581	\$2,209,327	\$1,894,747	(161,846)
<b>Total Source of Funds</b>	<b>\$2,823,532</b>	<b>\$2,256,593</b>	<b>\$2,411,581</b>	<b>\$2,459,327</b>	<b>\$2,144,747</b>	<b>(111,846)</b>

## Unit Description

The Court Assigned Counsel Unit, referred to as the Alternate Defender's Office (ADO), provides funds for appointed counsel and related defense costs for indigent criminal defendants who are not represented by the Public Defender due to a conflict of interest or for other appropriate reasons. These conflict case services are provided under contract with private attorneys. Private counsel other than the PDO and the ADO are also appointed and funded through the ADO's budget when both the PDO and ADO have disqualifying conflicts of interest. The Alternate Defender's Office performs all of the same functions performed by the PDO when the PD is unavailable for appointment due to a conflict of interest or other disqualifying event.

## Prior Year Accomplishments

In the past year, the ADO handled an ever increasing caseload of serious felony cases with skill and determination. The ADO's three felony lawyers appear in ten courts; the two misdemeanor lawyers appear in four courts including the court in King City. The lawyers are respected by the Courts. The ADO Chief worked with the

courts to change the timing of court appearances to improve efficiency; increased the distribution of updated information to ADO lawyers concerning recent developments in criminal law; expanded the pool of lawyers handling conflict cases outside the contract cases; and maintained a high level of representation despite the increasing caseload. The Unit provided excellent, cost-effective contractual representation.

## Budget Year Goals

Development of a group of reputable experts in various forensic fields who are able to accept regular appointments for pre-negotiated reasonable fees is still being implemented.

Alternate Defender Office attorneys will also utilize a Public Defense Fee Program as soon as approved by the Court.

The Alternate Defender's Office advocates facilitating a third tier attorney panel when neither the PDO nor the ADO is available for appointment (i.e., multi defendant cases, informant witness cases, and capital cases). Increased access to panel attorneys at a pre-negotiated rate will yield significant financial savings.

---

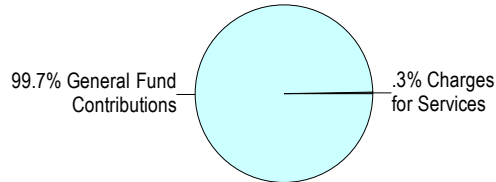
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14G02	MANAGEMENT ANALYST I	1.0	1.0	0.00
	Total	1.0	1.0	0.00

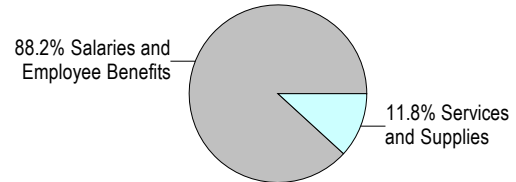
# Public Defender

(Unit 8169— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	6,065,227	6,298,916	6,242,520	6,707,887	6,245,732	(53,184)
Services and Supplies	983,387	714,332	883,750	843,257	835,780	121,448
Subtotal	\$7,048,614	\$7,013,248	\$7,126,270	\$7,551,144	\$7,081,512	68,264

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	10,222	0	0	0	0	0
Charges for Services	17,613	25,500	17,000	20,000	20,000	(5,500)
Subtotal	\$27,835	\$25,500	\$17,000	\$20,000	\$20,000	(5,500)
General Fund Contributions	\$7,020,779	\$6,987,748	\$7,109,270	\$7,531,144	\$7,061,512	73,764
Total Source of Funds	\$7,048,614	\$7,013,248	\$7,126,270	\$7,551,144	\$7,081,512	68,264

## Unit Description

The Law Office of the Public Defender provides legal representation to indigent adults and juveniles charged with crimes and violations of law in Monterey County. It also provides representation for mental health clients whose liberty may be restricted due to mental disease or defect in civil court. The function of the Department allows the County to meet its obligations imposed under the Constitutions of the United States and California and other applicable statutes like California Government Code section 27706.

The Public Defender's Office performs a large and varied number of mandatory functions. These include: Felony cases, Investigation, Drug Court, servicing the outlying courts in King City, Salinas, Marina, and Monterey, Mental Health cases, Special Trials, Probation Violations, Sexually Violent Predator cases, case specific and systemic research, Misdemeanor cases, Juvenile cases, Truancy cases, Domestic Violence, and Capital Trials when necessary. These mandatory activities are supported by the required functions of Administration and Information Systems Technology. In addition, the PDO has participated as a partner in the Community Alliance for Safety and Peace (CASP) providing a record expungement program for former gang members who are now seeking to turn their lives around and obtain employment.

## Prior Year Accomplishments

The Public Defender's Office has worked hard to provide a quality training program for staff on a shoestring budget. Presenters have been imported for a series of day long programs timed to coincide with non court days. Subjects have included media relations, immigration law, DUI trials, the appellate record, domestic violence, mandatory reporting requirements, legal ethics, and reviewing medical records for forensic purposes.

The Public Defender's Office has participated in law school recruitment at the Government Career Services Day held at Chapman Law School co-sponsored with 11 other Southern California Law Schools and separately at the University of California, at Hasting School of Law. These recruitment efforts have resulted in obtaining more than a dozen qualified law students who have aided the Department in meeting its heavy case demands. The Public Defender's Office was also able to recruit the services of volunteer attorneys who have made significant contributions in providing representation for misdemeanor clients. However, their financial realities precluded these attorneys from continuing in this role.

## Budget Year Goals

Realign deputy public defenders in teams to handle both felony and misdemeanor calendars to more efficiently and effectively represent indigents under high criminal caseload conditions which will ensure greater courtroom coverage, alleviate staff shortages due to annual leave requests, and encourage more rigorous advocacy. Focus and emphasize quality legal representation of indigents charged with a crime by placing a high priority on the quality and quantity of trials along with litigation (including appellate) as a whole to provide measured factors for consideration in evaluating the PDO's performance. Continue working with the Courts to finalize and implement a PD fee collection program to supplement the General Fund cost of indigent representation. Finalize a proposed integrated appointment of counsel procedure with the Courts to streamline and normalize the process and its associated costs for the General Fund. Continue meeting regularly

with the collective heads of the criminal justice agencies and the Courts to address shared issues and coordinate the implementation of the Board of Supervisor's strategic goals for improved public safety infrastructure. Continue seeking grants and proposals for obtaining funding for Therapeutic Courts (i.e., Drug Courts, Prob. 36, Mental Health Treatment Courts). Continue to develop and expand incarceration alternatives for appropriate candidates thereby reducing recidivism, promoting public safety, and saving county resources across the public safety infrastructure. Develop a new Veteran's Court with financial support from the federal government. Upgrade the PDO's computer/digital technology by purchasing laptops for the remaining deputies to work remotely from the court or home, by replacing the hardcopy library with online legal libraries, and by upgrading administrative software to better process/scan client files, reduce long term file storage, and keep court calendars.

## Adopted 2011 to Recommended 2012 Positions

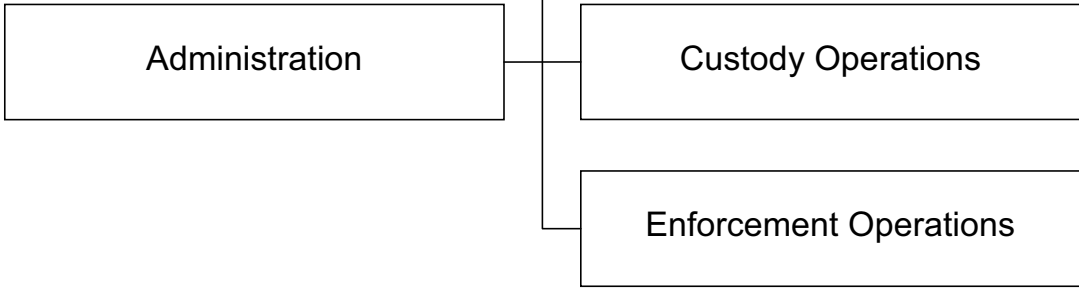
Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
11A18	PUBLIC DEFENDER	1.0	1.0	0.00
12C11	ASSISTANT PUBLIC DEFENDER	1.0	1.0	0.00
14G02	MANAGEMENT ANALYST I	1.0	1.0	0.00
20B95	FINANCE MANAGER I	1.0	1.0	0.00
34D23	PUBLIC DEFENDER INVESTIGATOR II	4.0	4.0	0.00
34D40	PUBLIC DEFENDER INVESTIGATOR III	2.0	1.0	-1.00
34D80	SUPERVISING PUBLIC DEFENDER INVESTIGATOR	1.0	1.0	0.00
39P31	DEPUTY PUBLIC DEFENDER IV	25.0	23.0	-2.00
80B22	LEGAL SECRETARY	6.5	6.0	-0.50
80B23	SENIOR LEGAL SECRETARY	3.0	3.0	0.00
80E21	OFFICE ASSISTANT II	1.0	1.0	0.00
Total		46.5	43.0	-3.50



# Sheriff-Coroner

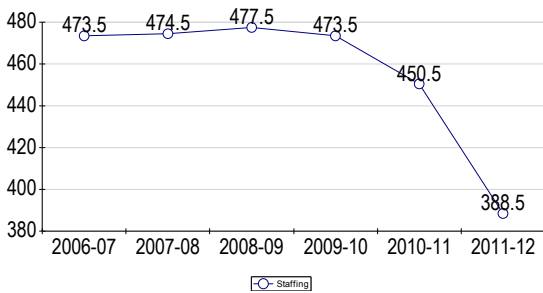
Operating Budget: \$71,880,219  
Positions (FTEs): 388.5

Scott Miller  
Sheriff-Coroner

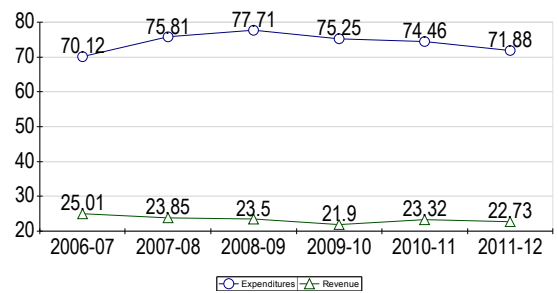


Sheriff-Coroner

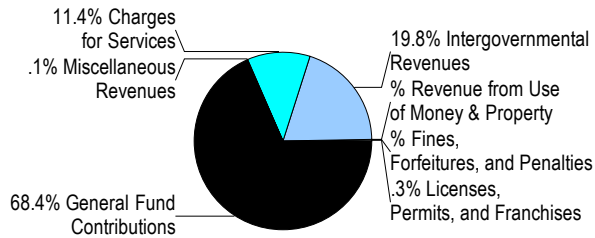
**Staffing Trends**



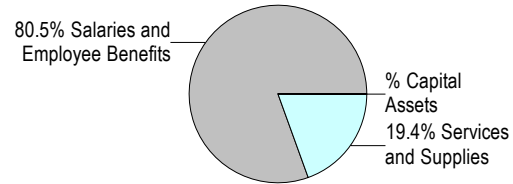
**Expenditure/Revenue History (in thousands)**



## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	58,924,693	58,068,555	59,050,815	66,834,773	57,981,671	(86,884)
Services and Supplies	16,011,766	15,016,559	15,412,656	14,964,599	13,989,908	(1,026,651)
Other Charges	(145,649)	(113,360)	(183,360)	(118,360)	(118,360)	(5,000)
Capital Assets	462,691	27,000	176,226	5,443,000	27,000	0
Subtotal	\$75,253,502	\$72,998,754	\$74,456,337	\$87,124,012	\$71,880,219	(1,118,535)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	201,150	190,000	187,832	188,000	188,000	(2,000)
Fines, Forfeitures, and Penalties	8,136	10,000	7,806	10,000	10,000	0
Revenue from Use of Money & Property	0	12,000	12,000	12,000	12,000	0
Intergovernmental Revenues	14,322,783	14,671,218	14,668,097	14,232,110	14,232,110	(439,108)
Charges for Services	7,307,584	7,588,133	8,246,086	8,211,042	8,211,042	622,909
Miscellaneous Revenues	53,987	87,600	195,952	75,800	75,800	(11,800)
Special Items	10,082	0	0	0	0	0
Subtotal	\$21,903,722	\$22,558,951	\$23,317,773	\$22,728,952	\$22,728,952	170,001
General Fund Contributions	\$53,349,779	\$50,439,803	\$51,138,564	\$64,395,060	\$49,151,267	(1,288,536)
Total Source of Funds	\$75,253,502	\$72,998,754	\$74,456,337	\$87,124,012	\$71,880,219	(1,118,535)

## Department Description

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 also is responsible for the safekeeping and security of persons arrested by any law enforcement agency in Monterey County. The Monterey County Jail is a Type II and Type III detention facility used for the detention of persons pending arraignments, during trial and upon a sentence of commitment for local charges. Another responsibility of the Sheriff's Office is the Coroner's function, which is responsible for investigating all deaths reportable to the Coroner and to determine the cause, manner and circumstances surrounding reportable deaths. The Sheriff-Coroner is an elected position per the authority of the California Government Code and Health and Safety Code. The Sheriff's Office is comprised of three Bureaus; Administration Bureau, Enforcement Operations Bureau, and Custody Operations Bureau.

ADMINISTRATION BUREAU: This Bureau serves as a support unit to the Enforcement Operations Bureau (EOB) and Custody

Operations Bureau (COB). It is comprised of the following divisions and units: Coroner Division, Fiscal Division, Professional Standards Division, Records Division, Training Division, Civil Unit, Volunteer and Youth Unit, and the Sheriff's Advisory Council (SAC).

ENFORCEMENT OPERATIONS BUREAU: This Bureau provides uniformed patrol, emergency and critical incident response, criminal investigation, narcotics enforcement, special event management and a range of specialized enforcement functions.

CUSTODY OPERATIONS BUREAU: The Sheriff is charged with the administration of the local detention facility. The Bureau is responsible for the safekeeping and security of persons arrested by any law enforcement agency in Monterey County. The Monterey County Jail is a Type II and Type III detention facility used for detention of adults pending arraignment, during trial and upon a sentence of commitment for local charges. The County Jail consists of the Main Jail and the Rehabilitation Center and houses both male and female offenders.

The Board's Public Safety Strategic Initiatives that the department actively addresses: Realign the relationship and approach within criminal justice services and the courts to improve service integration and impact on the people served; Provide effective law enforcement and improve public safety infrastructure, local homeland security, and methods for reducing gangs and drug problems.

---

### Summary of Recommendation

The Fiscal Year (FY) 2011-12 recommended appropriations for the Sheriff's Office total \$71,880,219. This is a decrease of \$1,118,535 over FY 2010-11. Revenue is estimated at \$22,728,952, a \$170,001 increase, and the recommended General Fund Contribution (GFC) totals \$49,151,267, a decrease of \$1,288,536 compared to FY 2010-11. Cost increases and GFC reductions required significant changes detailed below:

#### APPROPRIATIONS:

- Deletion of one filled Accountant III, \$106,550.
- Deletion of one filled Associate Personnel Analyst position, \$110,709.
- Deletion of five filled Commander positions, \$841,117.
- Deletion of one filled Record Director position, \$133,177.
- Deletion of two vacant Sheriff's Records Specialist II positions, \$68,735.
- Deletion of seven filled (two COPS funded) and one vacant Sergeant positions due to expected COPS grant elimination and resource reductions, \$867,720.
- Deletion of one vacant Chief Deputy Sheriff position, \$219,496.
- Deletion of two filled Administrative Secretary positions, \$188,076.
- Deletion of two vacant Captain positions, \$455,548.
- Deletion of two filled Investigative Sergeant positions, \$257,916.
- Deletion of two filled grant Deputy positions, \$211,434.
- Deletion of one filled and 22 vacant Deputy positions, \$101,589.
- Deletion of one filled Legal Secretary position due to NEUCOM grant changes, \$59,638.
- Deletion of one Forensic Evidence Technician position, \$70,937.
- Deletion of two filled COPS funded Crime Prevention Specialist positions due to anticipated grant termination, \$61,950.
- Deletion of one filled Sergeant, one filled and one vacant Deputy positions in the Joint Gang Task Force (GTF) due to grant reduction and lack of resources, \$310,933.
- Deletion of two filled Inmate Service Specialist positions, \$83,227.
- Deletion of one vacant Principal Office Assistant position, \$18,218.

- Deletion of two filled Correctional Specialist Supervisor positions, \$131,048.
  - Deletion of one vacant Sr. Inmate Service Specialist position, \$16,299.
  - Addition of one undetermined non safety management position to replace the deleted Chief Deputy Sheriff position, \$159,757.
  - Addition of one Management Analyst II position, \$123,004.
  - Increase in medical insurance premium, \$757,818.
  - Increase in retirement (CalPERS) contribution due to rate change, \$190,494.
  - Decrease in miscellaneous allocated benefit allocations, \$5,641.
  - Increase in overtime budget, \$335,464.
  - Increase in Other Post Employment Benefit (OPEB) allocation, \$321,978.
  - Increase in Risk Managements' calculated Workers' Compensation insurance premium allocation, \$871,173.
  - Increase in unemployment insurance premium allocation, \$103,920.
  - Decrease in data processing charges by Information Technology Department, \$217,888.
  - Decrease in inmate medical service contract expense due to anticipated savings from rebidding of services, \$500,000.
  - Decrease in reimbursements to other agencies due to the expected the GTF funding shortfall, \$426,604.
  - Decrease in training budget, \$48,604.
  - Decrease in various inmate related services and supplies, \$182,814.
  - Decrease in various services and supplies, \$443,133.
  - Increase in Risk Management's calculated general liability Insurance premium allocation, \$210,854.
  - Increase in various allocated costs, \$58,177.
  - Increase in vehicle related charges by the Fleet Management, \$266,734.
  - Increase in funding for patrol vehicle purchase, \$143,000.
  - Decrease in intra- and inter-fund reimbursement due to expected reduced services, \$5,000.
- #### REVENUES:
- Increase in COMMET grant revenue, \$275,000.
  - Increase in Court Service revenue due to no more one-day a month court closure and employees' benefit cost increase, \$583,116.

Increase in law enforcement services estimated revenues due to employee related cost changes for Automated Criminal Justice Information System (ACJIS) to other agencies, \$96,734.

Increase in Public Safety Sales Tax (Prop. 172) revenues, \$334,136.

Decrease in Ag grant revenue, \$260,000.

Decrease in CALMMET grant revenue, \$170,000.

Decrease in Coroner's service revenues, \$25,500.

Decrease in Federal Recovery Act grant revenues, NEUCOM and CALMMET grants, \$103,984.

Decrease in POST reimbursement, \$63,000.

Decrease in the Gang Task Force grant revenue, \$500,000.

Net increase in various miscellaneous revenues, \$3,499.

---

### **Budget Impacts**

The reduced funding proposed in the Recommended Budget will have serious impacts on the Department's ability to provide public safety services. Given the overcrowding in the jail and resultant lack of flexibility in decreasing staff within the facility, most of the impacts will be to the Enforcement Operations Bureau. The funding level proposed by the Recommended Budget will result in the elimination of the GTF, Property Crimes Unit, Narcotics Unit, Special Weapons and Tactics Team (SWAT), Corrections Emergency Response Team (CERT), Agricultural Deputy, California Multi-Jurisdictional Methamphetamine Enforcement Team (CALMMET) Deputy, and reductions in the number of Forensics Evidence Technicians, Crime Preventions Specialists, Commanders and Sergeants.

These reductions will require a radical change in the way the Department operates and require the allocation of resources in a more reactive manner. Work previously done by GTF will be accomplished by the creation of a Special Enforcement Detail (SED) which, while not being able to provide the high profile of the GTF, will provide targeted interventions throughout the County. The elimination of the Property Crimes and Narcotics Units will result in patrol deputies having to investigate more of these crimes. The lack of dedicated staff for these types of crimes will make the investigation of these crimes more difficult and likely result in fewer arrests. Likewise the elimination of the Agricultural and CALMMET deputies will mean that patrol deputies will investigate these types of crimes. The reduction in the number of other positions will result in larger backlogs of evidence, decreased responsiveness to citizen issues, and less supervision of staff.

---

### **Prior Year Accomplishments**

ADMINISTRATION BUREAU: Implemented a reorganization to consolidate Divisions and Units, ensure appropriate levels of supervision and increase organizational effectiveness that resulted in the elimination of several management and supervisory positions and reduced costs by over one million dollars. Reduced the number of on-call staff by 40%. Modified the shifts of the detectives to reduce overtime costs. Reduced the number of take-home cars by 78% saving fuel, maintenance and vehicle replacement costs. Reduced the number and amount of cell phone

stipends. Scheduled shooting range qualifications during on-duty time to reduce overtime expenses.

ENFORCEMENT OPERATIONS BUREAU: Awarded Automated Fingerprint Identification System (AFIS) contract to purchase and install equipment to allow law enforcement in the field to obtain an individual's fingerprint and have that fingerprint checked against local, and eventually state, databases. This technology will allow field personnel to improve their ability to identify individuals. Developed an Emergency Evacuation Mapping protocol to allow an on-scene incident commander to notify Emergency Communications and initiate the Telephone Emergency Network System (TENS) to notify residents of the area of the emergency and appropriate actions to take. Worked with the North Monterey County Fire District and Office of Education to create a new school safety protocol for emergency situations. The new protocol is now being implemented in all schools within the County. Commenced the implementation of the COPLINK program which improve the Department's intelligence gathering capabilities and allow for better crime tracking to assist in the effective deployment of resources. Obtained training for patrol deputies by the Conflict Resolution and Mediation Center of Monterey County to increase awareness of the resources available for resolving neighbor disputes and to better understand the foreclosure process, civil evictions and the rights of the various parties.

CUSTODY OPERATIONS BUREAU: Combined all Jail Teams under one Commander to ensure more consistency in performance expectations and supervision. Reorganized the remaining Commander positions to distribute workload previously assigned to the currently vacant Captain and Commander positions. Reduced overtime costs by using Classification Unit Deputies to fill unfilled overtime slots, utilizing Sergeants to fill shifts, conducting training on Court holidays, and arranging the shooting range schedule to coincide with regular shifts. Extra staff on shift is automatically sent downtown to provide better security to Courts or to provide security in the Transportation Unit. Provided security at the Board of Supervisor's Chambers for Congressman Sam Farr's visit and potentially contentious issues as requested by the County Administrative Office (CAO). Provided training to the Board of Supervisors on how to respond to a threat during a hearing. Completed security doors project for B and C Wings at the Rehabilitation Facility on January 7, 2011.

---

### **Budget Year Goals**

ADMINISTRATION BUREAU: Goals for FY 2011-12 include identifying and obtaining a new Records Management solution to modernize our most critical information system, including Jail Management and booking components. We will continue reorganizing our management structure for maximum efficiency and trimming costs wherever possible. We will also have an emphasis on more aggressively managing workers' compensation cases, improving office ergonomics and improving our evidence management system. We will be refining our policies and procedures throughout the organization.

ENFORCEMENT OPERATIONS BUREAU: We will deploy our remaining investigative assets to support operational needs. We will reorganize existing staff, including patrol deputies, to cover gaps in narcotics, property crimes and gang violence reduction previously handled by specialized units. Many investigations previously handled by detectives will be handled by uniformed personnel. We will develop alternative methods to handle lower

priority calls so that field assets will still be available to respond to emergency calls as quickly as possible.

**CUSTODY OPERATIONS BUREAU:** Goals for FY 2011-12 include going out to competitive bid for contracted services, such as inmate medical services and phone systems. We will be looking to accelerate the planning process for construction of a new jail facility by identifying the appropriate location, developing a design package and examining potential funding sources. Implementation of AB 109, the Governor's "realignment" plan, has potentially catastrophic impacts on our already overcrowded jail facility. Much of the time and energy we spend this next fiscal year will depend on how this program is ultimately funded and implemented. To the degree that funding levels permit we will try to maximize efficiencies through the use of technology. Examples would include a new Records Management system, and increased on-line crime reporting.

### Pending Issues

**ENFORCEMENT OPERATIONS BUREAU:** The lack of Federal funding for the Joint Gang Task Force will require the Department to develop a new approach for dealing with gang issues within the County. Depending on staffing levels, the Department is considering the creation of a Special Enforcement Detail (SED) that could be utilized throughout the County to address crime issues.

**CUSTODY OPERATIONS BUREAU:** Although the Monterey County Jail is already operating significantly over capacity, two pending issues may create additional pressures on this facility. Both the pending Federal Court ruling and State Realignment legislation could result in increased numbers of inmates to be housed in the Jail. Given the current overcrowded condition, any significant increase in inmates would require the release of some inmates or the construction of temporary facilities to house the additional inmates. Custody Operations has a fleet of three buses used to transport inmates to court and to other penal institutions. The oldest bus was built in 1984, and the others in 1988 and 1991. Because the buses are law enforcement equipped and operated,

they are exempt from diesel particulate emissions standards. However, in 2014, State emission reduction goals are 100% compliance and may apply to the inmate transportation buses. If this happens, the three buses will need to be replaced and/or taken off the road.

**CRIMINAL JUSTICE INFORMATION SYSTEM:** The Criminal Justice Information System (CJIS) is the current software application for the Sheriff's Office Record Management System (RMS) and Jail Management System (JMS). This is an outdated, 20 years old mainframe application. California Law Enforcement Telecommunications Service (CLETS) and Warrants are both mainframe applications written in outdated language and are 30 years old. The age of these systems make them ineffective, expensive to operate and vulnerable to failure. Server or web based applications are necessary to connect with the proper interface, both internally and externally and with all other criminal justice agencies in the County. CJIS is outdated and a current RMS that includes not only Crime Reports, but Warrants, Restraining Orders, CLETS and Jail Management, is essential. The cost of the mainframe is taking away money that could be used for modern, standard technology.

While this year's budget imposes significant hardships to this Department, it is minor compared to the impacts that the Department may face in the future if comprehensive changes are not made to the manner in which the County allocates resources. Cost factors that are completely or largely outside of our control, such as increases in retirement, health insurance and workers' compensation costs, and allocated costs from internal service departments such as information technology, facilities and fleet management must be addressed by the County as a whole. The current process of allocation of such costs will likely lead to further reductions in service that may not be acceptable to the public.

### Policy Considerations

There are no policy considerations.

### Appropriation Expenditure Detail

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Alarm Unit (SHE001)	75,999	79,782	75,748	74,654	74,654	(5,128)	001	2300_8223
Fiscal Division (SHE001)	942,619	1,057,197	1,025,575	891,099	891,099	(166,098)	001	2300_8224
Civil Unit (SHE001)	728,666	686,339	761,578	625,916	625,916	(60,423)	001	2300_8225
Coroner Division (SHE002)	1,779,923	1,900,273	1,877,873	1,888,133	1,857,075	(43,198)	001	2300_8226
Professional Standards Division (SHE001)	655,886	712,478	766,590	538,149	538,149	(174,329)	001	2300_8227
IT System Support Unit (SHE001)	1,429,909	1,512,868	1,498,385	1,337,557	1,297,461	(215,407)	001	2300_8228
Records Unit (SHE001)	1,310,501	1,296,998	1,287,783	1,271,093	1,197,613	(99,385)	001	2300_8229
Warrants Unit (SHE001)	815,560	894,842	774,459	846,444	772,964	(121,878)	001	2300_8230
Recruiting (SHE001)	117,847	0	0	0	0	0	001	2300_8231
Training Division (SHE001)	821,043	946,355	803,098	402,795	402,795	(543,560)	001	2300_8232
Custody Administration (SHE003)	3,338,601	3,101,047	3,209,269	4,766,556	4,129,050	(1,028,003)	001	2300_8233
Court Services (SHE003)	2,733,640	3,161,813	2,952,253	3,508,953	3,508,953	347,140	001	2300_8234
Transportation Unit (SHE003)	1,784,900	1,834,034	1,894,794	1,726,527	1,536,253	(297,781)	001	2300_8235
Work Alternative Program (SHE003)	314,035	322,213	329,782	347,386	347,386	25,173	001	2300_8236
Inmate Medical Services (SHE004)	5,499,478	5,562,307	5,562,307	5,904,338	5,062,307	(500,000)	001	2300_8237

## Appropriation Expenditure Detail

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Jail Operations (SHE003)	18,805,335	17,523,191	18,119,953	20,017,335	17,135,609	(387,582)	001	2300_8238
Inmate Welfare Programs (SHE003)	991,309	967,185	967,185	930,278	930,278	(36,907)	001	2300_8239
Support Services Unit (SHE003)	1,706,917	3,073,616	3,176,719	2,904,361	2,762,055	(311,561)	001	2300_8240
Crime Prevention Specialists (SHE001)	99,498	215,578	0	2,250	2,250	(213,328)	001	2300_8241
Enforcement Operations								
Administration (SHE001)	431,431	1,007,644	837,086	1,539,914	739,914	(267,730)	001	2300_8242
Flight (SHE001)	2,139	0	0	0	0	0	001	2300_8243
Vehicle Maintenance Unit (SHE001)	1,709,265	1,117,071	1,159,283	1,873,877	1,536,877	419,806	001	2300_8244
Investigations Division (SHE001)	2,630,446	2,560,777	2,542,991	2,674,406	1,816,334	(744,443)	001	2300_8245
Narcotics Division (SHE001)	1,298,983	1,424,377	1,617,004	1,481,708	741,073	(683,304)	001	2300_8246
Central Patrol Station (SHE001)	8,657,247	7,030,869	7,351,232	9,010,091	8,121,189	1,090,320	001	2300_8247
Coastal Patrol Station (SHE001)	4,307,873	4,314,364	4,511,820	4,476,852	4,476,852	162,488	001	2300_8248
South County Patrol Station (SHE001)	3,325,506	3,648,514	3,673,424	3,779,813	3,779,813	131,299	001	2300_8249
Special Operations Division (SHE001)	905,731	815,618	1,003,347	1,421,143	1,421,143	605,525	001	2300_8250
Special Weapons and Tactics Team (SHE001)	43,671	75,000	75,000	289,178	0	(75,000)	001	2300_8251
SO Administration (SHE001)	4,535,793	3,799,193	4,029,513	11,018,224	5,006,131	1,206,938	001	2300_8273
Homeland Security Division (SHE001)	2,360,927	1,396,902	0	0	0	(1,396,902)	001	2300_8274
Crime Lab/Property Room (SHE001)	841,045	794,522	832,993	714,994	714,994	(79,528)	001	2300_8275
SO Human Resources (SHE001)	205,038	163,787	146,001	70,453	70,453	(93,334)	001	2300_8276
Background Investigations Unit (SHE001)	46,744	2,000	2,000	0	0	(2,000)	001	2300_8277
Gang Task Force (SHE005)	0	0	1,591,292	789,535	383,579	383,579	001	2300_8376
Subtotal	\$75,253,502	\$72,998,754	\$74,456,337	\$87,124,012	\$71,880,219	(1,118,535)		

## Crosswalk - Advantage Appropriation to AFIN Budget Unit

Advantage		AFIN			
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
(SHE001)	Sheriff - Admin & Enforcement Ops	230	Sheriff	001	General
(SHE001)	Sheriff - Admin & Enforcement Ops	235	Joint Gang Task Force	001	General
(SHE002)	Sheriff - Coroner Operations	292	Sheriff's Coroner	001	General
(SHE003)	Sheriff - Custody Operations	251	Sheriff's Correctional Div	001	General
(SHE004)	Sheriff - Inmate Medical Costs	252	Inmate Medical Services	001	General

## Department Workload Information

### General Activities for Enforcement Operations and Administrations Bureaus

	Actual					Estimated FY 2010-11	Projected FY 2011-12
	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09*	FY 2009-10		
Warrants Received	15,348	15,900	14,890	11,784	11,622	11,000	11,000
Felony Offenses Reported	2,895	2,900	2,710	2,010	2,640	2,574	2,600
Misdemeanor Offenses Reported*	2,552	2,575	3,108	3,464	2,632	2,464	2,500
Number of Civil Services	7,261	7,762	8,807	10,291	8,903	9,700	10,120

\*: There has been a change in how the Information Technology Department to run warrant database reports in FY 2008-09.

**General Activities for Joint Gang Task Force**

	<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>Actual FY 2007-08</b>	<b>FY 2008-09</b>	<b>FY 2009-10</b>	<b>Estimated FY 2010-11</b>	<b>Projected FY 2011-12</b>
Felony Arrests - Adults	235	282	359	260	337	280	250
Felony Arrests - Juveniles	34	57	44	45	31	43	40
Misdemeanor Arrests - Adults	231	231	237	204	220	151	150
Misdemeanor Arrests - Juveniles	73	83	77	36	37	21	20
Task Force and/or Gang Awareness Presentations	24	55	55	52	29	20	20
Traffic Stop	2,247	2,930	3,125	4,156	4,402	2,942	2,700
Pedestrian Stop	1,425	1,313	1,552	1,245	1,275	1,371	1,250
Field Interview	1,226	1,127	821	1,386	1,188	483	500

**General Activities for Custody Operations Bureau**

	<b>Actual</b>						<b>Estimated</b>	<b>Projected</b>
	<b>FY 2004-05</b>	<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>FY 2007-08</b>	<b>FY 2008-09</b>	<b>FY 2009-10</b>	<b>FY 2010-11</b>	<b>FY 2011-12</b>
Prisoners Booked	17,919	17,144	16,963	17,434	17,252	15,982	15,480	16,800
Average Daily Prisoner Pop.	1,100	1,153	1,152	1,085	1,037	1,018	1,057	1,175
Court Transportation	24,848	25,866	25,387	23,770	21,890	22,743	22,437	24,500
Vehicle Miles Driven	N/A	N/A	224,697	187,592	164,284	157,551	171,438	181,000

N/A - the data are not available for the period.

**General Activities for Coroners**

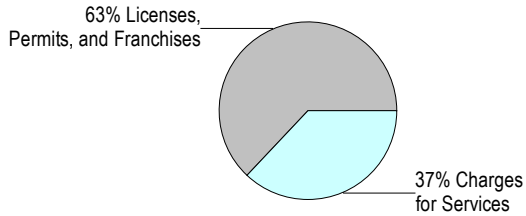
	<b>Actual</b>						<b>Estimated</b>	<b>Projected</b>
	<b>FY 2004-05</b>	<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>FY 2007-08</b>	<b>FY 2008-09</b>	<b>FY 2009-10</b>	<b>FY 2010-11</b>	<b>FY 2011-12</b>
Total Investigations	1,064	1,064	1,015	1,039	994	994	1,020	1,005
Coroner's Cases	348	287	279	309	320	315	320	318
Indigent Cremations	14	11	8	5	9	8	9	11

Sheriff-Coroner

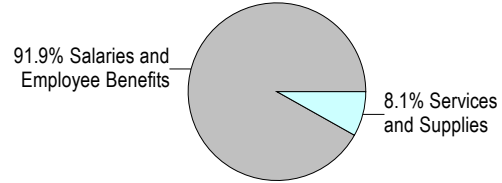
# Alarm Unit

(Unit 8223— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	73,005	74,182	70,148	71,333	71,333	(2,849)
Services and Supplies	5,604	5,600	5,600	6,321	6,321	721
Other Charges	(2,610)	0	0	(3,000)	(3,000)	(3,000)
Subtotal	\$75,999	\$79,782	\$75,748	\$74,654	\$74,654	(5,128)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	170,620	170,000	170,000	170,000	170,000	0
Charges for Services	90,705	100,000	100,000	100,000	100,000	0
Subtotal	\$261,325	\$270,000	\$270,000	\$270,000	\$270,000	0
General Fund Contributions	(\$185,326)	(\$190,218)	(\$194,252)	(\$195,346)	(\$195,346)	(5,128)
Total Source of Funds	\$75,999	\$79,782	\$75,748	\$74,654	\$74,654	(5,128)

## Unit Description

The main function of the Unit is to reduce the number of false alarms that deputies must respond to. Because of false alarms deputies have less time to handle calls for service (emergency and non-emergency), investigate crimes, provide pro-active patrol and back up other deputies in emergency situations.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Adopted 2011 to Recommended 2012 Positions

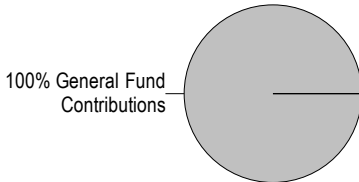
Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
80J30	ACCOUNTING TECHNICIAN			
Total		1.0	1.0	0.00



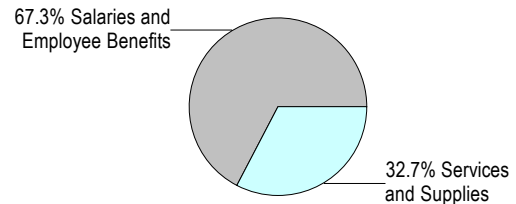
# Fiscal Division

(Unit 8224— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	702,177	746,316	734,694	599,907	599,907	(146,409)
Services and Supplies	240,442	310,881	290,881	291,192	291,192	(19,689)
Subtotal	\$942,619	\$1,057,197	\$1,025,575	\$891,099	\$891,099	(166,098)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	330	20,000	0	0	0	(20,000)
Intergovernmental Revenues	2,965	0	0	0	0	0
Miscellaneous Revenues	0	12,600	0	0	0	(12,600)
Subtotal	\$3,295	\$32,600	\$0	\$0	\$0	(32,600)
General Fund Contributions	\$939,324	\$1,024,597	\$1,025,575	\$891,099	\$891,099	(133,498)
Total Source of Funds	\$942,619	\$1,057,197	\$1,025,575	\$891,099	\$891,099	(166,098)

## Unit Description

The Unit supports the executive staff with the financial matters of the Sheriff's Office. It manages budgets, payroll and processes personnel related information, accounts payables/receivables, program billings, permits, special funds and grants. It also processes the purchasing of all items needed by the Sheriff's Office and administers the Inmate Welfare Fund for the COB.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

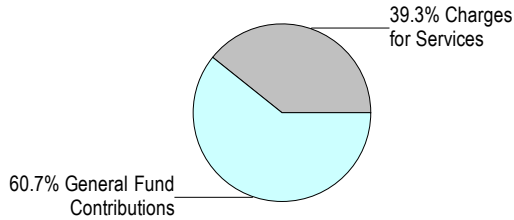
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
20B12	ACCOUNTANT III	1.0	0.0	-1.00
20B93	FINANCE MANAGER II	1.0	1.0	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	2.0	2.0	0.00
80J22	SENIOR ACCOUNT CLERK	2.0	2.0	0.00
80J30	ACCOUNTING TECHNICIAN	2.0	2.0	0.00
Total		8.0	7.0	-1.00

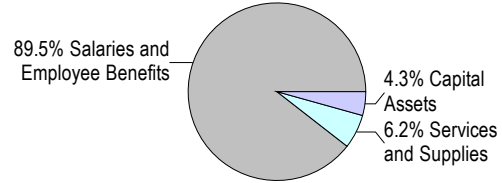
# Civil Unit

(Unit 8225— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	657,313	620,339	695,578	560,044	560,044	(60,295)
Services and Supplies	38,822	39,000	39,000	38,872	38,872	(128)
Capital Assets	32,531	27,000	27,000	27,000	27,000	0
Subtotal	\$728,666	\$686,339	\$761,578	\$625,916	\$625,916	(60,423)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	8,136	0	7,806	0	0	0
Charges for Services	232,173	257,500	257,500	245,780	245,780	(11,720)
Subtotal	\$240,309	\$257,500	\$265,306	\$245,780	\$245,780	(11,720)
General Fund Contributions	\$488,357	\$428,839	\$496,272	\$380,136	\$380,136	(48,703)
Total Source of Funds	\$728,666	\$686,339	\$761,578	\$625,916	\$625,916	(60,423)

## Unit Description

The Unit performs the processing and serving of civil procedures including small claims, earnings withholding orders, real property levies as well as bank levies and evictions. All these services are provided throughout the County including locations inside the incorporated cities.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

**Adopted 2011 to Recommended 2012 Positions**

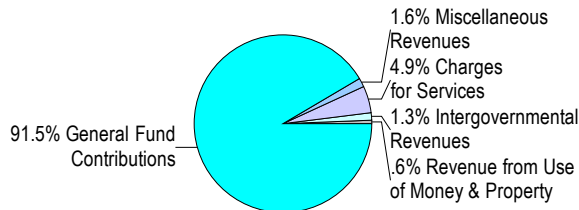
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
34G21	CIVIL PROCESS SERVER	1.0	1.0	0.00
36A22	DEPUTY SHERIFF-OPERATIONS	1.0	1.0	0.00
36A82	SHERIFFS COMMANDER	1.0	0.0	-1.00
80I01	SENIOR CIVIL CLERK	2.0	2.0	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.0	1.0	0.00
80J21	ACCOUNT CLERK	1.0	1.0	0.00
80J30	ACCOUNTING TECHNICIAN	1.0	1.0	0.00
<b>Total</b>		<b>8.0</b>	<b>7.0</b>	<b>-1.00</b>

Sheriff-Coroner

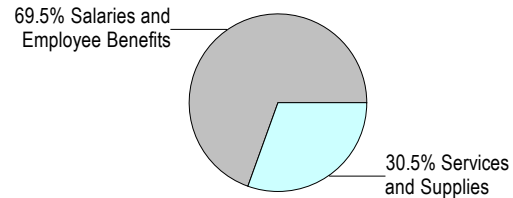
# Coroner Division

(Unit 8226— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	1,201,066	1,218,541	1,174,584	1,320,457	1,290,742	72,201
Services and Supplies	578,857	681,732	684,389	567,676	566,333	(115,399)
Capital Assets	0	0	18,900	0	0	0
Subtotal	\$1,779,923	\$1,900,273	\$1,877,873	\$1,888,133	\$1,857,075	(43,198)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	0	12,000	12,000	12,000	12,000	0
Intergovernmental Revenues	45,575	25,000	25,000	25,000	25,000	0
Charges for Services	116,098	146,300	105,000	90,800	90,800	(55,500)
Miscellaneous Revenues	0	0	18,900	30,000	30,000	30,000
Subtotal	\$161,673	\$183,300	\$160,900	\$157,800	\$157,800	(25,500)
General Fund Contributions	\$1,618,250	\$1,716,973	\$1,716,973	\$1,730,333	\$1,699,275	(17,698)
Total Source of Funds	\$1,779,923	\$1,900,273	\$1,877,873	\$1,888,133	\$1,857,075	(43,198)

## Unit Description

The Unit investigates all deaths reportable to the Coroner and determines the cause, manner and circumstances surrounding reportable deaths. Pursuant to an agreement with San Benito County, the Unit also provides autopsy services for deaths occurring within its County.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

**Adopted 2011 to Recommended 2012 Positions**

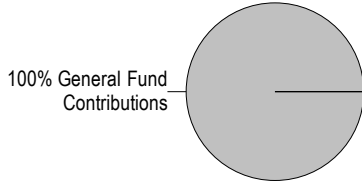
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
36A22	DEPUTY SHERIFF-OPERATIONS	4.0	4.0	0.00
36A24	SHERIFFS INVESTIGATIVE SERGEANT	1.0	1.0	0.00
50S01	FORENSIC AUTOPSY TECHNICIAN	1.0	1.0	0.00
80E21	OFFICE ASSISTANT II	0.5	0.5	0.00
80H25	MEDICAL TRANSCRIPTIONIST II	1.0	1.0	0.00
Total		7.5	7.5	0.00

Sheriff-Coroner

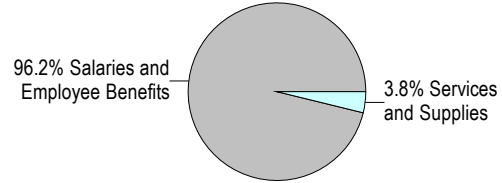
# Professional Standards Division

(Unit 8227— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	622,490	684,978	739,090	517,525	517,525	(167,453)
Services and Supplies	33,396	27,500	27,500	20,624	20,624	(6,876)
Subtotal	\$655,886	\$712,478	\$766,590	\$538,149	\$538,149	(174,329)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$655,886	\$712,478	\$766,590	\$538,149	\$538,149	(174,329)
Total Source of Funds	\$655,886	\$712,478	\$766,590	\$538,149	\$538,149	(174,329)

## Unit Description

The Unit oversees internal affairs, applicant and volunteer backgrounds, workers compensation cases and public information requests. The Unit commander is the Sheriff's Office Equal Employment Officer and the Loss Prevention Committee Chairman.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

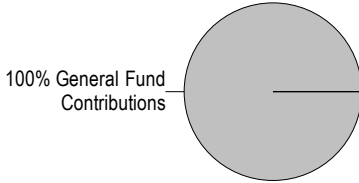
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.0	1.0	0.00
36A23	SHERIFFS SERGEANT	1.0	1.0	0.00
36A82	SHERIFFS COMMANDER	1.0	0.0	-1.00
36E23	CORRECTIONAL SERGEANT	1.0	1.0	0.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.0	1.0	0.00
Total		5.0	4.0	-1.00

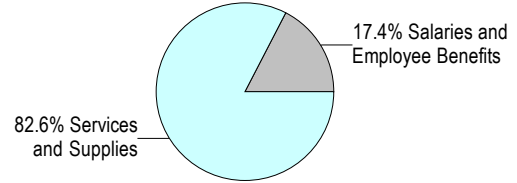
# IT System Support Unit

(Unit 8228— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	215,864	236,307	221,824	226,057	226,057	(10,250)
Services and Supplies	1,214,045	1,276,561	1,276,561	1,111,500	1,071,404	(205,157)
Subtotal	\$1,429,909	\$1,512,868	\$1,498,385	\$1,337,557	\$1,297,461	(215,407)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	(150)	0	0	0	0	0
Miscellaneous Revenues	4,718	0	0	0	0	0
Subtotal	\$4,568	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$1,425,341	\$1,512,868	\$1,498,385	\$1,337,557	\$1,297,461	(215,407)
Total Source of Funds	\$1,429,909	\$1,512,868	\$1,498,385	\$1,337,557	\$1,297,461	(215,407)

## Unit Description

The Unit supports the hardware and software needs of the Sheriff's Office employees, as well as provides support to the mobile computers to a consortium of police agencies in the County of Monterey. The Unit provides recommendations of scheduled replacements for hardware to the Department executive management team.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

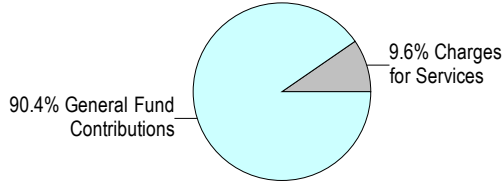
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.0	1.0	0.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.0	1.0	0.00
	Total	2.0	2.0	0.00

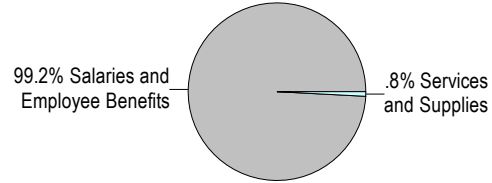
# Records Unit

(Unit 8229— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	1,292,306	1,281,648	1,272,433	1,262,935	1,189,611	(92,037)
Services and Supplies	20,929	15,350	15,350	10,158	10,002	(5,348)
Other Charges	(2,734)	0	0	(2,000)	(2,000)	(2,000)
Subtotal	\$1,310,501	\$1,296,998	\$1,287,783	\$1,271,093	\$1,197,613	(99,385)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	790	0	0	0	0	0
Charges for Services	95,497	75,000	115,000	115,000	115,000	40,000
Miscellaneous Revenues	15	40,000	0	0	0	(40,000)
Subtotal	\$96,302	\$115,000	\$115,000	\$115,000	\$115,000	0
General Fund Contributions	\$1,214,199	\$1,181,998	\$1,172,783	\$1,156,093	\$1,082,613	(99,385)
Total Source of Funds	\$1,310,501	\$1,296,998	\$1,287,783	\$1,271,093	\$1,197,613	(99,385)

## Unit Description

The Unit provides support to all bureaus of the Sheriff's Office and all law enforcement and criminal justice agencies in Monterey County on a 24/7 basis. Functions of this Unit include processing live scan fingerprinting for 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.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.



**Adopted 2011 to Recommended 2012 Positions**

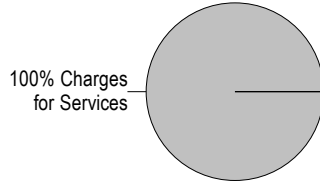
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
36B03	SHERIFFS RECORDS DIRECTOR	1.0	0.0	-1.00
80115	SHERIFFS RECORDS SPECIALIST I	3.0	3.0	0.00
80116	SHERIFFS RECORDS SPECIALIST II	12.0	11.0	-1.00
80117	SENIOR SHERIFFS RECORDS SPECIALIST	2.0	2.0	0.00
80120	SHERIFFS RECORDS SUPERVISOR	1.0	1.0	0.00
	<b>Total</b>	<b>19.0</b>	<b>17.0</b>	<b>-2.00</b>

Sheriff-Coroner

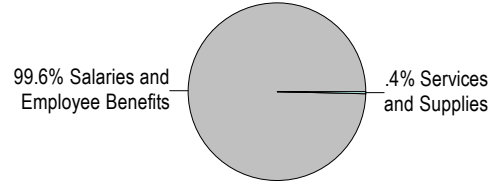
# Warrants Unit

(Unit 8230— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	814,638	893,492	773,109	843,572	770,248	(123,244)
Services and Supplies	922	1,350	1,350	2,872	2,716	1,366
Subtotal	\$815,560	\$894,842	\$774,459	\$846,444	\$772,964	(121,878)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	434,400	690,000	865,548	786,734	786,734	96,734
Subtotal	\$434,400	\$690,000	\$865,548	\$786,734	\$786,734	96,734
General Fund Contributions	\$381,160	\$204,842	(\$91,089)	\$59,710	(\$13,770)	(218,612)
Total Source of Funds	\$815,560	\$894,842	\$774,459	\$846,444	\$772,964	(121,878)

## Unit Description

The Sheriff's Office 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.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

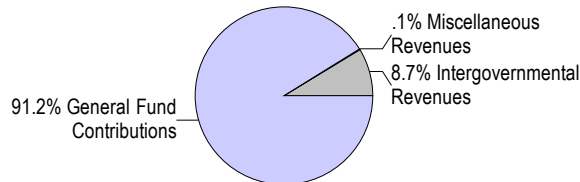
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
80115	SHERIFFS RECORDS SPECIALIST I	1.0	1.0	0.00
80116	SHERIFFS RECORDS SPECIALIST II	8.0	7.0	-1.00
80117	SENIOR SHERIFFS RECORDS SPECIALIST	2.0	2.0	0.00
80120	SHERIFFS RECORDS SUPERVISOR	1.0	1.0	0.00
	Total	12.0	11.0	-1.00

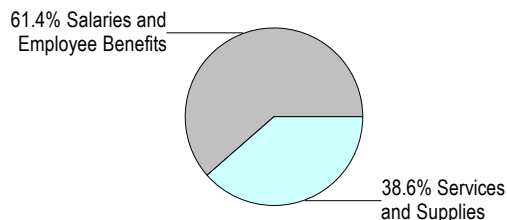
# Training Division

(Unit 8232— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	651,266	716,355	628,098	247,483	247,483	(468,872)
Services and Supplies	169,777	230,000	175,000	155,312	155,312	(74,688)
Subtotal	\$821,043	\$946,355	\$803,098	\$402,795	\$402,795	(543,560)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	53,716	98,000	25,000	35,000	35,000	(63,000)
Charges for Services	136	0	30	0	0	0
Miscellaneous Revenues	445	0	0	500	500	500
Subtotal	\$54,297	\$98,000	\$25,030	\$35,500	\$35,500	(62,500)
General Fund Contributions	\$766,746	\$848,355	\$778,068	\$367,295	\$367,295	(481,060)
Total Source of Funds	\$821,043	\$946,355	\$803,098	\$402,795	\$402,795	(543,560)

## Unit Description

The Unit is responsible for providing mandated trainings for all Sheriff's personnel and maintaining files of all completed trainings. The Unit also maintains all police equipment and replenishes them as needed.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

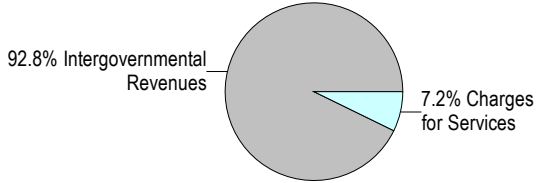
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
36A23	SHERIFFS SERGEANT	1.0	1.0	0.00
36A82	SHERIFFS COMMANDER	1.0	0.0	-1.00
36E23	CORRECTIONAL SERGEANT	1.0	0.0	-1.00
80A32	SENIOR SECRETARY	1.0	1.0	0.00
Total		4.0	2.0	-2.00

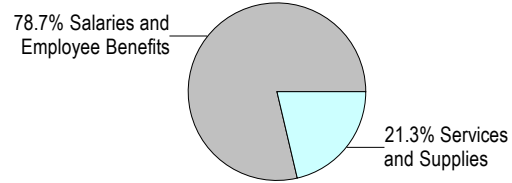
# Custody Administration

(Unit 8233— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	2,122,801	2,205,831	2,312,348	3,846,450	3,248,145	1,042,314
Services and Supplies	1,215,800	895,216	896,921	920,106	880,905	(14,311)
Subtotal	\$3,338,601	\$3,101,047	\$3,209,269	\$4,766,556	\$4,129,050	1,028,003

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	8,078,271	7,296,304	7,119,879	7,497,368	7,497,368	201,064
Charges for Services	293,305	549,500	1,009,451	584,100	584,100	34,600
Miscellaneous Revenues	1,424	0	1,750	0	0	0
Subtotal	\$8,372,999	\$7,845,804	\$8,131,080	\$8,081,468	\$8,081,468	235,664
General Fund Contributions	(\$5,034,398)	(\$4,744,757)	(\$4,921,811)	(\$3,314,912)	(\$3,952,418)	792,339
Total Source of Funds	\$3,338,601	\$3,101,047	\$3,209,269	\$4,766,556	\$4,129,050	1,028,003

## Unit Description

The Custody Operations Bureau is managed by a chief and commanders who are responsible for operating the detention facility in accordance with Title 15 Minimum Standards. Each commander is responsible for one or more budget units.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

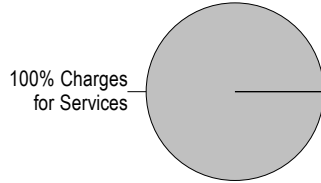
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
12A10	CHIEF DEPUTY SHERIFF	1.0	1.0	0.00
36A81	SHERIFFS CAPTAIN	1.0	0.0	-1.00
80A33	ADMINISTRATIVE SECRETARY	1.0	0.0	-1.00
Total		3.0	1.0	-2.00

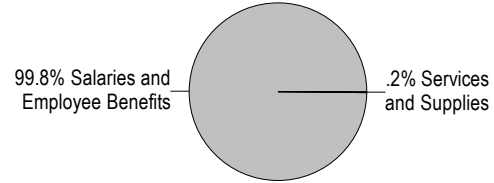
# Court Services

(Unit 8234— Fund 001)

## Source of Funds



## Use of Funds



Sheriff-Coroner

## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	2,730,227	3,159,813	2,950,253	3,503,365	3,503,365	343,552
Services and Supplies	3,413	2,000	2,000	5,588	5,588	3,588
Subtotal	\$2,733,640	\$3,161,813	\$2,952,253	\$3,508,953	\$3,508,953	347,140

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	3,155,360	3,331,120	3,281,512	3,914,236	3,914,236	583,116
Subtotal	\$3,155,360	\$3,331,120	\$3,281,512	\$3,914,236	\$3,914,236	583,116
General Fund Contributions	(\$421,721)	(\$169,307)	(\$329,259)	(\$405,283)	(\$405,283)	(235,976)
Total Source of Funds	\$2,733,640	\$3,161,813	\$2,952,253	\$3,508,953	\$3,508,953	347,140

## Unit Description

The Unit provides court security services for the Superior Court of California in Monterey County. The Court has 19 judicial officers located at six different court locations including Salinas, Monterey, King City, Marina, and the Juvenile and Drug Court.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

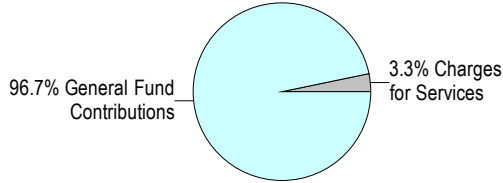
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
36E21	DEPUTY SHERIFF-CORRECTIONS	21.0	21.0	0.00
36E23	CORRECTIONAL SERGEANT	2.0	2.0	0.00
	Total	23.0	23.0	0.00

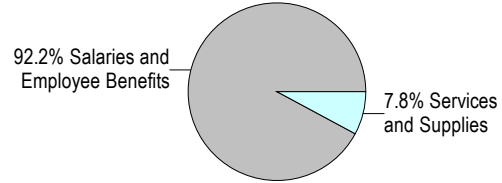
# Transportation Unit

(Unit 8235— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	1,652,571	1,705,668	1,726,102	1,605,907	1,415,789	(289,879)
Services and Supplies	132,329	128,366	128,366	120,620	120,464	(7,902)
Capital Assets	0	0	40,326	0	0	0
Subtotal	\$1,784,900	\$1,834,034	\$1,894,794	\$1,726,527	\$1,536,253	(297,781)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	42,496	90,000	42,000	50,000	50,000	(40,000)
Miscellaneous Revenues	0	0	40,326	0	0	0
Subtotal	\$42,496	\$90,000	\$82,326	\$50,000	\$50,000	(40,000)
General Fund Contributions	\$1,742,404	\$1,744,034	\$1,812,468	\$1,676,527	\$1,486,253	(257,781)
Total Source of Funds	\$1,784,900	\$1,834,034	\$1,894,794	\$1,726,527	\$1,536,253	(297,781)

## Unit Description

The Unit is responsible for safely transporting inmates to and from appointments, court and other penal institutions in and outside the State of California. The Unit has a fleet of three buses and 11 vans that are specially equipped with caging and lift equipment for security transportation.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

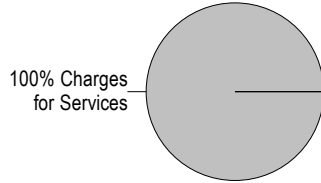
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
36A82	SHERIFFS COMMANDER	1.0	0.0	-1.00
36E21	DEPUTY SHERIFF-CORRECTIONS	9.0	9.0	0.00
36E23	CORRECTIONAL SERGEANT	1.0	1.0	0.00
Total		11.0	10.0	-1.00

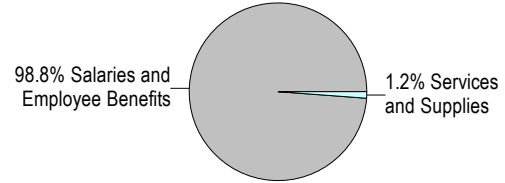
# Work Alternative Program

(Unit 8236— Fund 001)

## Source of Funds



## Use of Funds



Sheriff-Coroner

## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	308,178	319,713	327,282	343,262	343,262	23,549
Services and Supplies	5,857	2,500	2,500	4,124	4,124	1,624
Subtotal	\$314,035	\$322,213	\$329,782	\$347,386	\$347,386	25,173

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	420,040	440,000	440,000	440,000	440,000	0
Subtotal	\$420,040	\$440,000	\$440,000	\$440,000	\$440,000	0
General Fund Contributions	(\$106,005)	(\$117,787)	(\$110,218)	(\$92,614)	(\$92,614)	25,173
Total Source of Funds	\$314,035	\$322,213	\$329,782	\$347,386	\$347,386	25,173

## Unit Description

Processes clients into the Sheriff's Work Alternative Program, and book inmates for the Probation Department's Home Confinement Program and inmates required to be booked by the District Attorney's Office. The Work Alternative Program alleviates jail crowding by allowing eligible candidates to perform community service hours in lieu of jail time.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

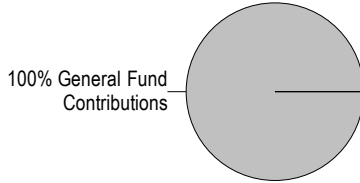
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
60G32	WORK FURLOUGH PROGRAM ASSISTANT	4.0	4.0	0.00
	Total	4.0	4.0	0.00

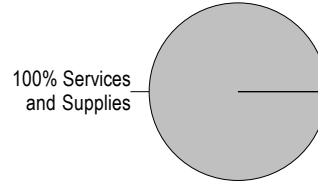
# Inmate Medical Services

(Unit 8237— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	5,499,478	5,562,307	5,562,307	5,904,338	5,062,307	(500,000)
Subtotal	\$5,499,478	\$5,562,307	\$5,562,307	\$5,904,338	\$5,062,307	(500,000)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$5,499,478	\$5,562,307	\$5,562,307	\$5,904,338	\$5,062,307	(500,000)
Total Source of Funds	<u>\$5,499,478</u>	<u>\$5,562,307</u>	<u>\$5,562,307</u>	<u>\$5,904,338</u>	<u>\$5,062,307</u>	<u>(500,000)</u>

## Unit Description

The County contracts to provide inmate medical, dental and psychological services. In 2010, an average of 1,063 inmates was seen on sick call each month and 28,261 medications were dispensed per month. There were 410 psychiatric visits per month and 292 TB screenings conducted on a monthly basis.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

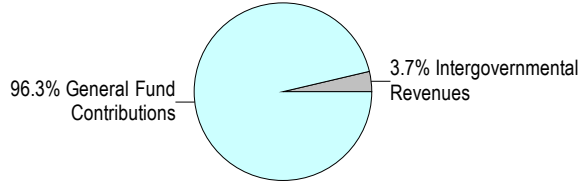
Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.



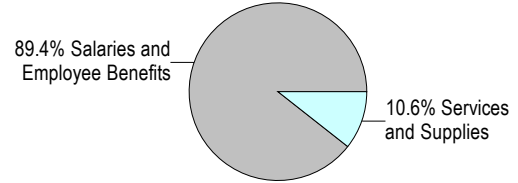
# Jail Operations

(Unit 8238— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	17,177,786	15,722,898	16,189,660	18,083,230	15,328,312	(394,586)
Services and Supplies	1,639,909	1,812,653	1,942,653	1,946,465	1,819,657	7,004
Other Charges	(12,360)	(12,360)	(12,360)	(12,360)	(12,360)	0
Subtotal	\$18,805,335	\$17,523,191	\$18,119,953	\$20,017,335	\$17,135,609	(387,582)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	(592,159)	584,117	609,402	632,463	632,463	48,346
Charges for Services	132,735	71,346	158,642	0	0	(71,346)
Subtotal	(\$459,423)	\$655,463	\$768,044	\$632,463	\$632,463	(23,000)
General Fund Contributions	\$19,264,758	\$16,867,728	\$17,351,909	\$19,384,872	\$16,503,146	(364,582)
Total Source of Funds	\$18,805,335	\$17,523,191	\$18,119,953	\$20,017,335	\$17,135,609	(387,582)

## Unit Description

Responsible for the overall function and management of inmates at the County jail in compliance with Title 15, Minimum Standards. The jail is comprised of a reception center and 31 separate housing units, five of which are designated to house female inmates. Housing units vary in size from celled units holding 15-23 persons to large open dormitories holding over 100 persons.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

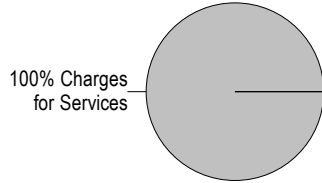
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
36A82	SHERIFFS COMMANDER	2.0	2.0	0.00
36E21	DEPUTY SHERIFF-CORRECTIONS	113.0	97.0	-16.00
36E23	CORRECTIONAL SERGEANT	14.0	10.0	-4.00
Total		129.0	109.0	-20.00

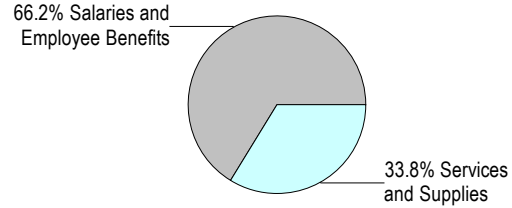
# Inmate Welfare Programs

(Unit 8239— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	598,638	578,282	575,017	616,213	616,213	37,931
Services and Supplies	392,671	388,903	392,168	314,065	314,065	(74,838)
Subtotal	\$991,309	\$967,185	\$967,185	\$930,278	\$930,278	(36,907)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	889,353	1,019,723	1,019,723	1,044,806	1,044,806	25,083
Subtotal	\$889,353	\$1,019,723	\$1,019,723	\$1,044,806	\$1,044,806	25,083
General Fund Contributions	\$101,956	(\$52,538)	(\$52,538)	(\$114,528)	(\$114,528)	(61,990)
Total Source of Funds	\$991,309	\$967,185	\$967,185	\$930,278	\$930,278	(36,907)

## Unit Description

The Unit coordinates support for educational programs, occupational training, religious instruction, individual/family services, and mail and library services. More than 250 volunteers support this activity.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

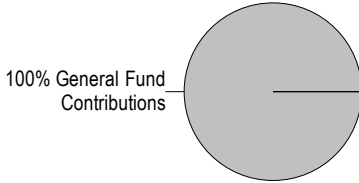
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
36E23	CORRECTIONAL SERGEANT	1.0	1.0	0.00
70N10	INMATE SERVICES SPECIALIST	4.0	4.0	0.00
72A40	SENIOR INMATE SERVICES SPECIALIST	1.0	1.0	0.00
80E22	OFFICE ASSISTANT III	1.0	1.0	0.00
Total		7.0	7.0	0.00

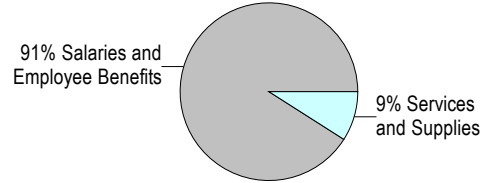
# Support Services Unit

(Unit 8240— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	1,283,593	2,808,616	2,821,719	2,654,525	2,512,531	(296,085)
Services and Supplies	423,324	265,000	355,000	249,836	249,524	(15,476)
Subtotal	\$1,706,917	\$3,073,616	\$3,176,719	\$2,904,361	\$2,762,055	(311,561)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$1,706,917	\$3,073,616	\$3,176,719	\$2,904,361	\$2,762,055	(311,561)
Total Source of Funds	\$1,706,917	\$3,073,616	\$3,176,719	\$2,904,361	\$2,762,055	(311,561)

## Unit Description

The Unit is responsible for purchasing equipment and supplies, food service operations, commissary operations, general maintenance and upkeep of the jail facility and facility improvement projects.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
36A82	SHERIFFS COMMANDER	2.0	2.0	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.0	2.0	0.00
70F80	SENIOR STOREKEEPER	1.0	1.0	0.00
70K92	SHERIFFS CORRECTIONAL COOK II	6.0	6.0	0.00
70N10	INMATE SERVICES SPECIALIST	2.0	0.0	-2.00
72A40	SENIOR INMATE SERVICES SPECIALIST	1.0	0.0	-1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.0	0.0	-1.00

---

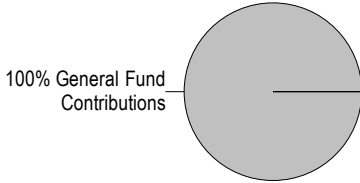
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
80107	CORRECTIONS SPECIALIST	14.0	14.0	0.00
80108	SENIOR CORRECTIONS SPECIALIST	3.0	3.0	0.00
80120	SHERIFFS RECORDS SUPERVISOR	3.0	1.0	-2.00
	Total	35.0	29.0	-6.00

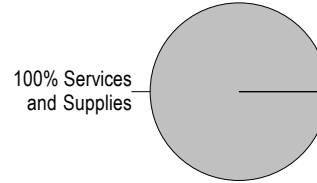
# Crime Prevention Specialists

(Unit 8241— Fund 001)

## Source of Funds



## Use of Funds



Sheriff-Coroner

## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	94,151	208,878	0	0	0	(208,878)
Services and Supplies	5,347	6,700	0	2,250	2,250	(4,450)
Subtotal	\$99,498	\$215,578	\$0	\$2,250	\$2,250	(213,328)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Miscellaneous Revenues	4,735	0	0	0	0	0
Subtotal	\$4,735	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$94,763	\$215,578	\$0	\$2,250	\$2,250	(213,328)
Total Source of Funds	\$99,498	\$215,578	\$0	\$2,250	\$2,250	(213,328)

## Unit Description

The Unit supports the Sheriff's patrol function by organizing and maintaining crime prevention programs designed to educate the public in the techniques of crime prevention.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

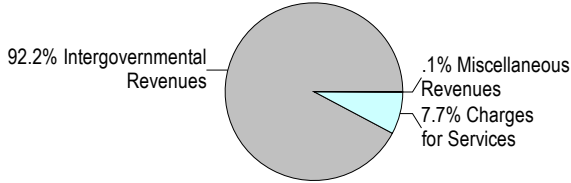
## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

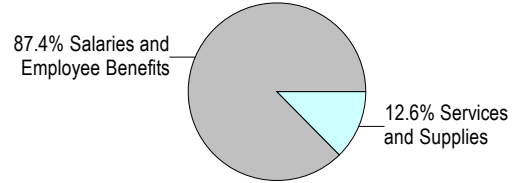
# Enforcement Operations Administration

(Unit 8242— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	476,446	1,027,644	887,086	1,533,915	733,915	(293,729)
Services and Supplies	81,930	80,000	50,000	105,999	105,999	25,999
Other Charges	(126,945)	(100,000)	(100,000)	(100,000)	(100,000)	0
Subtotal	\$431,431	\$1,007,644	\$837,086	\$1,539,914	\$739,914	(267,730)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	893,775	4,765,027	4,788,642	4,898,099	4,898,099	133,072
Charges for Services	982,703	407,250	407,250	407,250	407,250	0
Miscellaneous Revenues	0	5,000	5,000	5,000	5,000	0
Special Items	10,082	0	0	0	0	0
Subtotal	\$1,886,559	\$5,177,277	\$5,200,892	\$5,310,349	\$5,310,349	133,072
General Fund Contributions	(\$1,455,128)	(\$4,169,633)	(\$4,363,806)	(\$3,770,435)	(\$4,570,435)	(400,802)
Total Source of Funds	\$431,431	\$1,007,644	\$837,086	\$1,539,914	\$739,914	(267,730)

## Unit Description

The Enforcement Operations Bureau (EOB) is managed by a chief and commanders who are responsible for all aspects of enforcement operations to include, but not limited to patrol, investigations, special operations and all support functions for patrol and investigations. It also provides general and specialized support to other law enforcement agencies within the County.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

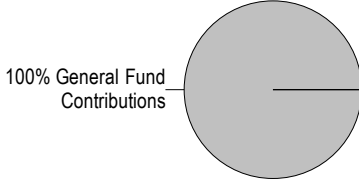
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
12A10	CHIEF DEPUTY SHERIFF	1.0	1.0	0.00
36A81	SHERIFFS CAPTAIN	1.0	0.0	-1.00
Total		2.0	1.0	-1.00

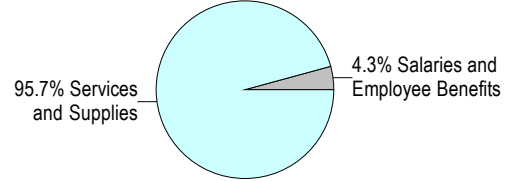
# Vehicle Maintenance Unit

(Unit 8244— Fund 001)

## Source of Funds



## Use of Funds



Sheriff-Coroner

## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	52,718	56,780	78,992	65,410	65,410	8,630
Services and Supplies	1,306,867	1,060,291	1,060,291	1,392,467	1,471,467	411,176
Other Charges	0	0	(70,000)	0	0	0
Capital Assets	349,679	0	90,000	416,000	0	0
Subtotal	\$1,709,265	\$1,117,071	\$1,159,283	\$1,873,877	\$1,536,877	419,806

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Miscellaneous Revenues	0	0	20,000	0	0	0
Subtotal	\$0	\$0	\$20,000	\$0	\$0	0
General Fund Contributions	\$1,709,265	\$1,117,071	\$1,139,283	\$1,873,877	\$1,536,877	419,806
Total Source of Funds	\$1,709,265	\$1,117,071	\$1,159,283	\$1,873,877	\$1,536,877	419,806

## Unit Description

The Unit is responsible for scheduling, repair and service maintenance of vehicles assigned to the Sheriff's Office with the County Fleet Management and other outside service providers.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

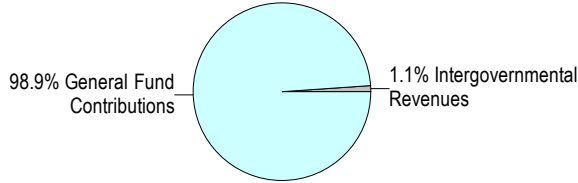
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
72C25	VEHICLE MAINTENANCE COORDINATOR	1.0	1.0	0.00
Total		1.0	1.0	0.00

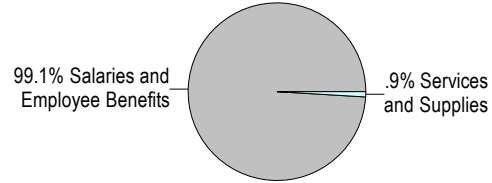
# Investigations Division

(Unit 8245— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	2,595,449	2,524,132	2,506,346	2,656,598	1,799,462	(724,670)
Services and Supplies	34,997	36,645	36,645	17,808	16,872	(19,773)
Subtotal	\$2,630,446	\$2,560,777	\$2,542,991	\$2,674,406	\$1,816,334	(744,443)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	235,737	295,000	216,190	20,000	20,000	(275,000)
Subtotal	\$235,737	\$295,000	\$216,190	\$20,000	\$20,000	(275,000)
General Fund Contributions	\$2,394,709	\$2,265,777	\$2,326,801	\$2,654,406	\$1,796,334	(469,443)
Total Source of Funds	\$2,630,446	\$2,560,777	\$2,542,991	\$2,674,406	\$1,816,334	(744,443)

## Unit Description

The Unit investigates major, complex and sensitive criminal cases. Sub-units focus on person crimes (e.g. homicide, robbery), property crimes, sexual assault and domestic violence. This Unit includes the Agricultural Crimes Program and the Sexual Assault Felony Enforcement (SAFE) operation. The Unit investigates such cases that are reported in the unincorporated areas of the County and frequently assists other agencies by providing investigative resources and expertise on a case by case basis.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Adopted 2011 to Recommended 2012 Positions

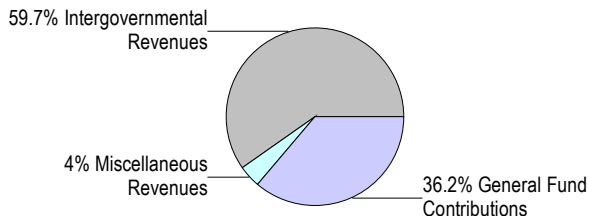
Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
14H33	CRIMINAL INTELLIGENCE SPECIALIST	2.0	1.0	-1.00
36A22	DEPUTY SHERIFF-OPERATIONS	13.0	9.0	-4.00
36A24	SHERIFFS INVESTIGATIVE SERGEANT	2.0	1.0	-1.00
36A82	SHERIFFS COMMANDER	1.0	0.0	-1.00
80E22	OFFICE ASSISTANT III	1.0	1.0	0.00
Total		19.0	12.0	-7.00



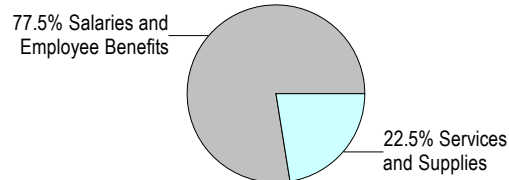
# Narcotics Division

(Unit 8246— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	1,060,751	1,114,127	1,306,754	1,314,279	574,580	(539,547)
Services and Supplies	181,578	310,250	310,250	167,429	166,493	(143,757)
Capital Assets	56,654	0	0	0	0	0
Subtotal	\$1,298,983	\$1,424,377	\$1,617,004	\$1,481,708	\$741,073	(683,304)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	(2,330)	0	0	0	0	0
Intergovernmental Revenues	356,579	775,746	868,262	442,762	442,762	(332,984)
Miscellaneous Revenues	29,354	30,000	30,000	30,000	30,000	0
Subtotal	\$383,603	\$805,746	\$898,262	\$472,762	\$472,762	(332,984)
General Fund Contributions	\$915,380	\$618,631	\$718,742	\$1,008,946	\$268,311	(350,320)
Total Source of Funds	\$1,298,983	\$1,424,377	\$1,617,004	\$1,481,708	\$741,073	(683,304)

## Unit Description

The Unit investigates cases involving illegal drug trafficking. Investigative leads frequently take the Unit into all jurisdictions within Monterey County and also into neighboring counties. The Unit includes sub-units of California Multi-Jurisdictional Methamphetamine Enforcement Team (CALMMET) and Narcotics Enforcement Team County of Monterey (NEUCOM). These sub-units are focused on Methamphetamine trafficking and eradication. The Unit works closely with local, State and Federal agencies.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

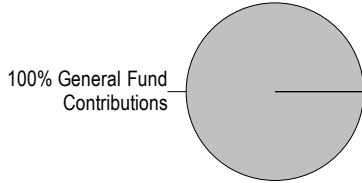
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
36A22	DEPUTY SHERIFF-OPERATIONS	9.0	3.0	-6.00
36A24	SHERIFFS INVESTIGATIVE SERGEANT	1.0	0.0	-1.00
80B22	LEGAL SECRETARY	1.0	0.0	-1.00
Total		11.0	3.0	-8.00

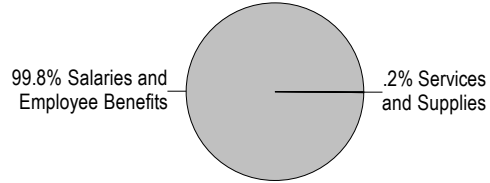
# Central Patrol Station

(Unit 8247— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	8,649,286	7,026,369	7,346,732	8,995,919	8,108,109	1,081,740
Services and Supplies	7,961	4,500	4,500	14,172	13,080	8,580
Subtotal	\$8,657,247	\$7,030,869	\$7,351,232	\$9,010,091	\$8,121,189	1,090,320

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$8,657,247	\$7,030,869	\$7,351,232	\$9,010,091	\$8,121,189	1,090,320
Total Source of Funds	\$8,657,247	\$7,030,869	\$7,351,232	\$9,010,091	\$8,121,189	1,090,320

## Unit Description

The Unit patrols the area most affected by crimes and specifically violent crimes with the highest number of gang members. The Unit has the highest number of assigned staff and therefore supplies the highest number of deputies to special details that includes natural disasters, major crimes, and major enforcement actions to include those that occur in local cities such as Salinas. The Unit is also the station that trains all the new deputies who are assigned to the Patrol Division.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

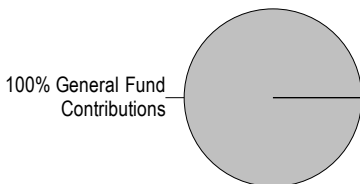
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
36A22	DEPUTY SHERIFF-OPERATIONS	49.0	48.0	-1.00
36A23	SHERIFFS SERGEANT	6.0	5.0	-1.00
36A82	SHERIFFS COMMANDER	1.0	1.0	0.00
60S21	CRIME PREVENTION SPECIALIST	2.0	1.0	-1.00
Total		58.0	55.0	-3.00

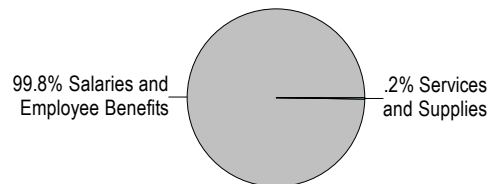
# Coastal Patrol Station

(Unit 8248— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	4,292,972	4,309,164	4,506,620	4,467,128	4,467,128	157,964
Services and Supplies	15,900	6,200	6,200	10,724	10,724	4,524
Other Charges	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	0
Subtotal	\$4,307,873	\$4,314,364	\$4,511,820	\$4,476,852	\$4,476,852	162,488

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$4,307,873	\$4,314,364	\$4,511,820	\$4,476,852	\$4,476,852	162,488
Total Source of Funds	\$4,307,873	\$4,314,364	\$4,511,820	\$4,476,852	\$4,476,852	162,488

## Unit Description

Under general supervision, deputies and sergeants of the Unit patrol an assigned area and enforce State and local laws, perform crime prevention and crime detection activities, perform community relations activities, and perform other related work as required. The designated areas of Monterey County covered by the Unit include the communities of Carmel, Carmel Valley, Pebble Beach, The Highlands, Big Sur, Cachagua, and the Highway 68 corridor from Laureles Grade to Highway 1. Deputies and sergeants patrol their assigned areas in a motor vehicle to detect or prevent criminal actions and traffic accidents, collect evidence and information and provide general assistance to the public. They respond to reports of crimes and accidents; assure protection of crime scenes and physical evidence; and perform preliminary investigations as required. Deputies and sergeants make arrests, and transport suspects to jail; serve warrants; and present evidence and testify in court. They respond to and investigate deaths due to homicide; suicide, accidents, natural or undetermined causes; obtain, preserve and evaluate evidence; and determine the identity of the victim and cause of death as appropriate. They also communicate with other Monterey County personnel, other law enforcement agencies and health care providers to coordinate efforts, resolve problems and exchange information.

The Unit also serves as the home of Search and Rescue (SAR) Team. 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 (a subgroup of the SAR Team) respond 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 and the Dive Team provide the search and rescue services for these victims.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

---

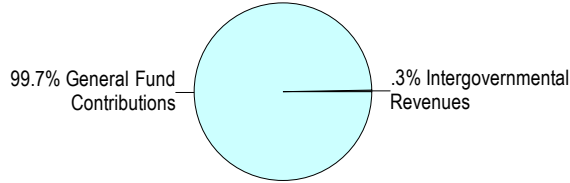
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
36A22	DEPUTY SHERIFF-OPERATIONS	24.0	24.0	0.00
36A23	SHERIFFS SERGEANT	5.0	4.0	-1.00
36A82	SHERIFFS COMMANDER	1.0	1.0	0.00
60S21	CRIME PREVENTION SPECIALIST	1.0	0.0	-1.00
	Total	31.0	29.0	-2.00

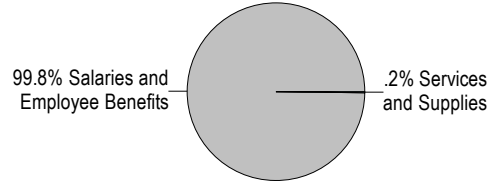
# South County Patrol Station

(Unit 8249— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	3,321,762	3,645,514	3,670,424	3,772,913	3,772,913	127,399
Services and Supplies	3,744	3,000	3,000	6,900	6,900	3,900
<b>Subtotal</b>	<b>\$3,325,506</b>	<b>\$3,648,514</b>	<b>\$3,673,424</b>	<b>\$3,779,813</b>	<b>\$3,779,813</b>	<b>131,299</b>

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	7,054	11,000	20,000	11,000	11,000	0
<b>Subtotal</b>	<b>\$7,054</b>	<b>\$11,000</b>	<b>\$20,000</b>	<b>\$11,000</b>	<b>\$11,000</b>	<b>0</b>
General Fund Contributions	\$3,318,452	\$3,637,514	\$3,653,424	\$3,768,813	\$3,768,813	131,299
<b>Total Source of Funds</b>	<b>\$3,325,506</b>	<b>\$3,648,514</b>	<b>\$3,673,424</b>	<b>\$3,779,813</b>	<b>\$3,779,813</b>	<b>131,299</b>

## Unit Description

The Unit patrols the largest geographical area out of all patrol stations. The Unit'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 Unit provides coverage of southern Monterey County from 5th Street, Gonzales south to the San Luis Obispo County line, and west to the ridgeline of the Santa Lucia Mountain Range. U. S. Army and California National Guard have major installations at Fort Hunter Liggett and Camp Roberts. This area also contains a large portion of the Los Padres National Forest.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

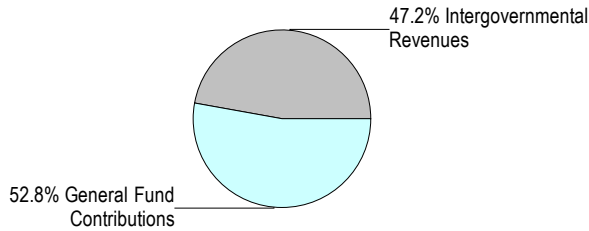
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
36A22	DEPUTY SHERIFF-OPERATIONS	20.0	20.0	0.00
36A23	SHERIFFS SERGEANT	5.0	4.0	-1.00
36A82	SHERIFFS COMMANDER	1.0	1.0	0.00
<b>Total</b>		<b>26.0</b>	<b>25.0</b>	<b>-1.00</b>

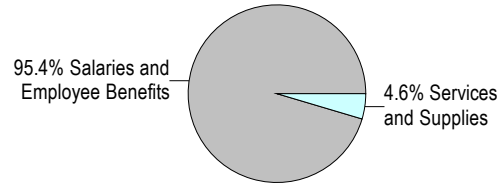
# Special Operations Division

(Unit 8250— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	832,613	766,618	964,347	1,355,815	1,355,815	589,197
Services and Supplies	47,045	49,000	39,000	65,328	65,328	16,328
Capital Assets	26,073	0	0	0	0	0
Subtotal	\$905,731	\$815,618	\$1,003,347	\$1,421,143	\$1,421,143	605,525

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	304,329	321,024	321,024	670,418	670,418	349,394
Charges for Services	375	0	0	0	0	0
Subtotal	\$304,704	\$321,024	\$321,024	\$670,418	\$670,418	349,394
General Fund Contributions	\$601,027	\$494,594	\$682,323	\$750,725	\$750,725	256,131
Total Source of Funds	\$905,731	\$815,618	\$1,003,347	\$1,421,143	\$1,421,143	605,525

## Unit Description

Many special events are held each year in Monterey County, drawing large numbers of spectators and visitors to the area. To maintain public order and safety at such events, the Sheriff's Office is involved in the event planning and acts as the on-scene public safety director. In addition, the Unit responds to many critical or high risk incidents outside the training, experience and equipment of patrol deputies.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
34P31	VEHICLE ABATEMENT ENFORCEMENT OFFICER	2.0	2.0	0.00
36A22	DEPUTY SHERIFF-OPERATIONS	1.0	3.0	2.00
36A23	SHERIFFS SERGEANT	2.0	2.0	0.00
36A82	SHERIFFS COMMANDER	1.0	1.0	0.00
80E22	OFFICE ASSISTANT III	1.0	1.0	0.00
Total		7.0	9.0	2.00

# Special Weapons and Tactics Team

(Unit 8251— Fund 001)

## Source of Funds

Intentionally Left Blank

## Use of Funds

Intentionally Left Blank

## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	0	39,000	39,000	289,178	0	(39,000)
Services and Supplies	43,671	36,000	36,000	0	0	(36,000)
Subtotal	\$43,671	\$75,000	\$75,000	\$289,178	\$0	(75,000)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$43,671	\$75,000	\$75,000	\$289,178	\$0	(75,000)
Total Source of Funds	\$43,671	\$75,000	\$75,000	\$289,178	\$0	(75,000)

## Unit Description

This Unit consists of 31 deputies/officers and three sergeants are equipped and trained to handle high risk situations and other special operations. This is a collateral assignment for the team members. The SWAT team provides a coordinated response to crisis incidents throughout Monterey County. It may include hostage/barricaded suspect situations, civil disturbances, security operations, and high risk arrest and search warrants.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

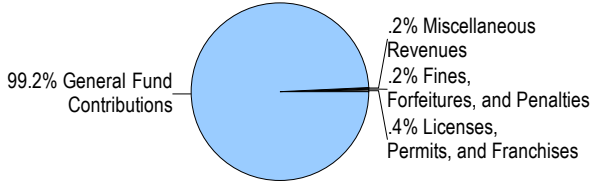
## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

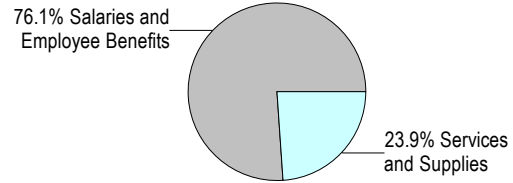
# SO Administration

(Unit 8273— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	3,235,146	2,769,543	3,025,863	4,820,387	3,808,294	1,038,751
Services and Supplies	1,338,949	1,029,650	1,003,650	1,197,837	1,197,837	168,187
Capital Assets	(38,302)	0	0	5,000,000	0	0
Subtotal	\$4,535,793	\$3,799,193	\$4,029,513	\$11,018,224	\$5,006,131	1,206,938

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	31,740	0	17,832	18,000	18,000	18,000
Fines, Forfeitures, and Penalties	0	10,000	0	10,000	10,000	0
Intergovernmental Revenues	3,733,916	0	0	0	0	0
Charges for Services	16,122	0	4,036	0	0	0
Miscellaneous Revenues	13,297	0	79,976	10,300	10,300	10,300
Subtotal	\$3,795,075	\$10,000	\$101,844	\$38,300	\$38,300	28,300
General Fund Contributions	\$740,718	\$3,789,193	\$3,927,669	\$10,979,924	\$4,967,831	1,178,638
Total Source of Funds	\$4,535,793	\$3,799,193	\$4,029,513	\$11,018,224	\$5,006,131	1,206,938

## Unit Description

The Sheriff's Office Administration Unit is an executive management team to oversee and direct the entire organization's activities to achieve its mission of protecting the lives and property of citizens in Monterey County and operating the County jail.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.



**Adopted 2011 to Recommended 2012 Positions**

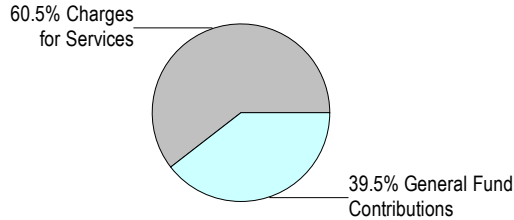
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
10B05	SHERIFF	1.0	1.0	0.00
12A10	CHIEF DEPUTY SHERIFF	1.0	0.0	-1.00
12A13	UNDERSHERIFF	1.0	1.0	0.00
14C30	MANAGEMENT ANALYST II	0.0	1.0	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.0	0.0	-1.00
XXXXX	ALLOCATION TO BE DETERMINED	0.0	1.0	1.00
<b>Total</b>		<b>4.0</b>	<b>4.0</b>	<b>0.00</b>

Sheriff-Coroner

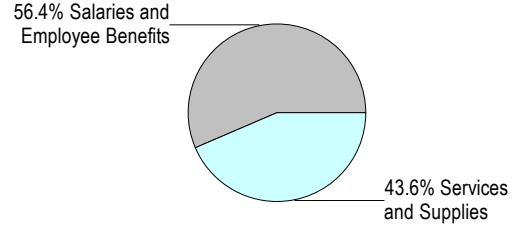
# Crime Lab/Property Room

(Unit 8275— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	501,256	475,222	513,693	403,570	403,570	(71,652)
Services and Supplies	303,731	319,300	319,300	311,424	311,424	(7,876)
Capital Assets	36,057	0	0	0	0	0
Subtotal	\$841,045	\$794,522	\$832,993	\$714,994	\$714,994	(79,528)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	406,237	410,394	440,394	432,336	432,336	21,942
Subtotal	\$406,237	\$410,394	\$440,394	\$432,336	\$432,336	21,942
General Fund Contributions	\$434,808	\$384,128	\$392,599	\$282,658	\$282,658	(101,470)
Total Source of Funds	\$841,045	\$794,522	\$832,993	\$714,994	\$714,994	(79,528)

## Unit Description

The Unit processes complex crime scenes, collects and preserves evidence, analyses evidence and packages and maintains evidence for criminal proceedings. The Unit provides such services for all agencies with Monterey County, except Salinas Police Department.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

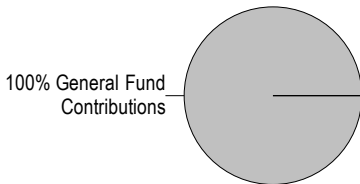
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
34E22	FORENSIC EVIDENCE TECHNICIAN	2.0	1.0	-1.00
34E30	SUPERVISING FORENSIC EVIDENCE TECHNICIAN	1.0	1.0	0.00
80106	SHERIFFS PROPERTY TECHNICIAN	2.0	2.0	0.00
Total		5.0	4.0	-1.00

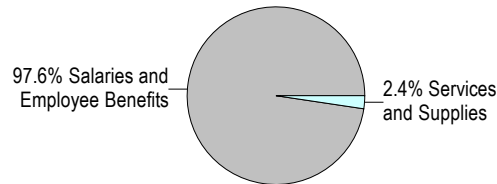
# SO Human Resources

(Unit 8276— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	205,010	162,287	144,501	68,797	68,797	(93,490)
Services and Supplies	27	1,500	1,500	1,656	1,656	156
Subtotal	\$205,038	\$163,787	\$146,001	\$70,453	\$70,453	(93,334)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$205,038	\$163,787	\$146,001	\$70,453	\$70,453	(93,334)
Total Source of Funds	\$205,038	\$163,787	\$146,001	\$70,453	\$70,453	(93,334)

## Unit Description

The Unit supports and is a resource for personnel related matters to all staff within the Sheriff's Office. The Unit manages all recruitment to include in-house recruitments, examination processes, consults on employee/labor relations and management issues, classification and compensation studies, employee orientation and benefit updates and/or changes, and the application of Federal, State and local legislation relating to County policies and procedures, the Personnel Policies and Practices Resolution (PPPR) and Memorandums of Understanding.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
14B21	ASSOCIATE PERSONNEL ANALYST	1.0	0.0	-1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.0	1.0	0.00
Total		2.0	1.0	-1.00

# Background Investigations Unit

(Unit 8277— Fund 001)

## Source of Funds

Intentionally Left Blank

## Use of Funds

Intentionally Left Blank

## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	43,724	0	0	0	0	0
Services and Supplies	3,020	2,000	2,000	0	0	(2,000)
Subtotal	\$46,744	\$2,000	\$2,000	\$0	\$0	(2,000)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$46,744	\$2,000	\$2,000	\$0	\$0	(2,000)
Total Source of Funds	\$46,744	\$2,000	\$2,000	\$0	\$0	(2,000)

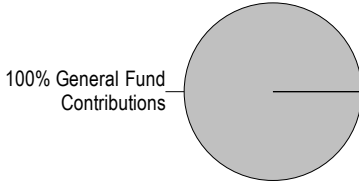
## Unit Description

The Unit conducts background investigations of potential Department employees, volunteers, and contractors. Also conducts background investigations for other County departments and outside agencies on a fee for service basis.

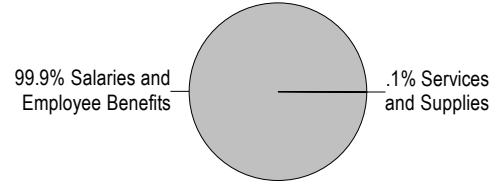
# Gang Task Force

(Unit 8376— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	848,518	788,599	383,111	383,111
Services and Supplies	0	0	742,774	936	468	468
Subtotal	\$0	\$0	\$1,591,292	\$789,535	\$383,579	383,579

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	0	0	674,698	0	0	0
Subtotal	\$0	\$0	\$674,698	\$0	\$0	0
General Fund Contributions	\$0	\$0	\$916,594	\$789,535	\$383,579	383,579
Total Source of Funds	\$0	\$0	\$1,591,292	\$789,535	\$383,579	383,579

## Unit Description

The Joint Gang Task Force (GTF) was formed in March 2005 with a FY 2005 Bureau of Justice Administration (BJA) Congressionally Mandated Award. The GTF is a cooperative partnership involving the Sheriff's Office, District Attorney's Office, Probation Department, the City of Salinas Police Department, the California Highway Patrol, and the Federal Bureau of Investigation (FBI). The GTF is flexible enough to work anywhere in the County and of sufficient size that it has an impact on crimes and other problems created by criminal gang activities. The GTF is a countywide collaborative effort with a mission of reducing gang violence throughout the County.

## Prior Year Accomplishments

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Budget Year Goals

Accomplishments and goals for units are under review by the new Sheriff's Office administration as part of a review of the department's operations as a whole.

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
14H33	CRIMINAL INTELLIGENCE SPECIALIST	1.0	1.0	0.00
36A22	DEPUTY SHERIFF-OPERATIONS	4.0	2.0	-2.00
36A23	SHERIFFS SERGEANT	1.0	0.0	-1.00
Total		6.0	3.0	-3.00



This page intentionally left blank.

# Probation

Operating Budget: \$32,507,968  
Positions (FTEs): 242.0

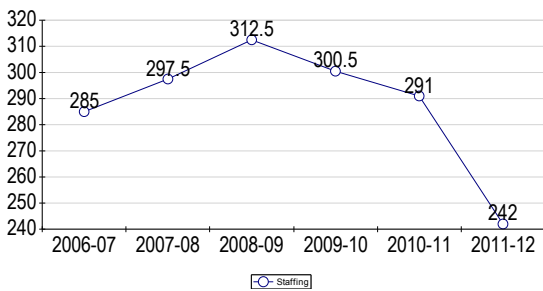
Manuel Real  
Chief Probation Officer

Juvenile Institution

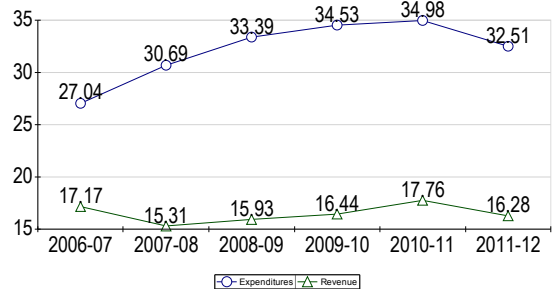
Probation Supervision-Admin.

Probation

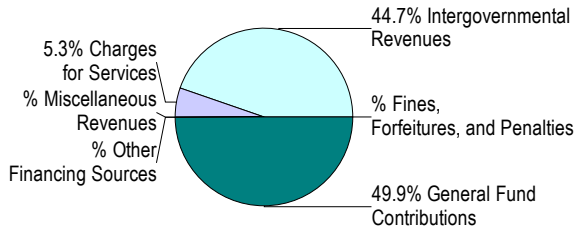
## Staffing Trends



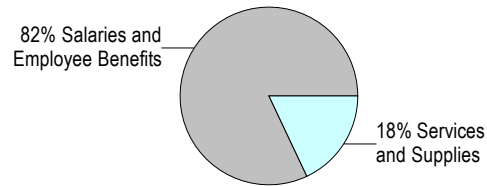
## Expenditure/Revenue History (in thousands)



## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	29,218,640	29,195,146	29,395,146	31,817,706	27,149,264	(2,045,882)
Services and Supplies	6,138,941	5,848,376	6,192,376	6,635,366	5,951,756	103,380
Other Charges	(832,663)	(409,975)	(609,975)	(593,052)	(593,052)	(183,077)
Capital Assets	6,964	0	0	0	0	0
Subtotal	\$34,531,882	\$34,633,547	\$34,977,547	\$37,860,020	\$32,507,968	(2,125,579)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	3,867	6,572	6,572	6,572	6,572	0
Intergovernmental Revenues	15,311,228	16,301,085	15,678,376	17,262,972	14,521,028	(1,780,057)
Charges for Services	1,057,591	1,729,980	1,729,980	1,734,479	1,734,479	4,499
Miscellaneous Revenues	9,468	2,000	221,000	2,000	2,000	0
Other Financing Sources	0	0	125,000	15,381	15,381	15,381
Special Items	60,025	0	0	0	0	0
Subtotal	\$16,442,179	\$18,039,637	\$17,760,928	\$19,021,404	\$16,279,460	(1,760,177)
General Fund Contributions	\$18,089,703	\$16,593,910	\$17,216,619	\$18,838,616	\$16,228,508	(365,402)
Total Source of Funds	\$34,531,882	\$34,633,547	\$34,977,547	\$37,860,020	\$32,507,968	(2,125,579)

## Department Description

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

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. Probation manages the operation of all adult and juvenile probation services, including two juvenile institutions, and programs which provide an alternative to detention or are designed to deter juveniles from entering the criminal justice system.

The Probation Department budget consists of two sections, each with three distinct units.

Supervision and Administration (Section 2552) contains the Administration, Adult, and Juvenile budget units.

The Administration Division provides the full spectrum of support services that include fiscal, personnel, safety, facilities and fleet, training and technology, to the operational divisions.

Adult Services consist of: court investigation; case management; and field supervision for adult clients. Services include electronic monitoring (Supervised Home Confinement - SHC); Drug Court (Drug Treatment Court); Mental Health Court (Creating New Choices - CNC); the newly established Adult Day Reporting Center (DRC); and specialized caseloads and services for domestic violence (Family Violence Unit and Child Advocate Program) and sex offender supervision.

Juvenile Services consist of: intake; diversions and early intervention services; court investigation; and field supervision. Services include a Restorative Justice Program; the campus-based Probation Officer Program; mental health assessments and a Mental Health Court (Community Action Linking Adolescents - CALA); a specialized Juvenile Sex Offender Program (Juvenile Sex Offender Response Team - JSORT); and juvenile special services,



such as Victim Restitution, the Placement Intervention Program (PIP), and Out-Of-Home Placement.

Juvenile Institutions (Section 2551) contains the two juvenile institutions, Juvenile Hall and Youth Center, and alternative programs for at-risk and adjudicated youth. Juvenile Hall houses juveniles under the age of 18, referred by law enforcement agencies, probation, and Juvenile Court. The primary purpose is to provide temporary, secure detention of juvenile offenders in a healthy custodial environment, which offers educational and rehabilitative services. The Youth Center is a secure residential treatment facility for male juvenile wards, committed by the juvenile court, which provides a variety of educational, vocational, support and treatment services to its residents, as well as aftercare supervision, and transitional housing services.

Alternative Programs include Juvenile Justice Crime Prevention Act (JJCPA) Programs, such as the Youth Complex Day and Evening Reporting Centers at Rancho Cielo and the Repeat Offender Prevention Program (ROPP); the High Risk Program; the Community Schools; the Community Service Work Program (CSWP); Juvenile Drug Court; and the Silver Star Gang Prevention and Intervention (SSGPI) Program.

The Board's Public Safety Strategic Initiatives that the department actively addresses: Realign the relationship and approach within criminal justice services and the courts to improve service integration and impact on the people served; Provide effective law enforcement and improve public safety infrastructure, local homeland security, and methods for reducing gangs and drug problems.

### Summary of Recommendation

The Department's requested budget for FY 2011-12 was \$37,860,020 with a General Fund Contribution (GFC) of \$18,838,616, a GFC increase of \$2,244,706 from FY 2010-11 adopted budget. The Department presented a CAO GFC Phase I baseline budget of \$15,323,436 and submitted \$6,542,243 in budget augmentation requests (at a General Fund Contribution of \$3,515,180) prioritized by service level for the Requested Budget. The Recommended Budget of \$32,507,968 represents a decrease of \$2,125,579 from the prior year's Adopted Budget with a GFC decrease of \$365,402. The Recommended Budget adversely impacts the Department's current and mandated service levels. Significant reduction plan changes are listed below:

Supervision and Administration (Section 2552): Reduction Plan - 10.0 FTE's and services and supplies as detailed below:

Reduce Juvenile Field and Court Intake services. Eliminate 3.0 FTE Probation Officers II - \$292,928 dedicated to Field Supervision and Court Intake.

Reduce Adult Field Supervision unit. Eliminate 1.0 FTE Probation Officer II - \$124,582; Eliminate 2.0 FTE Office Assistants II - \$116,136.

Eliminate 1.0 FTE Probation Services Manager vacancy - \$155,000.

Eliminate 3.0 FTE retirement vacancies. Probation Officer II, Probation Officer III, and Word Processor - \$279,726.

Reduction of services and supplies related to position reductions. IT budget reduction - \$50,000; Workstation reduction - \$3,000;

Fleet reduction - \$26,611. Service reductions: courier, printing, janitorial, computer software, drug testing supplies and office supplies - \$146,879.

Additional Revenue - \$280,097. Including: MPUSD - \$35,000; JOCHS grant - \$53,580; Parole Realignment - \$60,000; Prop. 172 - \$25,895; One time fund transfer for victim restitution collection staff - \$90,241; One time transfer from Juvenile Ward Fund - \$15,381.

Juvenile Institutions and Alternative Programs (Section 2551): Reduction Plan - 13.0 FTE's and services and supplies as detailed below:

Eliminate 1.0 FTE Youth Center Juvenile Institutions Supervisor - \$110,000.

Reduce Youth Center In-Custody Program. Eliminate 1.0 FTE Probation Officer II - \$62,396.

Eliminate Activities Coordinator at Youth Center. 1 FTE Probation Aide - \$74,000.

Eliminate Youth Center vacancies. 2.0 FTE Probation Aides - \$140,570.

Closure of Juvenile Hall Echo Unit. Eliminate 5.0 FTE Juvenile Institutions Officers II - \$536,000.

Closure of Community Service Work Program (CSWP). Eliminate 1.0 FTE Juvenile Institutions Supervisor - \$94,754; Eliminate 1.0 FTE Probation Aide - \$51,918; Eliminate services and supplies - \$54,906.

Eliminate 1.0 FTE Probation Aide - \$53,117 from Community Schools Program. Result of loss of funding from the Monterey County Office of Education.

Eliminate Juvenile Institutions Officers meals in institutions - \$40,000.

Reduce workstations from eliminated positions and reduce IT budget - \$13,000.

Reduce services and supplies - \$23,902.

Inter-Governmental Revenue Reduction Plan - 25.0 FTE's and services and supplies as detailed below:

Eliminate a total of 23.0 FTE positions previously funded by Vehicle License Fees (VLF): 1) Reduce Juvenile Justice Crime Prevention Act (JJCPA) Programs: Eliminate 1.0 FTE Office Assistant II - \$33,770 and 3.0 FTE Probation Aides assigned to the Day Reporting Center at Rancho Cielo - \$89,589; 1.0 FTE Probation Officer II for the Truancy Program - \$109,858 and related services and supplies - \$63,737. Closure of the Repeat Offender Prevention Program (ROPP): Eliminate 1.0 FTE Probation Services Manager - \$79,358; 1.0 FTE Probation Officer III - \$85,346; 1.0 FTE Office Assistant II - \$28,019 and services and supplies for the program - \$48,405; and 2) Reduce Juvenile Probation Camp Funding (JPCF) Programs: Reduce Youth Center bed capacity from 60 to 30, and eliminate JPCF positions previously funded by VLF: 15.0 FTE Juvenile Institutions Officer II positions for mandated services at two Youth Center units (bays) - \$1,274,688.

Eliminate positions assigned to the Joint Gang Task Force (GTF). 2.0 FTE Probation Officers III - \$270,228.

Community Schools due to loss of funding from the Monterey County Office of Education.

---

## Budget Impacts

The FY 2011-12 Summary of the Recommended Budget has noted the reduction of a grand total 48.0 FTE's, and specifically: 23.0 as a result of expense increases and revenue declines, 23.0 due to loss of Vehicle License Fees (VLF) funding, and 2.0 due to loss of Joint Gang Task Force (GTF) funding. This change constitutes a decrease of 16.5% of the prior year's workforce for FY 2011-12. This reduction of authorized positions will result in a series of adverse reductions to staffing, service level and programs.

Supervision and Administration (Section 2552): The reduction of a total 10.0 FTE's and related services and supplies will impact service levels in the Juvenile and Adult Probation Divisions.

Reduce support services to the Courts, and the supervision of juvenile wards. Eliminate 3.0 FTE Probation Officers II dedicated to Court Intake and Field Supervision, which will overburden the remaining court services officers managing informal probation activities and increase workload for the remaining field officers.

Reduce Adult Field Supervision unit, compromising evidence-based practices and decreasing public safety, and resulting in delayed support to the Courts, public, clients and allied agencies; lessening the process for administrative investigations. Eliminate 1.0 FTE Probation Services Manager assigned to supervision of satellite office and internal affairs investigations, leaving the Monterey branch office without on-site supervision; 1.0 FTE Probation Officer III and 2.0 FTE Probation Officers II assigned to Field Supervision, which will hinder the Department's efforts to implement mandated evidence-based probation supervision strategies by increasing the remaining officers' workloads for reviewing cases, writing reports and staffing court hearings; and 2.0 FTE Office Assistants II and 1.0 FTE Word Processor for clerical support, negatively impacting clerical staff's ability to manage court files and support the Courts in a timely manner.

Juvenile Institutions and Alternative Programs (Section 2551): The reduction of a total 13.0 FTE's and related services and supplies will impact both juvenile institutions and the juvenile programs created as successful alternatives to detention, creating a snowball effect on overcrowding, escalating costs of placement and public safety.

Reduce the Youth Center population by half, close Juvenile Hall's Echo Unit, and loss of the Community Service Work Program (CSWP). The downsizing of the Youth Center from 60 beds to 30 and of Juvenile Hall from 114 to 102, and the resulting reduced capacity for both institutions, would incur placement of juveniles outside Monterey County, with an increased cost to the County. CSWP is used for low-level offenders as an alternative to detention, and provides valuable services to allied agencies and the local community. Eliminate 1.0 FTE Juvenile Institutions Officer at the Youth Center; 1.0 FTE Probation Officer II assigned to the in-custody supervision and case management of residents; 2.0 FTE Probation Aide positions for security and managing the flow of residents and visitors; 1.0 FTE Probation Aide which functions as activity coordinator for the Youth Center Programs; 5.0 FTE Juvenile Institutions Officers II for mandated coverage at Juvenile Hall's Echo Unit, which will reduce Juvenile Hall's capacity from 114 to 102; 1.0 FTE Juvenile Institutions Supervisor and 1.0 FTE Probation Aide assigned to the CSWP, which will cause the Program's closure. Eliminate 1.0 FTE Probation Aide assigned to

FURTHER IMPACTS - Loss of 23.0 FTE's due to Vehicle License Fees (VLF) sunset and 2.0 FTE's due to Joint Gang Task Force (GTF) funding termination. This loss will increase the number of FTE reductions in the Recommended Budget by 25.0 FTE's.

The \$2.2 million VLF funding for the Juvenile Justice Crime Prevention Act (JJCPA) and Juvenile Probation Camp Funding (JPCF) Programs is due to sunset effective June 30, 2011. Alternative funding for these programs is pending legislative and voter approval, with an uncertain timeline; bridge funding might be needed until the funding is possibly reinstated via a constitutional amendment. Without JJCPA and JPCF revenue, the Department will face the loss of 23.0 FTE positions in FY 2011-12, in addition to the loss of 23.0 FTE's due to a lower General Fund Contribution (GFC). This would have resulted in shutting down two more units at the Youth Center, which in addition to the closure of the first unit due to county budget reductions, would have caused the closure of the whole institution. Further, it would have resulted in the discontinuation of the JJCPA Services and Programs provided though the community, County partners and Rancho Cielo. Through a partial GFC, the Probation Department has identified a strategy to downsize both operations while maintaining some core elements, in anticipation of possible future funding and to provide a minimal level of much needed services to the community.

VLF funded positions lost: 1.0 FTE Office Assistant II and 3.0 FTE Probation Aides assigned to the Day Reporting Center at Rancho Cielo; 1.0 FTE Probation Services Manager supervising the Community Schools, the Repeat Offender Prevention Program (ROPP) and the CSWP, and 1.0 FTE Probation Officer III and 1.0 FTE Office Assistant II assigned to ROPP; 1.0 FTE Probation Officer II assigned to Juvenile Truancy; 15.00 FTE Juvenile Institutions Officers II for mandated coverage of two units (bays) at the Youth Center.

As a further impact, federal funding for the GTE, which supports two Probation Officer III positions, will terminate at the end of FY 2010-11. While the Probation Department is actively seeking alternative funding to maintain staffing levels, the future of this valuable gang suppression program is still uncertain.

GTF funded positions lost: 2.0 FTE Probation Officer III positions assigned to the Joint Gang Task Force. Result will be the loss of coordinated gang suppression activities and a visible public safety presence in the gang-impacted areas of the community.

Included in the recommended level of funding is an increase in various expenditures related to staffing and benefits that have been historically higher than the FY 2010-11 approved budget (such as payments for workers compensation, unemployment, evening and night differentials, bilingual and educational stipends, on-call staff supporting the Juvenile Hall and Youth Center, etc.).

---

## Prior Year Accomplishments

Probation has continued to collaborate on the new Juvenile Justice Complex master site planning for a new, more functional juvenile detention facility (on-going).

Created a new vocational curriculum with eight trade modules related to construction for Youth Center residents.

Continued to provide specialized intervention for youth involved in sex offenses, and targeted supervision of juvenile sex offenders. The Juvenile Sex Offender Response Team (JSORT) Program has become a model for Probation Departments in the State.

Continued to serve as the lead agency to implement and expand the Silver Star Gang Prevention and Intervention (SSGPI) Program and secured \$1,500,000 in federal funding (on going).

Coordinated California Gang Reduction, Intervention and Prevention (Cal GRIP) efforts and activities with local partners to prevent and reduce gang affiliation and activities.

Continued to serve as the lead agency for the Juvenile Justice Crime Prevention Act (JJCPA) Programs (on-going).

Initiated the pre-implementation phase of a new Case Management System (CMS) to track, monitor and report data on juvenile and adult populations, and to analyze, and evaluate the success of programs and program participation. Designed and implemented the adult component of the new CMS System; designed the juvenile and institutions component.

Secured funding through the Prevention and Early Intervention (PEI) grant to fund a dedicated Probation Officer to the Child Advocate Program.

Implemented a validated Static Risk Assessment (SRA) tool to improve management of adult caseloads and focus resources on high risk offenders. Reorganized caseload based on evidence-based principles of case classification by risk of recidivism.

Secured funding for and opened a Day Reporting Center in Monterey County, offering a one-stop shop for adult services, targeting the reduction of offender recidivism through use of evidence-based programs.

---

### **Budget Year Goals**

The Probation Department is dedicated to achieving and maintaining the following goals:

To improve the quality of life for youth, seniors and families by preventing and reducing the frequency, severity, and impact of criminal and delinquent behavior among adults and juveniles who come within the jurisdiction of the Probation Department (on-going).

To enhance public safety programs throughout Monterey County by collaboration and cooperation with other departments and agencies and by the development of new and innovative methods to address the issues of public safety (on-going).

To expand services to the young adult population and address specific needs, e.g. mental health, substance abuse and vocational training (on-going).

To create more manageable caseloads for officers, particularly in the Domestic Violence Unit.

To continue to enhance the collection of probation fees in collaboration with the Treasurer's Revenue Division.

To continue to participate in the process toward a new, more functional juvenile detention facility.

To continue to serve as the lead agency to implement and expand the Silver Star Gang Prevention and Intervention (SSGPI) Programs (on-going).

To continue to serve as the lead agency for the Juvenile Justice Crime Prevention Act (JJCPA) Programs (on-going).

To serve as the lead agency for the Community Correction Partnership, and for the implementation of the Community Correction Program, as mandated by PC 1230 (SB 678) to reduce the number of felony probationers sent to prison through the implementation of evidence-based probation supervision strategies and programs.

To complete the implementation of a modern Case Management System (CMS) to track, monitor and report data on its juvenile and adult populations, and to analyze, and evaluate the success of programs and program participation.

---

### **Pending Issues**

The State's Public Safety Parole Realignment to the County level, signed into law by the Governor in April 2011, will impart major operational changes in the Adult Division's operations. The realignment will significantly increase Probation's span of control on "non-non-non" (non-serious, non-violent, non-sex offenses, and without any prior conviction) adult offenders. While Probation Departments will continue to plan for this significant change, this law remains dormant until funding is allocated at the State level.

Probation is a member of the Joint Gang Task Force (GTF), a partnership between the County of Monterey and the City of Salinas to enhance and coordinate gang suppression efforts. GTF was originally funded by congressional appropriations during its first years of operation, and will require on-going funding for its continuation, as this funding is no longer available in FY 2011-12.

The operational and financial impact of the state-mandated Static-99R assessment for adult sex offenders, effective July 1, 2008, continues to be assessed. Further, the cost of Global Positioning System (GPS) monitoring for high-risk sex offenders while on probation continues to be absorbed by the Department.

Probation is incurring additional costs for mandated core training required by Title 15 for part-time and temporary Juvenile Institutions Officers. Increasing mandated Standard and Training for Corrections (STC) costs challenge the Probation Department's ability to cover all training expenses.

Due to the implementation of Proposition 21, juveniles facing adult court proceedings continue to generate additional costs associated with extended detention in Juvenile Hall. Depending on the number of arrests and the court processes, the Department's budget is constrained to absorb these increased costs in FY 2011-12.

State-funded initiatives, Juvenile Justice Crime Prevention Act (JJCPA) and Juvenile Probation Camp Funding (JPCF), are at serious risk of being unfunded effective June 30, 2011 pending state legislative and voter approval with an uncertain timeline; bridge funding might be needed until the funding is possibly reinstated via a constitutional amendment. If reinstated, JJCPA and JPCF funding through Vehicle License Fees (VLF) continues to be an unpredictable revenue source and is materially affected by the State's economic downturn.

The initial phase of the Division of Juvenile Justice (DJJ) Realignment with the transfer of responsibilities from state to local Probation Departments for non-707(b) offenders has been completed. The major impact of the DJJ Realignment is the increased number and sophistication of youth housed at the Youth Center.

To address the local, state and county budget deficits, the CAO requested that the Probation Department submit a FY 2011-12 baseline budget that included a target General Fund Contribution (GFC) reduction of \$1,270,474. This reduction was in alignment with the County-wide recommended Departments reductions, but, due to its large size, would have a crippling effect, at the cost of much of the progress achieved by the Department in the last ten years. After augmentations and other expense adjustments by the CAO, the Recommended Budget represents a GFC reduction of \$365,402. That reduction is magnified by the projected loss of additional \$2,191,347 in Vehicle License Fees (VLF) funding. These combined reductions are quite damaging for the Department, not only fiscally, but operationally as well. Due to its "continuum of graduated sanctions" strategy and its successful leveraging of resources, any significant downtrend in services has a domino effect on the others.

Impact of State and County's financial difficulties on the Department. Reductions in funding at the state and local level can severely impact Probation's ability to fulfill its mandates and provide mission-critical services to the community. The recommended budget and its allocated positions constitute the bare minimum to fulfill mandated responsibilities and sustain current operations in a scaled-back manner. Due to the economic downtrends, the flexibility of the department to fulfill its obligations is compromised. The Department is committed to do everything possible to contribute to public safety and protection of the community; however, limited resources included in the recommended budget may be insufficient to maintain the necessary level of services. The Department will carefully and responsibly monitor expenses, and, if necessary, request Contingencies from the Board of Supervisors.

Federal funding for the successful Adult Day Reporting Center (DRC), operated by Behavioral Interventions, Inc. will terminate in FY 2011-12.

The elimination of funding for the Community Service Work Program (CSWP) will reduce the Department's ability to control the population at Juvenile Hall and, as a result, might increase overtime cost. This alternative to detention keeps minors who are in violation of probation off the streets and involved in constructive activities during peak time for juvenile crime.

In the event alternative funding is not secured for Vehicle License Fees (VLF) funded Programs, the downsizing or even closure of the Youth Center and elimination or drastic reduction in Juvenile Justice Crime Prevention Act (JJCPA) Services will adversely impact the community and severely limit the Department's ability to protect the public from crimes. JJCPA Programs have been shown by yearly evaluations to be an effective, integrated and comprehensive strategy to prevent crime and reduce recidivism among youth in Monterey County. With the implementation of the state Division of Juvenile Justice (DJJ) Realignment and the release to local jurisdiction of non-707(b) offenders previously committed to California Youth Authority (CYA), the Youth Center is the only secure treatment facility in Monterey County for these high-needs offenders.

### Policy Considerations

While the core functions under the Probation Departments direct responsibility are being significantly reduced, other areas and functions that strongly reflect the Boards and local communities priorities should also be considered for restoration; in some cases they may be restored at relatively achievable costs.

Such areas include the Juvenile Halls Echo Unit, where youth are detained for longer times due to downsizing of the Youth Center and the DJJ realignment, the Community Service Work Program, which engages more than 1,800 youth each year and generates about 14,000 hours of valuable and highly recognized services to the communities they harmed, and the Departments role in the Joint Gang Task Force suppression and intelligence-gathering activities.

### Appropriation Expenditure Detail

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Alternative Programs (PRO001)	6,273,991	5,965,611	5,965,611	6,832,325	5,229,989	(735,622)	001	2550_8162
Juvenile Hall (PRO001)	6,641,634	6,640,443	6,840,443	6,799,267	6,290,267	(350,176)	001	2550_8163
Youth Center (PRO001)	6,371,196	5,880,268	5,880,268	6,940,954	5,144,844	(735,424)	001	2550_8164
Adult Probation (PRO001)	7,344,094	7,435,938	7,560,938	7,943,862	7,151,294	(284,644)	001	2550_8165
Juvenile Probation (PRO001)	4,820,493	4,741,498	4,741,498	5,184,056	4,796,700	55,202	001	2550_8166
Probation Administration (PRO001)	3,080,475	3,969,789	3,988,789	4,159,556	3,894,874	(74,915)	001	2550_8167
Subtotal	\$34,531,882	\$34,633,547	\$34,977,547	\$37,860,020	\$32,507,968	(2,125,579)		

### Crosswalk - Advantage Appropriation to AFIN Budget Unit

Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	AFIN Fund	Fund Name
(PRO001)	Probation	256	Juvenile Hall	001	General
(PRO001)	Probation	255	Probation	001	General

## Department Workload Information

<b>Juvenile</b>	<b>Estimated FY 2010-11</b>	<b>Projected FY 2011-12</b>
Referrals	2,600	2,600
Intake Diversion	962	1,011
Standard Reports	354	465
Supervision	1,842	2,130
Alternative Program Referrals	1,481	1865

<b>Adult</b>	<b>Estimated FY 2010-11</b>	<b>Projected FY 2011-12</b>
Standard Reports	2,110	2,173
Supervision	5,477	5,641

The workload of Juvenile Hall is shown in the following table:

<b>Juvenile Hall</b>	<b>Actual FY 2006-07</b>	<b>Actual FY 2007-08</b>	<b>Actual FY 2008-09</b>	<b>Actual FY 2009-10</b>	<b>Estimated FY 2010-11</b>	<b>Estimated FY 2011-12</b>
Total Admissions	1,180	1,218	1,330	1,198	1,295	1,490
Average Daily	100	100	104	106	109	114

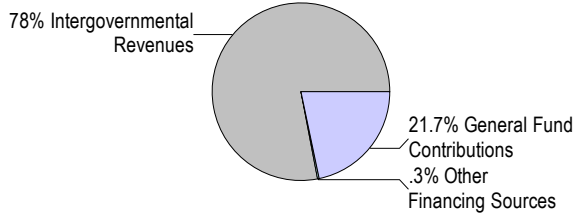
The workload of Youth Center is shown in the following table:

<b>Youth Center</b>	<b>Actual FY 2007-08</b>	<b>Actual FY 2008-09</b>	<b>Actual FY 2009-10</b>	<b>Estimated FY 2010-11</b>	<b>Estimated FY 2011-12</b>
Total Admissions	84	91	84	111	108
Average Daily	53	60	60	54	60

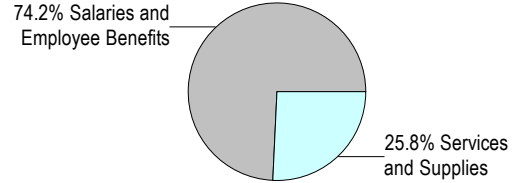
# Alternative Programs

(Unit 8162— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	4,704,806	4,576,560	4,576,560	5,195,465	3,882,442	(694,118)
Services and Supplies	1,603,094	1,403,144	1,403,144	1,636,860	1,347,547	(55,597)
Other Charges	(33,909)	(14,093)	(14,093)	0	0	14,093
Subtotal	\$6,273,991	\$5,965,611	\$5,965,611	\$6,832,325	\$5,229,989	(735,622)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	5,226,577	5,448,055	5,448,055	5,473,345	4,079,231	(1,368,824)
Subtotal	\$5,226,577	\$5,448,055	\$5,448,055	\$5,488,726	\$4,094,612	(1,353,443)
General Fund Contributions	\$1,047,414	\$517,556	\$517,556	\$1,343,599	\$1,135,377	617,821
Total Source of Funds	\$6,273,991	\$5,965,611	\$5,965,611	\$6,832,325	\$5,229,989	(735,622)

## 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, Silver Star Gang Prevention and Intervention (SSGPI), California Gang Reduction Intervention & Prevention (Cal GRIP), Evening Reporting Center, collaboration with the Salinas Youth Corps (SYC), Alternative Education collaborations with various school districts, and aftercare. The object of the unit is to provide services in the continuum of care ranging from prevention and intervention to education and employment counseling services in an effort to reduce the incidence of juvenile delinquency.

## Prior Year Accomplishments

Continued to serve as the lead agency for the Juvenile Justice Crime Prevention Act (JJCPA).

Programs funded by the Juvenile Justice Crime Prevention Act (JJCPA) produced a statistically significant reduction in the recidivism among participants. Outcome data on all programs funded by JJCPA are reported to the State of California Department

of Corrections and Rehabilitation (CDCR), Division of Juvenile Justice.

The Evening Reporting Center continued to provide educational, vocational and life skill services to wards pending violation of probation, who might otherwise be incarcerated in Juvenile Hall.

Youth participated in the Salinas Youth Corps (SYC) operated by Rancho Cielo. The youth also played an integral role in remodeling the Rancho Cielo Culinary Center, which is now open. The SYC employed approximately 44 gang involved youth in 2010.

The Community Service Work Program (CSWP) was recognized by the Bureau of Land Management for their outstanding work throughout the Fort Ord area. This program continues to work closely with County Facilities and County Parks Department.

The Silver Star Resource Center relocated to a new site (Building H at the Laurel site in Salinas).

Continued to serve as the lead agency to implement and expand the Silver Star Gang Prevention and Intervention (SSGPI) Program, particularly in terms of services to South County and community mobilization, and secured \$1,500,000 in federal funding.

**Budget Year Goals**

Continue to serve as the lead agency for the Juvenile Justice Crime Prevention Act (JJCPA) and Silver Star Gang Prevention and Intervention (SSGPI) Program, as permissible by availability of funding.

Seek funding to sustain current services for Silver Star Gang Prevention and Intervention (SSGPI) Program.

Continue to operate the Evening Reporting Center without a significant reduction in services.

Seek funding to reinstate the Community Service Work Program (CSWP).

Seek additional funding and expand networking at the federal level by attending the National Forum for Youth Violence Prevention in Washington, DC.

Collaborate with South County's "Four cities for Peace" law enforcement initiative.

Work in partnership with the City of Salinas on its Comprehensive Strategy for Community-wide Violence Reduction plan 2010-12.

**Adopted 2011 to Recommended 2012 Positions**

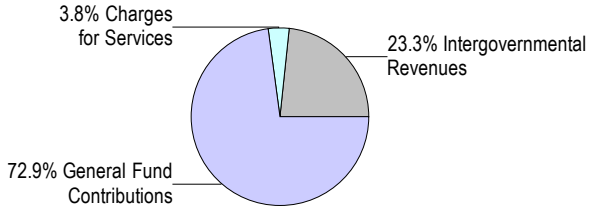
Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
20B11	ACCOUNTANT II	1.0	1.0	0.00
60F02	PROBATION AIDE	13.0	9.0	-4.00
60F22	PROBATION OFFICER II	13.0	9.0	-4.00
60F23	PROBATION OFFICER III	4.0	3.0	-1.00
60F84	PROBATION SERVICES MANAGER	3.0	2.0	-1.00
60F87	JUVENILE INSTITUTIONS SUPERVISOR	1.0	0.0	-1.00
60F89	JUVENILE INSTITUTIONS OFFICER II	14.0	8.0	-6.00
60F90	SENIOR JUVINILE INSTITUTIONS OFFICER	1.0	1.0	0.00
80E21	OFFICE ASSISTANT II	3.0	1.0	-2.00
<b>Total</b>		<b>53.0</b>	<b>34.0</b>	<b>-19.00</b>

Probation

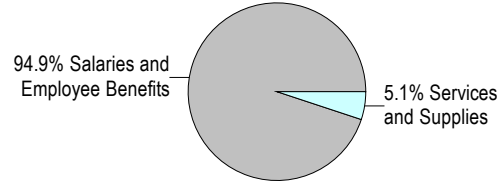
# Juvenile Hall

(Unit 8163— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	6,206,309	6,310,205	6,510,205	6,465,783	5,970,563	(339,642)
Services and Supplies	435,324	330,238	330,238	333,484	319,704	(10,534)
Subtotal	\$6,641,634	\$6,640,443	\$6,840,443	\$6,799,267	\$6,290,267	(350,176)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	1,867,651	1,664,831	1,514,378	1,468,326	1,468,326	(196,505)
Charges for Services	177,186	233,841	233,841	238,340	238,340	4,499
Special Items	27,310	0	0	0	0	0
Subtotal	\$2,072,147	\$1,898,672	\$1,748,219	\$1,706,666	\$1,706,666	(192,006)
General Fund Contributions	\$4,569,486	\$4,741,771	\$5,092,224	\$5,092,601	\$4,583,601	(158,170)
Total Source of Funds	\$6,641,634	\$6,640,443	\$6,840,443	\$6,799,267	\$6,290,267	(350,176)

## Unit Description

The Monterey County Juvenile Hall is a 114 bed facility that provides temporary detention for youth awaiting adjudication or disposition from Juvenile Court. Referrals to Juvenile Hall are received from county wide law enforcement agencies, probation and the Court. Services are provided to youth to assist with their reintegration into the community and address their educational, physical, behavioral, psychological and emotional needs.

## Prior Year Accomplishments

Processed approximately 1,200 minors through Juvenile Hall with an average length of stay of 30 days.

Continued to safely and securely house minors in the 50+ year old Juvenile Hall facility on Natividad Road.

Continued to collaborate on the site for a new Juvenile Justice Complex.

Performed initial research into the design and use of a validated risk assessment tool that could be used to reduce the average population at Juvenile Hall.

Explored potential of forming an alliance with the Juvenile Detention Alternatives Initiative (JDAI) group to restructure admission process.

## Budget Year Goals

Pursue implementation of the Juvenile Detention Alternatives Initiative (JDAI).

Continue to research and pursue funding for risk assessment analysis tools.

Design and implement the juvenile institutions component of Smart Probation, to have a fully integrated Case Management System (CMS).

Continue to foster a close working relationship with County officials and the California Standards Authority to maximize readiness to proceed on replacement of the existing juvenile facility once adequate funding becomes available.



**Adopted 2011 to Recommended 2012 Positions**

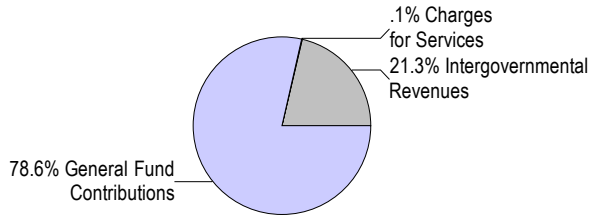
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
60F02	PROBATION AIDE	1.0	0.0	-1.00
60F84	PROBATION SERVICES MANAGER	1.0	1.0	0.00
60F85	PROBATION DIVISION MANAGER	1.0	1.0	0.00
60F87	JUVENILE INSTITUTIONS SUPERVISOR	5.0	5.0	0.00
60F89	JUVENILE INSTITUTIONS OFFICER II	43.0	37.0	-6.00
60F90	SENIOR JUVINILE INSTITUTIONS OFFICER	9.0	9.0	0.00
80A30	SECRETARIAL ASSISTANT	1.0	1.0	0.00
<b>Total</b>		<b>61.0</b>	<b>54.0</b>	<b>-7.00</b>

Probation

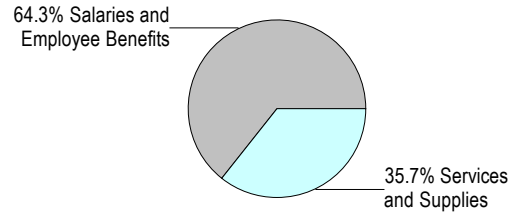
# Youth Center

(Unit 8164— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	4,580,523	3,926,347	3,926,347	4,974,586	3,308,591	(617,756)
Services and Supplies	1,790,673	1,953,921	1,953,921	1,966,368	1,836,253	(117,668)
Subtotal	\$6,371,196	\$5,880,268	\$5,880,268	\$6,940,954	\$5,144,844	(735,424)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	1,925,364	2,360,241	2,287,207	2,403,292	1,097,312	(1,262,929)
Charges for Services	91,988	5,996	5,996	5,996	5,996	0
Special Items	32,715	0	0	0	0	0
Subtotal	\$2,050,068	\$2,366,237	\$2,293,203	\$2,409,288	\$1,103,308	(1,262,929)
General Fund Contributions	\$4,321,128	\$3,514,031	\$3,587,065	\$4,531,666	\$4,041,536	527,505
Total Source of Funds	\$6,371,196	\$5,880,268	\$5,880,268	\$6,940,954	\$5,144,844	(735,424)

## Unit Description

The Probation Department's Youth Center is a secure residential treatment facility located in East Salinas. The Youth Center is comprised of four dormitories with a total capacity of 60 residents. Probation staff, Behavioral Health therapists and teachers from the County Office of Education work cooperatively and collaboratively with outside providers in a team approach that works with residents and their parents/guardians to understand and address the causation of the residents' delinquent behavior, gang involvement, or drug and alcohol addictions.

The Youth Center's therapeutic environment is designed to work to help residents develop insight into their personal situations, to instill impulse control by improving personal coping mechanisms, and to encourage pro-social attitudes and behaviors.

## Prior Year Accomplishments

Enhanced the rehabilitative programs offered to the residents of the Youth Center with the implementation of ART - Aggression Replacement Training, an evidence-based program.

Assessed and improved security measures at the Youth Center facility.

Completed the installation of new physical education fitness stations.

Completed the addition of an on-site sports complex, dedicated to the late Director Ken Tutt.

Analyzed costs, implemented cost reduction strategies and changed vendors as a way to reduce cost of dining hall and cleaning supplies.

Implemented an introductory culinary class for residents.

Incorporated the Phoenix Gang curriculum into the Youth Center programs.

Incorporated the Strengthening Families curriculum into the Youth Center programs.

**Budget Year Goals**

Continue to audit food and supply costs to achieve the lowest costs available for dining hall and facility products.

Continue review and analysis of resident menus to continue to provide nutritious meals at less cost. Comply with the State School Nutrition Program, which requires menus with less sugar and fat.

Pursue approval of County's remodel of Youth Center kitchen.

Design and implement the juvenile institutions component of Smart Probation, to have a fully integrated Case Management System (CMS).

Continue to provide and possibly enhance support and specialized programs to youth in custody, particularly in relation to high-needs non 707(b) offenders.

**Adopted 2011 to Recommended 2012 Positions**

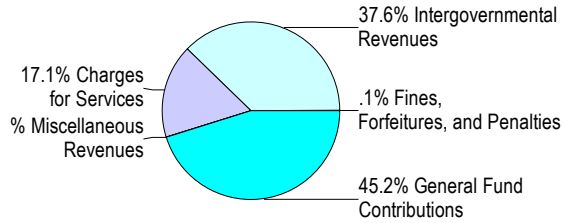
Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
60F02	PROBATION AIDE	3.0	0.0	-3.00
60F22	PROBATION OFFICER II	3.0	3.0	0.00
60F23	PROBATION OFFICER III	1.0	0.0	-1.00
60F84	PROBATION SERVICES MANAGER	1.0	1.0	0.00
60F85	PROBATION DIVISION MANAGER	1.0	1.0	0.00
60F87	JUVENILE INSTITUTIONS SUPERVISOR	4.0	3.0	-1.00
60F89	JUVENILE INSTITUTIONS OFFICER II	17.0	8.0	-9.00
60F90	SENIOR JUVINILE INSTITUTIONS OFFICER	4.0	4.0	0.00
70K25	SENIOR COOK	4.5	4.5	0.00
70K80	HEAD COOK	1.0	1.0	0.00
70K83	FOOD ADMINISTRATOR-PROBATION	1.0	1.0	0.00
70L01	LAUNDRY WORKER I	1.0	1.0	0.00
72A23	BUILDING MAINTENANCE WORKER	1.0	1.0	0.00
80A30	SECRETARIAL ASSISTANT	1.0	1.0	0.00
<b>Total</b>		<b>43.5</b>	<b>29.5</b>	<b>-14.00</b>

Probation

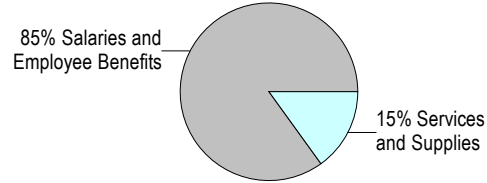
# Adult Probation

(Unit 8165— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	6,986,020	7,196,531	7,196,531	7,201,127	6,461,509	(735,022)
Services and Supplies	1,074,765	795,905	920,905	1,196,698	1,143,748	347,843
Other Charges	(716,691)	(556,498)	(556,498)	(453,963)	(453,963)	102,535
Subtotal	\$7,344,094	\$7,435,938	\$7,560,938	\$7,943,862	\$7,151,294	(284,644)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	3,867	6,572	6,572	6,572	6,572	0
Intergovernmental Revenues	2,178,907	2,287,804	2,144,622	2,691,429	2,691,429	403,625
Charges for Services	768,081	1,221,314	1,221,314	1,221,314	1,221,314	0
Miscellaneous Revenues	1,701	2,000	2,000	2,000	2,000	0
Other Financing Sources	0	0	125,000	0	0	0
Subtotal	\$2,952,555	\$3,517,690	\$3,499,508	\$3,921,315	\$3,921,315	403,625
General Fund Contributions	\$4,391,538	\$3,918,248	\$4,061,430	\$4,022,547	\$3,229,979	(688,269)
Total Source of Funds	\$7,344,094	\$7,435,938	\$7,560,938	\$7,943,862	\$7,151,294	(284,644)

## Unit Description

The Monterey County Adult Probation Division contains all adult services. These services include court investigations, case management, and field supervision for adult probationers as ordered by the applicable sentencing Court. These orders require such actions as probation searches, drug testing, and the collection of fines, fees and victim restitution, and the referral of adult offenders to various community treatment interventions. Special services include electronic monitoring (Supervised Home Confinement - SHC), Drug Treatment Courts, Mental Health Court (Creating New Choices - CNC), the Adult Day Reporting Center (DRC), and specialized caseloads and services for sex offenders, gang members and domestic violence (Family Violence Unit and Child Advocate Program).

## Prior Year Accomplishments

Received a multiple year \$300,000 Cal EMA Probation Specialized Supervision grant which provided funding for a Deputy Probation Officer to supervise a specialized domestic violence caseload.

Probation Officers received training in motivational interviewing and cognitive skills development and began co-facilitating cognitive group therapy sessions at the Adult Day Reporting Center (DRC).

Probation Officers implemented additional evidence-based supervision practices including interactive journaling and motivational interviewing techniques with probationers.

Assumed responsibility for the transition and community supervision of youth released from the Department of Juvenile Justice (DJJ) due to DJJ Realignment mandated by AB 1628.

Implemented the Adult Division portion of the new comprehensive Case Management System (CMS), Smart Probation.

Consolidated the Adult Division into one location at 20 East Alisal Street, Salinas, CA 93901 enhancing the efficiency of operations.

**Budget Year Goals**

Implement a validated needs assessment and develop a supervision case plan which targets identified criminogenic needs for high-risk probationers.

Continue to implement evidence-based probation supervision practices, as allowed with decreased staffing levels.

Secure a funding source to continue services at the Adult Day Reporting Center (DRC).

Initiate design and development of a Community Correction Partnership Program for adult offenders, as mandated by Penal Code (PC) 1230.

**Adopted 2011 to Recommended 2012 Positions**

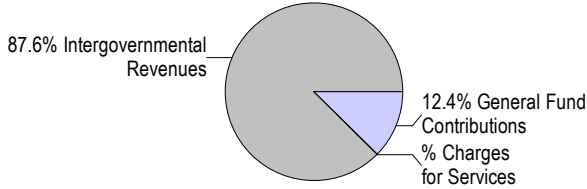
Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
60F02	PROBATION AIDE	1.0	1.0	0.00
60F22	PROBATION OFFICER II	33.5	30.5	-3.00
60F23	PROBATION OFFICER III	14.0	11.0	-3.00
60F84	PROBATION SERVICES MANAGER	5.0	5.0	0.00
60F85	PROBATION DIVISION MANAGER	1.0	1.0	0.00
60K02	VICTIM ASSISTANCE ADVOCATE	2.0	2.0	0.00
80E21	OFFICE ASSISTANT II	6.0	4.0	-2.00
80E22	OFFICE ASSISTANT III	2.0	2.0	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.0	1.0	0.00
80W21	WORD PROCESSOR	2.0	1.0	-1.00
<b>Total</b>		<b>67.5</b>	<b>58.5</b>	<b>-9.00</b>

Probation

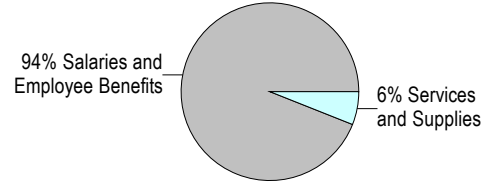
# Juvenile Probation

(Unit 8166— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	4,716,878	4,686,108	4,686,108	5,025,005	4,646,117	(39,991)
Services and Supplies	219,126	178,128	178,128	306,405	297,937	119,809
Other Charges	(115,512)	(122,738)	(122,738)	(147,354)	(147,354)	(24,616)
Subtotal	\$4,820,493	\$4,741,498	\$4,741,498	\$5,184,056	\$4,796,700	55,202

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	3,234,935	3,649,702	3,393,662	4,242,887	4,201,037	551,335
Charges for Services	8,339	2,000	2,000	2,000	2,000	0
Subtotal	\$3,243,274	\$3,651,702	\$3,395,662	\$4,244,887	\$4,203,037	551,335
General Fund Contributions	\$1,577,219	\$1,089,796	\$1,345,836	\$939,169	\$593,663	(496,133)
Total Source of Funds	\$4,820,493	\$4,741,498	\$4,741,498	\$5,184,056	\$4,796,700	55,202

## Unit Description

The Monterey County Juvenile Probation Division consists of intake; diversions and early intervention services; court investigation; and field supervision. Services include Victim Restitution; Restorative Justice Program; the campus-based Probation Officer Program; mental health assessments and a Mental Health Court (Community Action Linking Adolescents - CALA); Juvenile Drug Court; a specialized Juvenile Sex Offender Program (Juvenile Sex Offender Response Team - JSORT); and juvenile special services, such as Placement Intervention Program (PIP), Victim Restitution and Out-Of-Home Placement.

Orders of probation require a wide variety of activities, including drug testing, the collection of fees, fines and victim restitution, probation searches, the monitoring of school performance and referrals of minor/families to various community treatment interventions.

## Prior Year Accomplishments

The Juvenile Restitution Program interfaced with over 1,468 families victimized by juvenile offenders and collected \$41,513 in restitution for victims.

The Juvenile Drug Court Program was enhanced due to a Federal Grant to Monterey County Children's Behavioral Health. This enhancement expanded the number of youth served and provided therapeutic evidence-based treatment for every youth participating in Juvenile Drug Court.

The Juvenile campus-based Probation Officer Program with Salinas Union High School District has expanded by three Probation Officers, with an officer at Mount Toro High School and two officers at El Sausal Middle School, La Paz Middle School, Harden Middle School and Washington Middle School.

## Budget Year Goals

Continue to provide quality services to the Courts, our youth, their families and the community.

Develop the Monterey County Juvenile Offender Community Health Services (JOCHS) project, which is a collaborative re-entry and transition center designed for youth leaving the Wellington M. Smith Jr. Juvenile Hall. The transition center will be designed as a "One-Stop" Program for youth and their families/guardians to receive: family and community reunification, integrated behavioral health care, Medi-Cal determination, academic services, and expedited contact with a Probation Officer.

Continue the collaboration with Monterey County Office of Education based on the Children Council's "Graduating Healthy Students Prepared for Success-Healthy Grads Initiative".

Design and implement the juvenile component of Smart Probation for a fully integrated Case Management System (CMS).

**Adopted 2011 to Recommended 2012 Positions**

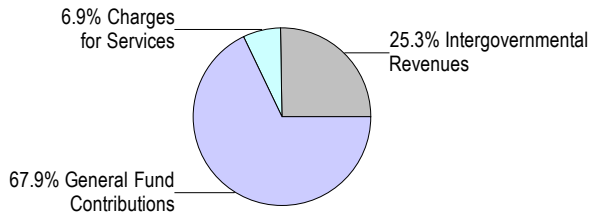
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14C30	MANAGEMENT ANALYST II	1.0	1.0	0.00
60F02	PROBATION AIDE	2.0	2.0	0.00
60F22	PROBATION OFFICER II	21.0	22.0	1.00
60F23	PROBATION OFFICER III	6.0	6.0	0.00
60F84	PROBATION SERVICES MANAGER	3.0	2.0	-1.00
60F85	PROBATION DIVISION MANAGER	1.0	1.0	0.00
80E21	OFFICE ASSISTANT II	5.0	5.0	0.00
80E22	OFFICE ASSISTANT III	4.0	4.0	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.0	1.0	0.00
80W21	WORD PROCESSOR	2.0	2.0	0.00
<b>Total</b>		<b>46.0</b>	<b>46.0</b>	<b>0.00</b>

Probation

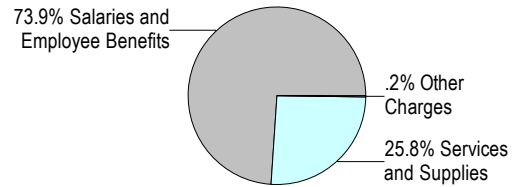
# Probation Administration

(Unit 8167— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	2,024,104	2,499,395	2,499,395	2,955,740	2,880,042	380,647
Services and Supplies	1,015,958	1,187,040	1,406,040	1,195,551	1,006,567	(180,473)
Other Charges	33,449	283,354	83,354	8,265	8,265	(275,089)
Capital Assets	6,964	0	0	0	0	0
Subtotal	\$3,080,475	\$3,969,789	\$3,988,789	\$4,159,556	\$3,894,874	(74,915)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	877,795	890,452	890,452	983,693	983,693	93,241
Charges for Services	11,996	266,829	266,829	266,829	266,829	0
Miscellaneous Revenues	7,767	0	219,000	0	0	0
Subtotal	\$897,558	\$1,157,281	\$1,376,281	\$1,250,522	\$1,250,522	93,241
General Fund Contributions	\$2,182,917	\$2,812,508	\$2,612,508	\$2,909,034	\$2,644,352	(168,156)
Total Source of Funds	\$3,080,475	\$3,969,789	\$3,988,789	\$4,159,556	\$3,894,874	(74,915)

## Unit Description

The Administration Division provides a wide range of infrastructure services to the Department including fiscal management, human resources and employee development, including arming for sworn officers, facilities and fleet management, and information technology.

Researched and pursued viable grant opportunities for funding of programs.

Continued to research, review and pursue funding for a modern Case Management System (CMS). Assessed and procured a new integrated CMS. Completed planning, design and implementation of adult component. Initiated planning, design and first review of juvenile and institutions component.

## Prior Year Accomplishments

Maintained compliance with Equal Employment Opportunity (EEO) goals.

Participated in the implementation of fiscal and personnel modules of new County-wide ERP/Advantage system which included training of staff.

Streamlined procedures in an effort to absorb additional duties due to decentralization of purchasing and accounting functions.

Completed all mandated STC training for sworn staff.

## Budget Year Goals

Continue to implement a Department-wide framework of evidence-based practices, such as case classification by risk of recidivism. Complete the paradigm shift of probation supervision from primarily a "control and containment" model to a model which adheres to the principles of evidence-based practices, and incrementally implements proven strategies which include conducting both risk and needs assessments, developing case plans, providing targeted treatment and supervision, and responding appropriately to violations.



Complete the Department-wide implementation of a modern Case Management System (CMS) to track, monitor and report data on its juvenile and adult populations, and to analyze, and evaluate the success of programs and program participation.

Continue involvement with State-wide groups (Chief Probation Officers of California, Probation Business Managers Association and others) to insure the Department obtains the most current information on revenue for both existing and new opportunities.

Continue to enhance the collection of probation fees, fines and victim restitution in collaboration with the Treasurer's Revenue Division.

Continue to research grant opportunities, select and apply for appropriate funding to support and enhance juvenile and adult programs.

**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
11A06	CHIEF PROBATION OFFICER	1.0	1.0	0.00
12C35	ASSISTANT CHIEF PROBATION OFFICER	1.0	1.0	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	1.0	1.0	0.00
14C30	MANAGEMENT ANALYST II	2.0	2.0	0.00
14C31	MANAGEMENT ANALYST III	1.0	1.0	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.0	1.0	0.00
20B10	ACCOUNTANT I	1.0	1.0	0.00
20B12	ACCOUNTANT III	1.0	1.0	0.00
20B93	FINANCE MANAGER II	1.0	1.0	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.0	2.0	0.00
60F84	PROBATION SERVICES MANAGER	1.0	1.0	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.0	1.0	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.0	1.0	0.00
80J22	SENIOR ACCOUNT CLERK	1.0	1.0	0.00
80J30	ACCOUNTING TECHNICIAN	4.0	4.0	0.00
<b>Total</b>		<b>20.0</b>	<b>20.0</b>	<b>0.00</b>

Probation

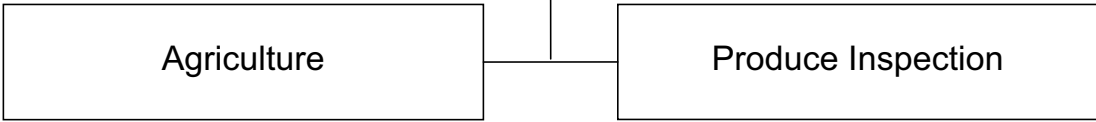


This page intentionally left blank.

# Agricultural Commissioner

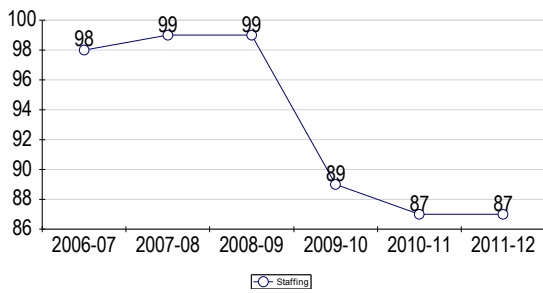
Operating Budget: \$9,269,923  
Positions (FTEs): 87.0

Eric Lauritzen  
Agricultural Commissioner

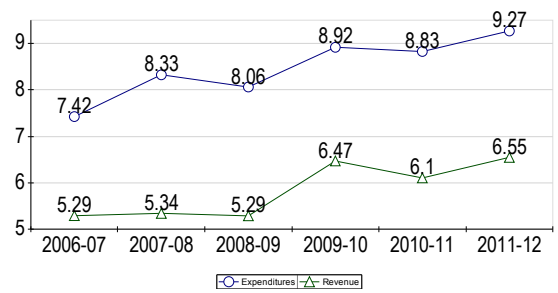


Agricultural Commissioner

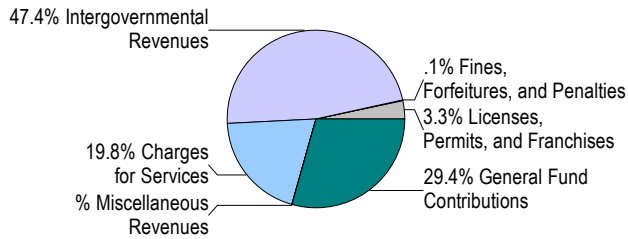
## Staffing Trends



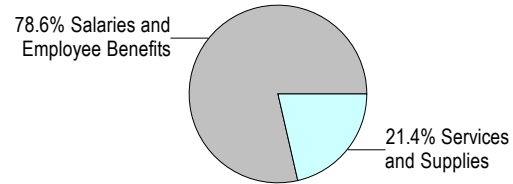
## Expenditure/Revenue History (in thousands)



## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	5,748,643	6,856,527	6,931,276	7,454,578	7,405,208	548,681
Services and Supplies	2,287,823	1,862,679	1,960,065	2,072,955	2,018,715	156,036
Other Charges	(16,986)	(154,000)	(154,000)	(154,000)	(154,000)	0
Capital Assets	272,956	0	89,198	0	0	0
Other Financing Uses	625,000	0	0	0	0	0
Subtotal	\$8,917,436	\$8,565,206	\$8,826,539	\$9,373,533	\$9,269,923	704,717

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	318,114	272,596	272,596	310,000	310,000	37,404
Fines, Forfeitures, and Penalties	6,377	10,000	10,000	10,000	10,000	0
Intergovernmental Revenues	4,362,594	3,702,548	4,052,548	4,389,578	4,389,578	687,030
Charges for Services	1,778,253	1,854,666	1,765,999	1,870,674	1,836,849	(17,817)
Miscellaneous Revenues	4,664	3,000	3,000	1,100	1,100	(1,900)
Subtotal	\$6,470,002	\$5,842,810	\$6,104,143	\$6,581,352	\$6,547,527	704,717
General Fund Contributions	\$2,447,433	\$2,722,396	\$2,722,396	\$2,792,181	\$2,722,396	0
Total Source of Funds	\$8,917,436	\$8,565,206	\$8,826,539	\$9,373,533	\$9,269,923	704,717

## Department Description

The Agricultural Commissioner/Sealer of Weights and Measures in each county is required by law to act as the local enforcement agency for laws and regulations pertaining to agriculture and business. Legal mandates are found in the California Food and Agricultural Code and the Business and Professions Code for Weights and Measures. The Agricultural Commissioner enforces these state laws, and the regulations adopted pursuant to the laws. Major areas of responsibility and jurisdiction include: pesticide use enforcement, plant quarantine, pest exclusion, pest detection, fruit and vegetable standardization, nursery, seed, and weights and measures enforcement. The Agricultural Commissioner also performs pest management activities within the County. The Agricultural Commissioner has the authority to levy administrative civil penalties for violations of various laws.

Board Strategic Initiatives that the Agricultural Commissioner Department actively addresses are: Provide effective enforcement of laws and regulations and improve public safety infrastructure, and Preserve and protect the County's agricultural economic base.

## Summary of Recommendation

The Fiscal Year (FY) 2011-12 Recommended Budget includes a General Fund Contribution approximately equal to FY 2010-11; sufficient reductions were taken in order to absorb all new and increased costs.

This level of General Fund Contribution is necessary to meet the County's required Maintenance of Effort as set forth by the California Statute regarding general fund support for agricultural program activities.

## Budget Impacts

Increased costs and reduced resources available for agricultural programs will impact the department's service delivery. However, the department will redirect existing resources to increase efficiencies and minimize these impacts.

## Prior Year Accomplishments

Accomplishments are included under the unit level narratives.

## Budget Year Goals

Promote and protect agriculture, the environment, and public welfare, and assure consumer and business confidence in the marketplace through uniform enforcement of laws and regulations.

## Pending Issues

The continued expansion of the Light Brown Apple Moth quarantine area and the potential for reductions in Federal funding may present budgetary challenges in FY 2011-12. The Department continues to support State and federal regulatory activities, especially as related to facilitation of commerce. The Department currently issues approximately 7,000 Phytosanitary Certificates annually for shipments related to Light Brown Apple Moth quarantine. The department will need to be able to make program adjustments to continue to provide these services.

The department will work with the CA Department of Food & Agriculture (CDFA) to continue new detection efforts for a new

grape pest, the European Grapevine Moth and a new citrus pest, the Asian Citrus Psyllid. It is expected that the recommended budget contains sufficient funding to cover the costs associated with implementation of these programs and reduction in funding levels could significantly impact these efforts.

State registration of a new fumigant, methyl iodide, was a controversial decision, and will result in a redirection of staff resources to fumigation issues.

Implementation of a new quarantine work plan and pre-clearance program for strawberries to Australia will result in significant but as of yet unknown staffing impacts.

The loss of Weed Management funding from CDFA will reduce weed management activities.

## Policy Considerations

There are no policy considerations.

## Appropriation Expenditure Detail

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Agriculture (AGR001)	8,119,268	7,444,033	7,794,033	8,264,420	8,194,635	750,602	001	2810_8001
Produce Inspection (AGR001)	798,168	1,121,173	1,032,506	1,109,113	1,075,288	(45,885)	001	2810_8002
Subtotal	\$8,917,436	\$8,565,206	\$8,826,539	\$9,373,533	\$9,269,923	704,717		

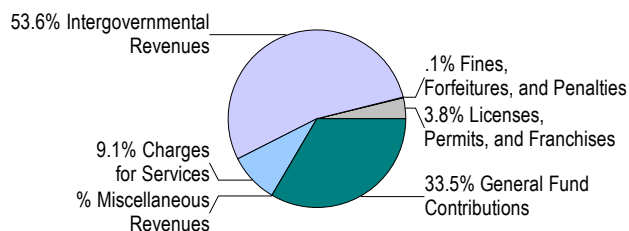
## Crosswalk - Advantage Appropriation to AFIN Budget Unit

Advantage		AFIN			
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
AGR001	Agriculture Commissioner	281	Agricultural Commissioner	001	General
AGR001	Agriculture Commissioner	282	Produce Inspection	001	General

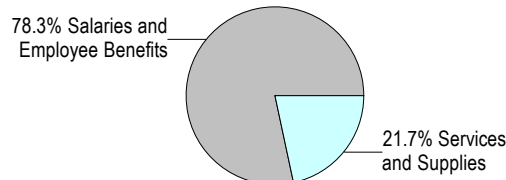
# Agriculture

(Unit 8001— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	5,356,292	5,873,650	6,148,650	6,561,443	6,541,065	667,415
Services and Supplies	2,046,399	1,724,383	1,710,185	1,856,977	1,807,570	83,187
Other Charges	(181,380)	(154,000)	(154,000)	(154,000)	(154,000)	0
Capital Assets	272,956	0	89,198	0	0	0
Other Financing Uses	625,000	0	0	0	0	0
Subtotal	\$8,119,268	\$7,444,033	\$7,794,033	\$8,264,420	\$8,194,635	750,602

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	318,114	272,596	272,596	310,000	310,000	37,404
Fines, Forfeitures, and Penalties	6,377	10,000	10,000	10,000	10,000	0
Intergovernmental Revenues	4,362,594	3,702,548	4,052,548	4,389,578	4,389,578	687,030
Charges for Services	945,849	713,932	713,932	742,000	742,000	28,068
Miscellaneous Revenues	4,664	3,000	3,000	1,100	1,100	(1,900)
Subtotal	\$5,637,599	\$4,702,076	\$5,052,076	\$5,452,678	\$5,452,678	750,602
General Fund Contributions	\$2,481,669	\$2,741,957	\$2,741,957	\$2,811,742	\$2,741,957	0
Total Source of Funds	\$8,119,268	\$7,444,033	\$7,794,033	\$8,264,420	\$8,194,635	750,602

## 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.

## Prior Year Accomplishments

PLANT QUARANTINE AND PEST DETECTION (FY 2009-10 estimated): First complete year for the Phytosanitary Certification and Tracking System (PCIT) which automated the issuance of certificates. Issued 14,792 Phytosanitary Certificates facilitating export of County products. Of those 5,339 were related to Light Brown Apple Moth. Inspected 4,070 high risk incoming plant shipments for pests and disease, rejecting 69 shipments. Inspected 1,912 incoming Glassy- Winged Sharp Shooters shipments. Placed and maintained 3,337 pest detection traps. Sampled 759 lots of lettuce seed for Lettuce Mosaic Virus. Disseminated biological control agents from nursery sites to pest populations.

PESTICIDE USE ENFORCEMENT (FY 2009-10 data): Performed 1297 monitoring inspections. Issued 680 restricted material permits. Reviewed 16,669 notices of intent. Completed 20 human

effects investigations. Conducted 90 outreach sessions to 2,446 attendees. Levied 10 agricultural civil penalties.

WEIGHTS AND MEASURES ENFORCEMENT (FY 2009-10 data): Performed 6,012 device inspections. Performed Quality Control inspections at 112 locations. Sampled 20 locations for Petroleum Product Quality. Audited 13 Weighmaster locations. Responded to 37 consumer complaints.

**Budget Year Goals**

Focus on phytosanitary certification activities facilitating trade with other states and countries, especially related to emerging pest issues.

Monitor issues related to food safety and water quality and collaborate with stakeholders, other departments and agencies as appropriate.

Emphasis on training and retention efforts for all positions to maintain core services levels.

Focus pesticide resources on fumigants, particularly methyl iodide, and related issues.

Respond appropriately to emerging and ongoing pest exclusion and quarantine activities, particularly those related to the Light Brown Apple Moth, Glassy-Winged Sharpshooter, European Grapevine Moth, Asian Citrus Psyllid and preventing introduction of other exotic insects, pests and diseases.

As resources allow, continue collaboration with other departments and agencies on education and outreach related to resource conservation issues (such as erosion) and water quality in concert with our pesticide use enforcement efforts.

Focus limited available resources through our Monterey County Weed Management Area to work cooperatively on the control of noxious weeds in the County and coordinate efforts of, and obtain funding for, weed management efforts. Collaborate specifically with Parks and Water Resources on weeds and other pests of mutual interest, as resources allow.

Increase protection of the County's residents, businesses and visitors through fair and equitable enforcement of weights and measures laws, and the adoption of a price verification scanner ordinance.

Support of the Board's Agricultural Advisory Committee; and, collaborate with the Resource Management Agency on land use issues.

**Adopted 2011 to Recommended 2012 Positions**

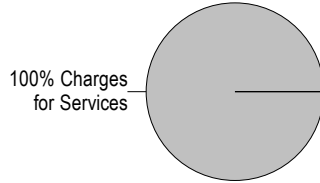
Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
11A02	AGRICULTURAL COMMISSIONER	1.0	1.0	0.00
12C01	ASSISTANT AGRICULTURAL COMMISSIONER	1.0	1.0	0.00
14B32	SENIOR PERSONNEL ANALYST	1.0	1.0	0.00
14C31	MANAGEMENT ANALYST III	1.0	1.0	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	2.0	2.0	0.00
16G25	GIS ANALYST III	1.0	1.0	0.00
20B95	FINANCE MANAGER I	1.0	1.0	0.00
30G22	WEIGHTS/MEASURES INSPECTOR III	4.0	4.0	0.00
30N22	AGRICULTURAL INSPECTOR/BIOLOGIST III	24.0	25.0	1.00
30N50	STAFF BIOLOGIST	1.0	1.0	0.00
30N80	DEPUTY AGRICULTURAL COMMISSIONER	6.0	6.0	0.00
30N81	CHIEF DEPUTY AGRICULTURAL COMMISSIONER	2.0	2.0	0.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.0	1.0	0.00
43S11	SENIOR AGRICULTURAL AIDE	1.0	1.0	0.00
43S21	AGRICULTURAL AIDE	7.0	10.0	3.00
43T23	FARM ADVISOR ASSISTANT III	1.0	1.0	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.0	1.0	0.00
80E22	OFFICE ASSISTANT III	3.0	3.0	0.00
80G21	DATA ENTRY OPERATOR II	2.0	2.0	0.00
80J22	SENIOR ACCOUNT CLERK	2.0	2.0	0.00
80J30	ACCOUNTING TECHNICIAN	1.0	1.0	0.00
Total		64.0	68.0	4.00

Agricultural Commissioner

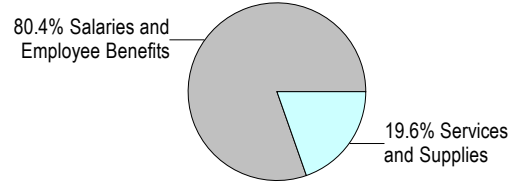
# Produce Inspection

(Unit 8002— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	392,351	982,877	782,626	893,135	864,143	(118,734)
Services and Supplies	241,423	138,296	249,880	215,978	211,145	72,849
Other Charges	164,393	0	0	0	0	0
Subtotal	\$798,168	\$1,121,173	\$1,032,506	\$1,109,113	\$1,075,288	(45,885)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	832,403	1,140,734	1,052,067	1,128,674	1,094,849	(45,885)
Subtotal	\$832,403	\$1,140,734	\$1,052,067	\$1,128,674	\$1,094,849	(45,885)
General Fund Contributions	(\$34,235)	(\$19,561)	(\$19,561)	(\$19,561)	(\$19,561)	0
Total Source of Funds	\$798,168	\$1,121,173	\$1,032,506	\$1,109,113	\$1,075,288	(45,885)

## Unit Description

The Produce Inspection Division conducts the industry-funded Head Lettuce Inspection Program, which pursuant to County Ordinance, requires that all head lettuce be inspected for minimum State quality standards.

Inspected all head lettuce produced in the County.

## Budget Year Goals

Continue existing service level of Head Lettuce Inspection Program and other fruit and vegetable standardization activities

## Prior Year Accomplishments

Eliminated positions in FY 2010-11.

## Adopted 2011 to Recommended 2012 Positions

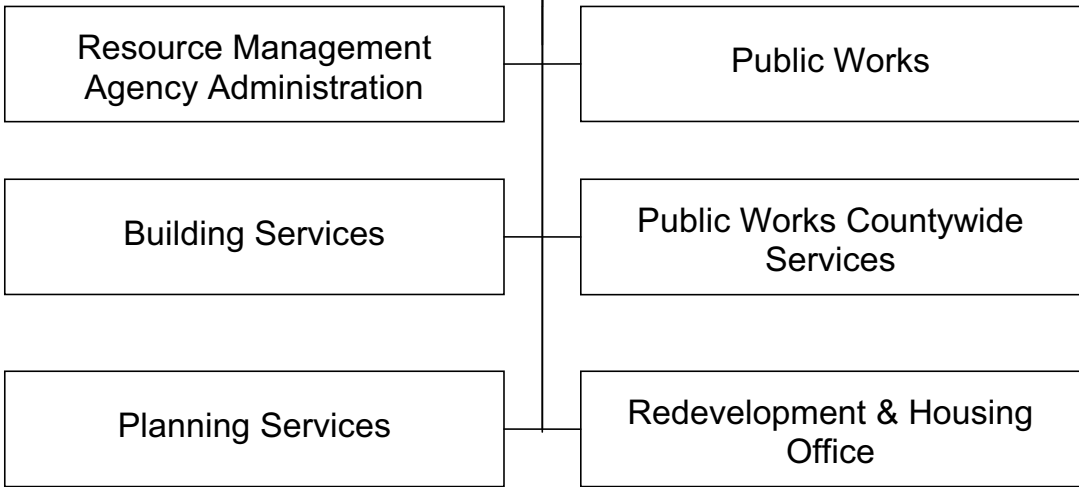
Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
30M21	PRODUCE INSPECTOR I	11.0	6.0	-5.00
30M22	PRODUCE INSPECTOR II	6.0	6.0	0.00
30M25	PRODUCE INSPECTOR III	3.0	3.0	0.00
30N22	AGRICULTURAL INSPECTOR/BIOLOGIST III	0.0	1.0	1.00
30N80	DEPUTY AGRICULTURAL COMMISSIONER	1.0	1.0	0.00
30N81	CHIEF DEPUTY AGRICULTURAL COMMISSIONER	1.0	1.0	0.00
80E22	OFFICE ASSISTANT III	1.0	1.0	0.00
Total		23.0	19.0	-4.00



# Resource Management Agency

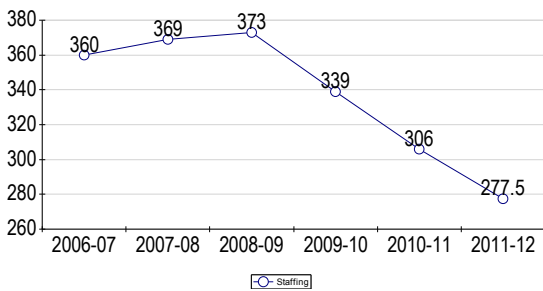
Operating Budget: \$96,707,964  
Positions (FTEs): 277.5

Gene Rogers  
Interim Director

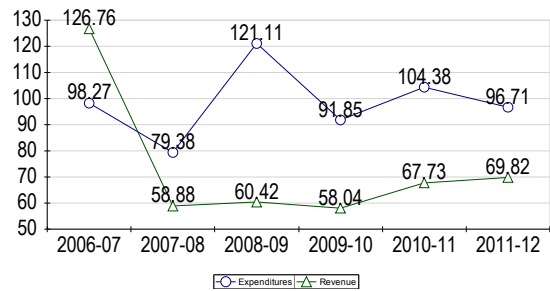


Resource Management Agency

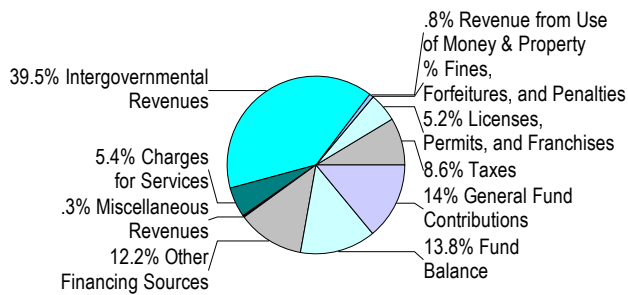
**Staffing Trends**



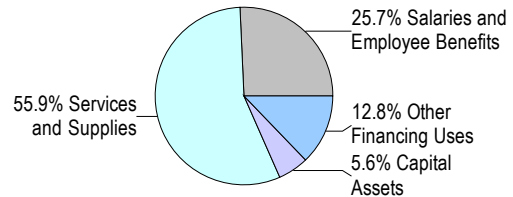
**Expenditure/Revenue History (in thousands)**



## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	28,126,221	29,508,605	28,672,980	31,047,392	29,087,154	(421,451)
Services and Supplies	33,857,385	72,388,457	60,716,354	76,458,070	63,170,476	(9,217,981)
Other Charges	(20,466,686)	(12,718,898)	(11,841,157)	(12,906,487)	(16,353,497)	(3,634,599)
Capital Assets	34,435,352	47,523,459	10,706,844	7,749,443	6,320,855	(41,202,604)
Other Financing Uses	15,894,934	17,430,581	16,123,151	13,142,976	14,482,976	(2,947,605)
Subtotal	\$91,847,207	\$154,132,204	\$104,378,172	\$115,491,394	\$96,707,964	(57,424,240)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Taxes	6,463,089	8,057,931	7,972,684	8,351,966	8,351,966	294,035
Licenses, Permits, and Franchises	3,991,392	4,326,228	5,557,580	5,067,863	5,067,863	741,635
Fines, Forfeitures, and Penalties	18,818	25,000	16,524	30,000	15,000	(10,000)
Revenue from Use of Money & Property	2,525,740	928,414	929,928	745,209	745,209	(183,205)
Intergovernmental Revenues	22,311,124	43,790,849	34,391,995	37,847,089	38,247,089	(5,543,760)
Charges for Services	6,151,483	5,116,410	4,645,802	5,270,115	5,270,115	153,705
Miscellaneous Revenues	359,081	131,134	842,521	314,106	314,106	182,972
Other Financing Sources	16,221,828	11,699,978	13,374,911	12,049,132	11,811,464	111,486
Subtotal	\$58,042,554	\$74,075,944	\$67,731,945	\$69,675,480	\$69,822,812	(4,253,132)
Cancellation of Reserve	217,464	826,639	826,639	826,639	826,639	0
Fund Balance	19,461,174	65,216,032	21,232,131	27,799,793	13,347,217	(51,868,815)
General Fund Contributions	\$14,343,479	\$14,013,589	\$14,587,457	\$17,189,482	\$12,711,296	(1,302,293)
Total Source of Funds	\$92,064,670	\$154,958,843	\$105,204,811	\$116,318,033	\$97,534,603	(57,424,240)

## Department Description

The Resource Management Agency (RMA) was created in Fiscal Year (FY) 2005-06 to optimize the County's delivery of land use related services. In FY 2006-07, the Agency began providing centralized direction of four departments/offices: Planning, Building Services, Public Works, and Redevelopment and Housing.

In FY 2010-11, the Board of Supervisors approved the formation of an Economic Development Department that will include the transition of the Redevelopment and Housing Office to this newly formed department. The Redevelopment and Housing Office is still budgeted as a part of the RMA and, therefore, the positions

and total expenditures budget are included. Total authorized positions for the Agency and its departments in FY 2011-12 will be 277.5 positions and expenditure budgets will be approximately \$96.7 million.

The Resource Management Agency is organized into the following operational areas: Resource Management Agency Administration, responsible for the administrative oversight and coordination of the Agency's divisions; Building Services, responsible for building permitting and inspection services as well as code enforcement; Planning Services, responsible for oversight of land use issues throughout the county; Public Works - Countywide Services, responsible for administering the County Service Districts and

County Service Areas; Public Works, responsible for a wide range of services including management of capital projects, fleet management and maintenance, facilities maintenance, and road and bridge operations and maintenance; and, Redevelopment and Housing Office, responsible for redevelopment efforts and housing programs throughout the county. Through the consolidation of these previously stand-alone departments, their respective missions and functions can be centrally directed and supported. This enables increased accountability, consolidated internal support structures and gained efficiencies to improve expected overall levels of service.

Board Strategic initiatives that the Resource Management Agency actively addresses: Plan and develop a sustainable physical infrastructure that improves the quality of life for County residents and supports economic development initiatives.

Promote the use of alternative energy sources and related best practices that benefit the environment.

More detailed information is provided at the operational area level.

### Summary of Recommendation

Summary of recommendations are presented at the operational area level.

### Budget Impacts

Budget impacts are presented at the operational area level.

### Prior Year Accomplishments

Current year accomplishments are presented at the operational area level.

### Budget Year Goals

Budget year goals are presented at the operational area level.

### Pending Issues

Pending issues are presented at the operational area level.

### Policy Considerations

Policy considerations are presented at the operational area level.

### Appropriation Expenditure Detail

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Building Services (RMA011)	5,339,001	3,611,164	4,682,132	4,492,890	3,922,460	311,296	001	3000_8170
Code Enforcement (RMA011)	(198)	1,260,017	1,301,875	1,286,309	1,286,309	26,292	001	3000_8171
Planning (RMA001)	5,670,622	5,704,281	5,717,897	7,682,269	5,224,565	(479,716)	001	3000_8172
Architectural Services (RMA003)	0	0	0	100,000	0	0	001	3000_8173
Capital Projects (RMA015)	16,453,181	27,568,469	4,814,686	6,479,332	4,141,436	(23,427,033)	404	3000_8174
Capital Projects (RMA014)	8,898,466	15,810,417	4,825,065	11,274,279	521,844	(15,288,573)	402	3000_8174
County Disposal Sites (RMA039)	143,824	482,645	579,645	279,375	279,375	(203,270)	001	3000_8175
Admin Facilities (RMA006)	3,108,425	3,403,954	3,366,643	3,695,353	2,979,859	(424,095)	001	3000_8176
Courier (RMA005)	61,877	4,591	2,628	2,193	(2,063)	(6,654)	001	3000_8177
Mail (RMA005)	7,801	0	380	392	(3,159)	(3,159)	001	3000_8178
Emergency (RMA006)	55,371	0	0	0	0	0	001	3000_8179
Routine (RMA006)	400,621	0	0	0	0	0	001	3000_8180
Grounds (RMA006)	450,908	490,308	492,517	517,531	504,995	14,687	001	3000_8181
Utilities (RMA006)	2,266,825	2,200,752	2,200,752	1,895,185	1,895,185	(305,567)	001	3000_8182
Real Property (RMA006)	149,191	145,209	149,191	122,827	120,738	(24,471)	001	3000_8183
Facilities Maintenance Projects (RMA004)	1,949,781	2,876,819	1,928,000	5,122,810	4,606,899	1,730,080	401	3000_8184
Fleet Administration (RMA007)	713,672	(88,317)	40,020	115,872	0	88,317	001	3000_8185
Fuel (RMA007)	378,138	0	0	0	0	0	001	3000_8186
Rental Pool (RMA007)	(8,836)	0	0	0	0	0	001	3000_8187
Shuttle (RMA007)	88,989	133,801	141,695	281,903	123,879	(9,922)	001	3000_8188
Stores (RMA007)	379,953	0	0	0	0	0	001	3000_8189
Vehicle Replacement Program (RMA008)	401,476	826,639	826,639	826,639	826,639	0	001	3000_8190
Vehicle Rental Program (RMA009)	0	0	0	0	0	0	001	3000_8191
Heavy Unit (RMA007)	601,980	0	0	0	0	0	001	3000_8192
Light Unit (RMA007)	(1,549,852)	0	0	0	0	0	001	3000_8193

**Appropriation Expenditure Detail**

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Litter & Environmental Control (RMA002)	1,014,859	613,793	613,793	565,678	565,678	(48,115)	001	3000_8194
Roads & Bridges (RMA012)	24,376,956	47,060,843	36,266,013	39,388,720	38,942,386	(8,118,457)	002	3000_8195
Development Services (RMA010)	402,406	677,456	677,456	844,374	619,374	(58,082)	001	3000_8196
County Sanitation District (RMA091)	38,750	38,300	37,400	37,400	37,400	(900)	306	3000_8197
County Sanitation District (RMA041)	228,558	360,832	195,189	262,025	262,025	(98,807)	152	3000_8197
County Sanitation District (RMA046)	1,142,070	3,289,866	2,445,735	88,400	88,400	(3,201,466)	157	3000_8197
County Sanitation District (RMA040)	997,324	1,137,473	1,094,416	1,013,075	1,013,075	(124,398)	151	3000_8197
County Sanitation District (RMA045)	163,080	186,730	155,743	125,560	125,560	(61,170)	156	3000_8197
County Sanitation District (RMA092)	33,300	33,450	32,550	32,550	32,550	(900)	309	3000_8197
County Sanitation District (RMA093)	34,450	34,450	34,400	34,400	34,400	(50)	310	3000_8197
County Sanitation District (RMA043)	0	15,772	56	116	116	(15,656)	154	3000_8197
County Sanitation District (RMA096)	0	0	0	0	0	0	305	3000_8197
County Service Areas (RMA048)	19,743	141,158	29,880	37,355	37,355	(103,803)	052	3000_8198
County Service Areas (RMA053)	4,059	46,263	8,320	48,865	48,865	2,602	057	3000_8198
County Service Areas (RMA055)	3,868	19,109	4,805	6,940	6,940	(12,169)	059	3000_8198
County Service Areas (RMA056)	2,181	70,577	6,315	15,115	15,115	(55,462)	060	3000_8198
County Service Areas (RMA063)	15,001	20,850	4,235	2,840	2,840	(18,010)	067	3000_8198
County Service Areas (RMA064)	75	7,081	0	1,960	1,960	(5,121)	068	3000_8198
County Service Areas (RMA068)	12,288	55,336	30,740	38,915	38,915	(16,421)	072	3000_8198
County Service Areas (RMA071)	10,246	57,093	10,905	21,215	21,215	(35,878)	075	3000_8198
County Service Areas (RMA074)	5,306	48,386	5,170	15,145	15,145	(33,241)	078	3000_8198
County Service Areas (RMA077)	13	8,096	40	1,369	1,369	(6,727)	081	3000_8198
County Service Areas (RMA081)	1,106	15,726	1,181	3,396	3,396	(12,330)	085	3000_8198
County Service Areas (RMA084)	8,516	469,275	9,216	104,290	104,290	(364,985)	088	3000_8198
County Service Areas (RMA057)	137	34,713	235	6,520	6,520	(28,193)	061	3000_8198
County Service Areas (RMA059)	1,667	19,635	1,785	4,290	4,290	(15,345)	063	3000_8198
County Service Areas (RMA062)	5,533	29,731	6,085	8,585	8,585	(21,146)	066	3000_8198
County Service Areas (RMA067)	37	15,055	70	2,380	2,380	(12,675)	071	3000_8198
County Service Areas (RMA075)	170	28,407	175	6,050	6,050	(22,357)	079	3000_8198
County Service Areas (RMA078)	90	34,018	95	7,275	7,275	(26,743)	082	3000_8198
County Service Areas (RMA082)	113	53,643	132	11,528	11,528	(42,115)	086	3000_8198
County Service Areas (RMA085)	26	17,402	50	2,920	2,920	(14,482)	089	3000_8198
County Service Areas (RMA088)	80,308	104,616	80,323	82,277	82,277	(22,339)	093	3000_8198
County Service Areas (RMA047)	3,904	77,169	3,820	24,860	24,860	(52,309)	051	3000_8198
County Service Areas (RMA049)	54	155,636	200	2,000	2,000	(153,636)	053	3000_8198
County Service Areas (RMA061)	17	9,965	50	1,645	1,645	(8,320)	065	3000_8198
County Service Areas (RMA066)	12	3,044	37	1,095	1,095	(1,949)	070	3000_8198
County Service Areas (RMA072)	9,340	63,793	9,520	20,590	20,590	(43,203)	076	3000_8198
County Service Areas (RMA079)	123	45,810	185	10,585	10,585	(35,225)	083	3000_8198
County Service Areas (RMA086)	54	1,331	75	21	21	(1,310)	090	3000_8198
County Service Areas (RMA051)	(3)	0	0	0	0	0	055	3000_8198
County Service Areas (RMA052)	161,463	213,797	178,880	138,285	138,285	(75,512)	056	3000_8198
County Service Areas (RMA054)	15	5,625	45	690	690	(4,935)	058	3000_8198
County Service Areas (RMA058)	2,086	89,411	241,715	35,545	35,545	(53,866)	062	3000_8198
County Service Areas (RMA060)	16	10,962	40	1,595	1,595	(9,367)	064	3000_8198
County Service Areas (RMA065)	6,316	22,365	6,510	8,930	8,930	(13,435)	069	3000_8198
County Service Areas (RMA069)	2,244	27,761	66,435	6,155	6,155	(21,606)	073	3000_8198

## Appropriation Expenditure Detail

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
County Service Areas (RMA070)	20,181	74,413	28,910	27,435	27,435	(46,978)	074	3000_8198
County Service Areas (RMA073)	20,039	530,927	344,075	120,496	120,496	(410,431)	077	3000_8198
County Service Areas (RMA076)	220	27,204	7,650	8,497	8,497	(18,707)	080	3000_8198
County Service Areas (RMA080)	31	12,326	55	1,440	1,440	(10,886)	084	3000_8198
County Service Areas (RMA083)	4,327	51,069	12,726	17,555	17,555	(33,514)	087	3000_8198
County Service Areas (RMA087)	4,066	64,221	4,301	15,725	15,725	(48,496)	091	3000_8198
County Service Areas (RMA090)	15,754	17,500	15,893	15,893	15,893	(1,607)	312	3000_8198
Community Development Reuse (RMA019)	155,711	2,351,064	1,848,464	2,278,125	2,278,125	(72,939)	013	3000_8199
Community Development Grant (RMA018)	2,617,423	35,000	2,127,052	2,451,474	2,451,474	2,416,474	013	3000_8200
FORA/ EG PFA/ CSD (RMA017)	42,003	47,000	47,000	47,000	47,000	0	015	3000_8201
Boronda HS-A (RMA035)	191,164	2,834,720	1,365,013	2,297,148	2,297,148	(537,572)	176	3000_8202
Castro/Paj HS-A (RMA034)	2,193,378	2,934,958	885,579	1,253,779	1,253,779	(1,681,179)	175	3000_8203
E Garrison HS-A (RMA037)	8,626	201,715	50,128	525,465	525,465	323,750	178	3000_8205
Fort Ord HS-A (RMA036)	71,403	358,299	46,875	63,648	63,648	(294,651)	177	3000_8206
Inclusionary Housing (RMA038)	159,731	344,813	413,245	163,248	163,248	(181,565)	009	3000_8208
Boronda Capital Fund (RMA031)	1,339,880	7,628,297	7,540,145	3,008,316	3,008,316	(4,619,981)	172	3000_8209
Castro/Paj Capital Fund (RMA030)	2,764,741	8,306,224	7,001,442	6,146,192	6,146,192	(2,160,032)	171	3000_8210
E Garrison Capital Fund (RMA033)	180,033	386,026	764,887	592,633	592,633	206,607	174	3000_8212
Ft Ord Capital Fund (RMA032)	650,110	298,707	612,630	498,299	498,299	199,592	173	3000_8213
Boronda Debt Service (RMA023)	2,364,211	2,556,000	2,556,000	2,648,968	2,648,968	92,968	272	3000_8215
Castro/Paj Debt Service (RMA022)	3,193,801	4,111,000	4,111,000	4,360,831	4,360,831	249,831	271	3000_8216
E Garrison Debt Service (RMA025)	580,932	645,000	646,670	773,000	773,000	128,000	274	3000_8218
Ft Ord Debt Service (RMA024)	19,889	30,000	30,000	60,000	60,000	30,000	273	3000_8219
RHO Admin (RMA016)	(24)	0	0	583,204	226,700	226,700	001	3000_8221
RMA Admin (RMA013)	275,075	262,168	409,029	284,340	274,946	12,778	001	3000_8222
2001 COP (RMA089)	0	0	0	0	0	0	404	3000_8271
San Jerardo Filtration (RMA095)	225,406	121,000	179,618	0	0	(121,000)	157	3000_8300
Subtotal	\$91,847,207	\$154,132,204	\$104,378,172	\$115,491,394	\$96,707,964	(57,424,240)		

Resource Management Agency

## Crosswalk - Advantage Appropriation to AFIN Budget Unit

Advantage				AFIN	
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
(RMA001)	Planning Services	293	Planning	001	General
(RMA002)	Litter Control	298	Litter Control	001	General
(RMA003)	Architectural Services	165	Architectural Services	001	General
(RMA004)	Facilities Maintenance Projects	166	Facilities Maintenance Projs.	009	Facilities Maintenance Projs.
(RMA006)	Facilities Services	106	Facilities Mgmt & Mail Srvc	001	General
(RMA005)	Courier & Mail Services	106	Facilities Mgmt & Mail Srvc	001	General
(RMA007)	Fleet Services	109	Fleet Management	001	General
(RMA008)	Vehicle Lease Program	107	Vehicle Replacement	001	General
(RMA009)	Vehicle Rental Program	107	Vehicle Replacement	001	General
(RMA010)	Surveyor	199	Surveyor	001	General
(RMA011)	Building Services	299	Building Services	001	General
(RMA012)	Roads & Bridges	300	Public Works	002	Road Fund
(RMA013)	RMA Administration	194	Resource Management Agency	001	General
(RMA014)	Capital Projects	173	Capital Project Fund	010	Capital Projects Fund
(RMA015)	2007 Refund Construction	174	2007 Refund Constr Fund	030	Facility Master Plan

**Crosswalk - Advantage Appropriation to AFIN Budget Unit**

Advantage		AFIN			
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
(RMA016)	RHO Administration	294	Housing and Redevelopment	001	General
(RMA017)	Fort Ord Reuse	184	Fort Ord	018	Fort Ord
(RMA018)	Community Development Grant	575	Community Development Grant	016	Community Development Fund
(RMA019)	Community Development Reuse	574	Community Development Reuse	016	Community Development Fund
(RMA020)	Castroville Debt Service	941	Mo Co Redev - Castroville	020	RDA DS Fnd Castroville Pajaro
(RMA021)	Pajaro Debt Service	942	Mo Co Redevelopment - Pajaro	020	RDA DS Fnd Castroville Pajaro
(RMA022)	Castroville / Pajaro Debt Service	943	Redevelopment Project Area	020	RDA DS Fnd Castroville Pajaro
(RMA023)	Boronda Debt Service	943	Redevelopment Project Area	021	RDA DS Fnd Boronda
(RMA024)	Ft Ord Debt Service	943	Redevelopment Project Area	022	RDA DS Fnd Fort Ord
(RMA025)	East Garrison Debt Service	943	Redevelopment Project Area	024	RDA DS Fnd East Garrison
(RMA026)	Castroville Capital Fund	941	Mo Co Redev - Castroville	400	Castroville-Pajaro Redev Project
(RMA027)	Castroville Housing Set-Aside	941	Mo Co Redev - Castroville	405	Castroville-Pajaro Housing Set-Aside
(RMA028)	Pajaro Capital Fund	942	Mo Co Redevelopment - Pajaro	400	Castroville-Pajaro Redev Project
(RMA029)	Pajaro Housing Set-Aside	942	Mo Co Redevelopment - Pajaro	405	Castroville-Pajaro Housing Set-Aside
(RMA030)	Castroville / Pajaro Capital Fund	943	Redevelopment Project Area	400	Castroville-Pajaro Redev Project
(RMA031)	Boronda Capital Fund	943	Redevelopment Project Area	401	Boronda Redev Project
(RMA032)	Ft Ord Capital Fund	943	Redevelopment Project Area	403	Ft. Ord Redev Project
(RMA033)	East Garrison Capital Fund	943	Redevelopment Project Area	404	East Garrison Redev
(RMA034)	Castroville / Pajaro Housing Set-Aside	943	Redevelopment Project Area	405	Castroville-Pajaro Housing Set-Aside
(RMA035)	Boronda Housing Set-Aside	943	Redevelopment Project Area	406	Boronda Housing Set-Aside
(RMA036)	Ft Ord Housing Set-Aside	943	Redevelopment Project Area	407	Ft. Ord Housing Set-Aside
(RMA037)	East Garrison Housing Set-Aside	943	Redevelopment Project Area	408	East Garrison Housing Set-Aside
(RMA038)	Inclusionary Housing	287	Inclusionary Housing	011	Inclusionary Housing
(RMA039)	County Disposal Sites	425	County Disposal Sites	001	General
(RMA040)	Pajaro Co Sanitation District	910	Public Work Managed Districts	382	Pajaro Co Sanitation District
(RMA041)	Moss Landing Co Sanitation District	910	Public Work Managed Districts	386	Moss Landing Co Sanitation
(RMA042)	Carmel Valley San Zone # 1 District	910	Public Work Managed Districts	388	Carmel Valley San Zone #1 Dst
(RMA043)	Carmel Valley San Zone # 2 District	910	Public Work Managed Districts	389	Carmel Valley San Zone #2 Dst
(RMA044)	Carmel Valley San Zone # 3 District	910	Public Work Managed Districts	390	Carmel Valley San Zone #3 Dst
(RMA045)	Boronda County Sanitation District	910	Public Work Managed Districts	392	Boronda Co Sanitation Dist
(RMA046)	Boronda CSD - Zone 2 - San Jerardo	910	Public Work Managed Districts	393	Boronda Co Sanitation Dist - San Jerardo
(RMA047)	CSA #1 Carmel Point	910	Public Work Managed Districts	101	CSA #1 Carmel Point
(RMA048)	CSA #9 Oak Park	910	Public Work Managed Districts	109	CSA #9 Oak Park
(RMA049)	CSA #10 Laguna Seca Ranch	910	Public Work Managed Districts	110	CSA #10 Laguna Seca Ranch
(RMA050)	CSA #14 Moro Cojo	910	Public Work Managed Districts	113	CSA #14 Moro Cojo
(RMA051)	CSA #14 Castroville	910	Public Work Managed Districts	114	CSA #14 Castroville
(RMA052)	CSA #15 Serra Vllge, Toro Park	910	Public Work Managed Districts	115	CSA #15 Serr Vllge, Toro Park
(RMA053)	CSA #17 Rancho Terra Grande	910	Public Work Managed Districts	117	CSA #17 Rancho Terra Grande
(RMA054)	CSA #19 Carmel Meadows	910	Public Work Managed Districts	119	CSA #19 Carmel Meadows
(RMA055)	CSA #20 Royal Estates	910	Public Work Managed Districts	120	CSA #20 Royal Estates
(RMA056)	CSA #23 Carmel Rancho	910	Public Work Managed Districts	123	CSA #23 Carmel Rancho
(RMA057)	CSA #24 Pedrazzi Subdivision	910	Public Work Managed Districts	124	CSA #24 Pedrazzi Subdivision

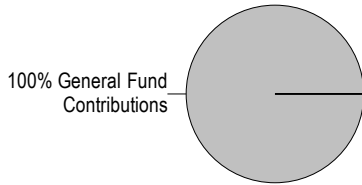
**Crosswalk - Advantage Appropriation to AFIN Budget Unit**

Advantage				AFIN	
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
(RMA058)	CSA #25 Carmel Valley Country Club	910	Public Work Managed Districts	125	CSA #25 Carmel V Country Club
(RMA059)	CSA #26 New Moss Landing Hgts	910	Public Work Managed Districts	126	CSA #26 New Moss Landing Hgts
(RMA060)	CSA #30 Rancho Mar Monte	910	Public Work Managed Districts	130	CSA #30 Rancho Mar Monte
(RMA061)	CSA #31 Aromas Hills	910	Public Work Managed Districts	131	CSA #31 Aromas Hills
(RMA062)	CSA #32 Green Valley Acres	910	Public Work Managed Districts	132	CSA #32 Green Valley Acres
(RMA063)	CSA #33 Coast Ridge Subdivisn	910	Public Work Managed Districts	133	CSA #33 Coast Ridge Subdivisn
(RMA064)	CSA #34 Rancho Rio Vista	910	Public Work Managed Districts	134	CSA #34 Rancho Rio Vista
(RMA065)	CSA #35 Paradise Park	910	Public Work Managed Districts	135	CSA #35 Paradise Park
(RMA066)	CSA #37 Colonial Oak Estates	910	Public Work Managed Districts	137	CSA #37 Colonial Oak Estates
(RMA067)	CSA #38 Paradise Lake Estates	910	Public Work Managed Districts	138	CSA #38 Paradise Lake Estates
(RMA068)	CSA #41 Gabilan Acres	910	Public Work Managed Districts	141	CSA #41 Gabilan Acres
(RMA069)	CSA #44 Corral De Tierra	910	Public Work Managed Districts	144	CSA #44 Corral de Tierra Oaks
(RMA070)	CSA #45 Oak Hills	910	Public Work Managed Districts	145	CSA #45 Oak Hills
(RMA071)	CSA #45-Oak Hills - Open Space	910	Public Work Managed Districts	146	CSA #46 Oak Hills -Open Space
(RMA072)	CSA #47 Carmel Views	910	Public Work Managed Districts	147	CSA #47 Carmel Views
(RMA073)	CSA #50 Rioway Track	910	Public Work Managed Districts	150	CSA #50 Rioway Track
(RMA074)	CSA #51 High Meadow	910	Public Work Managed Districts	151	CSA #51 High Meadow
(RMA075)	CSA #52 Cerro Del Oso	910	Public Work Managed Districts	152	CSA #52 Cerro del Oso
(RMA076)	CSA #53 Arroyo Seco	910	Public Work Managed Districts	153	CSA #53 Arroyo Seco
(RMA077)	CSA #54 Manzanita	910	Public Work Managed Districts	154	CSA #54 Manzanita
(RMA078)	CSA #55 Buena Vista Del Sol	910	Public Work Managed Districts	155	CSA #55 Buena Vista del Sol
(RMA079)	CSA #56 Del Mesa Carmel	910	Public Work Managed Districts	156	CSA #56 Del Mesa Carmel
(RMA080)	CSA #57 Los Tulares	910	Public Work Managed Districts	157	CSA #57 Los Tulares
(RMA081)	CSA #58 Vista Corado	910	Public Work Managed Districts	158	CSA #58 Vista Corado
(RMA082)	CSA #62 Rancho Del Monte	910	Public Work Managed Districts	162	CSA #62 Rancho del Monte
(RMA083)	CSA #66 Oak Tree Views	910	Public Work Managed Districts	166	CSA #66 Loma Vista
(RMA084)	CSA #67 Corral De Tierra Oaks	910	Public Work Managed Districts	167	CSA #67 Corral de Tierra Oaks
(RMA085)	CSA #68 Vierra Canyon	910	Public Work Managed Districts	168	CSA #68 Vierra Canyon
(RMA086)	CSA #69 Ralph Lane	910	Public Work Managed Districts	169	CSA #69 Ralph Lane
(RMA087)	CSA #72 Las Palmas Ranch	910	Public Work Managed Districts	172	CSA #72 Las Palmas Ranch
(RMA088)	CSA #75 Chualar Consolidated	910	Public Work Managed Districts	175	CSA #75 Chualar Consolidated
(RMA089)	2001 Certificates of Participation	172	Facilities Master Plan Impl	030	Facility Master Plan

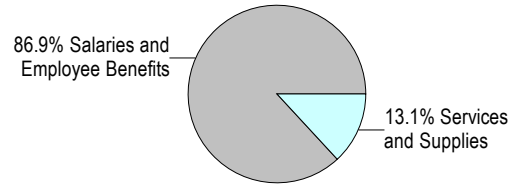
Resource Management Agency

# RMA Administration

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	3,542,944	3,564,028	3,616,117	3,244,453	3,225,966	(338,062)
Services and Supplies	670,036	516,794	670,184	479,021	488,114	(28,680)
Other Charges	(3,712,500)	(3,697,654)	(3,697,654)	(3,439,134)	(3,439,134)	258,520
Subtotal	\$500,481	\$383,168	\$588,647	\$284,340	\$274,946	(108,222)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	1,186	0	0	0	0	0
Other Financing Sources	351,000	0	179,618	0	0	0
Subtotal	\$352,186	\$0	\$179,618	\$0	\$0	0
General Fund Contributions	\$273,889	\$262,168	\$409,029	\$284,340	\$274,946	12,778
Total Source of Funds	\$626,075	\$262,168	\$588,647	\$284,340	\$274,946	12,778

## Unit Description

This unit provides the executive direction, oversight, coordination and centralized administrative and financial staff support of the operational areas within the Resource Management Agency (RMA).

transfer of a Management Analyst III position from RMA Administration to Building Services. Other significant changes include increases to Services and Supplies of \$92,320; and a net decrease of \$258,520 in support charges to other RMA groups for services rendered by RMA Administration staff.

## Summary of Recommendation

The FY 2011-12 Recommended Budget for RMA Administration (Unit 8222) includes \$3,225,966 in Salaries and Benefits and \$488,114 in Services and Supplies. Most budget expenditures will be charged back to the various agency budgets by Intra/Inter Fund Transfers (\$3,439,134) for services provided. This will leave a General Fund Contribution of \$274,946. Consolidation of effort, centralized focus, and improved coordination of the Agency units and the centralization of the administrative and financial support services will increase the efficiency and effectiveness of providing services to the citizens of Monterey County.

## Budget Impacts

The RMA Administration unit has taken a significant reduction in the FY 2011-12 budget year. Several retirements in key positions in FY 2010-11 have resulted in a loss in institutional knowledge and an increase in workload. This was compounded by a reduction in operating funds totaling \$258,520 and increases in benefits, workers compensation, and internal service department charges. In order to offset these increases four funded positions were eliminated from the RMA Administration unit.

The significant changes between FY 2010-11 and FY 2011-12 include an overall reduction in Salaries and Benefits of \$338,062 as a result of the elimination of funded positions including an Associate Personnel Analyst, a Personnel Analyst - Confidential, and two Finance Manager I positions, as well as one unfunded Department Information Systems Coordinator position and the

## Prior Year Accomplishments

INTERAGENCY PROJECTS: Projects that received special handling included property negotiations with and/or proposals by the City of Salinas, developers, private property owners and non-profits; analysis of significant capital issues, coordination of the Five-Year Capital Improvement Plan; Government Center employee parking; interdepartmental planning efforts and the processing of difficult developments; early implementation of the



provisions of AB 32; participation in the AMBAG Blueprint for Growth; and development of a preliminary climate change strategic plan.

**EMPLOYEE DEVELOPMENT:** Planning and Building Services completed an 11-week Customer Service Academy facilitated by Merced Community College; employees in RMA completed various Target Safety classes including Workplace Violence, Ergonomics, and other specific safety training based on job classification; and, employees completed the County ITD Security Awareness Training class. Sixty percent of the confirmed Career Development Program (CDP) participants updated their plans and goals for the year, and sixteen (16) employees have applied and are awaiting approval for CDP participation.

**OMBUDSPERSON SERVICES:** The RMA Ombudsperson continued to facilitate quick, fair and effective services to members of the public and to the members of the Board of Supervisors. Many of these cases resulted in a higher level of service and customer satisfaction than what may otherwise have occurred. The number of cases handled through the third quarter of the current fiscal year is 87. Ninety-seven percent of the cases have been resolved. The Ombudsperson also analyzes systemic issues within the RMA and makes recommendations to improve processes and services.

**ADMINISTRATION STAFFING:** The Administrative Staffing unit updated job specifications and conducted effective selection processes to hire the best qualified employees. Staff administered Bilingual Test Certification to Spanish speakers and monitored program for appropriate levels of staff to provide translation services for the RMA departments.

**ADMINISTRATION EMPLOYEE RELATIONS:** The Employee Relations unit continued to monitor departmental progress in completing employee performance appraisals and provided on-going assistance to supervisors/managers in the development and monitoring of employee Performance Improvement Plans. Staff continues to assist departmental managers in the area of performance management and work in conjunction with supervisors/managers in the preparation of disciplinary actions, response to Union grievances and in participation of grievance/disciplinary arbitrations.

**ADMINISTRATION PAYROLL AND PERSONNEL TRANSACTIONS:** The Payroll and Personnel Transaction unit continues to receive high customer satisfaction with payroll timeliness and error free work. The unit has effectively transitioned to the new County HR Advantage payroll system. The unit developed and delivered Employee Self Services training for RMA employees and continues to provide information and on-going support for employees requesting various types of leave.

**ADMINISTRATION EMPLOYEE HEALTH AND SAFETY:** Through the efforts of the Health and Safety unit, Public Works employees have received First Responder Awareness (FRA) and First Responder Operations training. Target Safety curriculum has been established and courses designated by job classification. All RMA Worker Compensation claims have been processed and maintained through the collaborative effort with Liberty Mutual, Risk Management, and other vendors. In performance standards, all employees received worker compensation information within 24 hours of injury.

**ADMINISTRATION CONTRACTS:** The Contracts unit handles the request for proposals and request for qualifications from outside contractors and consultants. The unit updated the system that identifies and obtains conflict of interest statements from appropriate contracting consultants and successfully streamlined the agreement and amendment process.

**ADMINISTRATION INFORMATION TECHNOLOGY:** The Information Technology unit successfully completed GIS/Mapping projects such as identification of all private and public roads in Monterey County; mapping of all sewer lines and manholes in the county and development of Public Works Storm Water GIS layer; and, finalized all GPU5 layers including Land Use, Rural Centers, Community Areas, etc. The unit fully implemented the functionality of Accela Mobile Office, Accela GIS and Accela Citizen Access modules and throughout the fiscal year Accela automation issues were resolved and enhancements applied. The unit streamlined and trained staff on effectively utilizing the Q-matic Permit Center queue system. Upgraded servers and applications such as the Wincams server (RMA Cost Accounting system), Public Works Government Center Badge System, Public Works Development application (Plan-It) and Public Works Fleet Division applications (FA Suite).

**FINANCE:** Current year accomplishments for the finance organization include: successfully closed FY 2009-10 below the General Fund Contribution allocated to the Agency, as well as closed out all financial data in accordance with the Auditor-Controller's Office closing schedule; meeting all the major deadlines set by the CAO Budget and Analysis Office for the upcoming fiscal year budget development; produce supporting documentation to outside auditors on several audits including the annual Pajaro County Sanitation District, annual Road Report, CalTrans Indirect Rate Cost Propoal for FY 2009-10 and FY 2010-11, and 5-Year Road Fund audits with no material findings; continued to create tools for tracking expenditures and revenues in support of RMA division operations; created grant billings with accompanying documentation for the San Jerardo Water project; maintained detailed accounting of contractor expenditures for the completion of the North Wing project; and processed all payables and receivables in accordance with Auditor-Controller and Contracts-Purchasing guidelines and procedures.

### **Budget Year Goals**

**INTERAGENCY PROJECTS:** Successful completion of all special handling projects including difficult development applications, complex property negotiations, and significant capital issues. These projects include initiation of General Plan Implementation; completion of a Government Operations Climate Action Plan; processing remaining longstanding subdivision applications to completion; participation in Phase 2 of the Association of Monterey Bay Area Governments (AMBAG) Blueprint for Growth interagency process; completion of a Draft Community-Climate Action Plan; coordination of an inter-jurisdictional stakeholder Carbon Diet Challenge; continued coordination of staff support for the Alternative Energy and Environment Committee; collaboration with jurisdictions in the Salinas Valley to implement renewable energy initiatives; and interagency coordination and implementation of the Stormwater Management program including options for funding.

**RMA INTERDEPARTMENTAL FISCAL INITIATIVES:** Review current process for assessing and collecting customer fees. Examine opportunities for collection of additional fees for

unfunded mandates. Improve interagency coordination regarding estimating and collecting fees. Enhance agency efforts to identify, seek and obtain public and private grants.

**EMPLOYEE DEVELOPMENT:** Successful completion of the Leadership Academy by all of the Agency's supervisors and managers; achievement of performance targets for Career Development Plans, mandatory training requirements, and Employee Morale Survey results.

**ADMINISTRATION STAFFING:** Continue to work with the RMA units in the timely delivery of recruitment and selection processes while updating the job class specifications. Develop the bilingual certification RMA guidelines. Make recommendations for improvement as turnover trends and systemic problems are identified.

**ADMINISTRATION EMPLOYEE RELATIONS:** Provide assistance to supervisors and managers in the completion of performance appraisals. Develop and provide training on writing Performance Improvement Plans. Continue to assist in performance management issues.

**ADMINISTRATION PAYROLL AND PERSONNEL TRANSACTIONS:** Develop and deliver training for new employees for the Employee Self Service system. Update personnel files to conform to current legal standards. Prior to open enrollment, develop and deliver information on employee benefits. Develop new time management procedures that conform to the new automated system.

**ADMINISTRATION EMPLOYEE HEALTH AND SAFETY:** Review and distribute the RMA IIPP and re-implement the Safety Committee and Accident Review. Continue to facilitate and/or provide relevant safety training for RMA employees.

**ADMINISTRATION CONTRACTS ADMINISTRATION:** Continue to support and coordinate with project managers and accounting staff for appropriate monitoring of professional service agreement terms and funding. Continue staff cross-training and expand knowledge by attending technical contract classes.

**FINANCE:** Continue to explore cost allocating functionality within the County's newly implemented financial system Advantage; continue to implement standardized/streamlined processes in accounts payable and cash receipts based on the Process Improvement Team recommendations; and continue to automate work products to maximize efficiency, improve accuracy, and streamline reporting by reducing manual tasks and entry.

---

**Pending Issues**

Completion of tasks regarding compliance with AB 32 (Global Warming Solutions Act) and related General Plan implementation tasks will require policy considerations by the Board regarding the pace of program adoption.

---

**Policy Considerations**

There are no policy considerations.

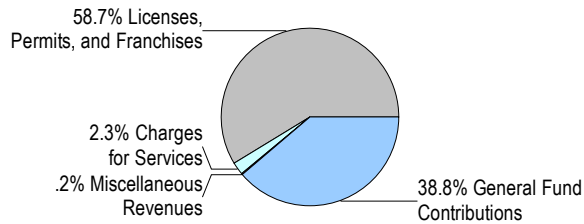
---

**Adopted 2011 to Recommended 2012 Positions**

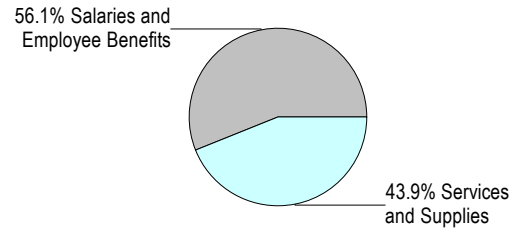
Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
11A27	RESOURCE MANAGEMENT AGENCY DIRECTOR	1.00	1.00	-
12C40	DEPUTY DIRECTOR RESOURCE MANAGEMENT AGENCY	1.00	1.00	-
14B21	ASSOCIATE PERSONNEL ANALYST	3.00	1.00	(2.00)
14C30	MANAGEMENT ANALYST II	2.00	2.00	-
14C31	MANAGEMENT ANALYST III	1.00	2.00	1.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	-
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	1.00	-
14H30	RMA OMBUDSPERSON	1.00	1.00	-
14K68	RMA ADMINISTRATIVE DIRECTOR	1.00	1.00	-
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	1.00	-
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	-
20B11	ACCOUNTANT II	2.00	2.00	-
20B93	FINANCE MANAGER II	1.00	1.00	-
20B94	FINANCE MANAGER III	1.00	1.00	-
20B95	FINANCE MANAGER I	2.00	-	(2.00)
43E50	PLANNING GRAPHICS TECHNICIAN III	1.00	1.00	-
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	-	(1.00)
74K50	PUBLIC WORKS SAFETY COORDINATOR/INVESTIGATOR	1.00	1.00	-
80A32	SENIOR SECRETARY	1.00	1.00	-
80A33	ADMINISTRATIVE SECRETARY	1.00	1.00	-
80J21	ACCOUNT CLERK	1.00	1.00	-
80J22	SENIOR ACCOUNT CLERK	5.00	5.00	-
80J30	ACCOUNTING TECHNICIAN	3.00	3.00	-
<b>Total</b>		<b>34.0</b>	<b>30.0</b>	<b>(4.00)</b>

# Building Services

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	3,454,481	3,020,623	2,922,981	3,688,159	3,124,907	104,284
Services and Supplies	2,110,954	2,685,232	3,872,318	2,453,318	2,446,140	(239,092)
Other Charges	(1,227)	(713,674)	(713,674)	(362,278)	(362,278)	351,396
Capital Assets	0	0	82,000	0	0	0
Subtotal	\$5,564,208	\$4,992,181	\$6,163,625	\$5,779,199	\$5,208,769	216,588

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	2,587,188	1,890,000	2,902,920	3,057,781	3,057,781	1,167,781
Charges for Services	138,302	146,036	175,045	120,045	120,045	(25,991)
Miscellaneous Revenues	11,770	11,300	11,300	11,300	11,300	0
Other Financing Sources	559,000	500,000	750,618	0	0	(500,000)
Subtotal	\$3,296,260	\$2,547,336	\$3,839,883	\$3,189,126	\$3,189,126	641,790
General Fund Contributions	\$2,393,542	\$2,323,845	\$2,323,742	\$2,590,073	\$2,019,643	(304,202)
Total Source of Funds	\$5,689,802	\$4,871,181	\$6,163,625	\$5,779,199	\$5,208,769	337,588

Resource Management Agency

## Unit Description

Building Services is responsible for reviewing proposed construction drawings, issues related to building permits and inspection of ongoing construction to assure compliance with local and state laws and safety standards on private property. Building Services coordinates the review and approval of building permit applications by other related county agencies and fire protection districts. The permit center receives permit applications, provides copies of records, provides informational assistance, and issues building permits. The inspection crew visits construction sites to review and approve work in progress, assuring compliance with various building codes. Code Enforcement is responsible for investigating and responding to reports of violations of the County's building and grading ordinances, and provides support for the County Hearing Officer. This officer conducts hearings and appeals on code violation matters. In addition, a special project known as the Document Imaging program will convert hard copy files to scanned images to facilitate storage and retrieval.

## Summary of Recommendation

Building Services' FY 2011-12 Recommended Budget is \$5,208,769 with a General Fund Contribution (GFC) of \$2,019,643. This budget represents a year-over-year increase in appropriations of \$337,588 and an increase in revenue of \$641,790, resulting in a GFC decrease of \$304,202 from the prior year's adopted budget.

The significant changes include an increase in Salaries and Benefits of \$104,284 mainly attributable to increased benefits costs and step increases for eligible employees; a decrease in Services and Supplies of \$118,092, primarily due to a decrease in internal service department charges; a decrease in Intra-Fund transfers of \$351,396 for the Code Enforcement unit's share of administrative costs; and, an increase in revenue of \$641,790, commensurate with the anticipated level of permitting activity.

## Budget Impacts

**BUILDING PERMIT SERVICES:** The adoption of the 2010 Building Code resulted in an unanticipated increase in the volume of permit applications in December 2010 from applicants seeking

to avoid having to comply with the changes by activating their application prior to January 2011. In FY 2011-12, assuming that the workload will return to a recessionary pace, the current budgeted staffing levels coupled with outside contract services should be sufficient to achieve normalized service levels for the processing of permits.

**BUILDING INSPECTION PROGRAM:** In the area of building inspection, it is anticipated that calls for inspections will begin to spike again in the last quarter of FY 2010-11 based upon the number of permits that were processed December through March. In FY 2011-12, assuming the workload will again return to a more expected recessionary pace, there should be adequate staffing in Building Services to cover calls for service for construction inspections. Although unrelated to the budget per se, there may be impacts to services because of the anticipated number of inspectors who are scheduled to retire. As with permit processing, this could necessitate entering into contracts for service.

**PUBLIC RECORDS REQUESTS:** This team was impacted by staff reductions resulting in increased timeframes for responding to requests for service. Service levels were further impacted by a 10% increase in the number of requests for records over the prior fiscal year.

If the pace of requests continues this fiscal year, there will be comparable service level impacts. This is of potential concern due to legal requirements to respond to requests in a timely fashion.

**CODE ENFORCEMENT:** In the area of code enforcement, it is anticipated that there may be a reduction in the number of cases investigated and processed in FY 2011-12 due to the elimination of two inspectors from the team associated with zoning violations due to budget constraints. This may result in a reduction in potential revenues, though the revenues recovered from code enforcement activities have been under \$40,000.

**DOCUMENT IMAGING PROJECT:** The Document Imaging Program will continue in FY 2011-12, but at a reduced staffing level due to budget constraints.

---

### **Prior Year Accomplishments**

Building Services successfully launched the Administrative Law Judge hearing process.

The Document Imaging Program was implemented for archiving of all department land use records.

Building Services provided staffing to the Board Alternative Energy and Environment Committee. Accomplishments included adoption of several sets of Board initiatives to address climate change

impacts, collaboration with neighboring jurisdictions on joint projects to site and operate renewable energy facilities and green business opportunities as well as setting long term goals.

Code Enforcement made remarkable improvements in the number of cases processed and closed during the first three quarters of the FY 2010-11. The number of cases closed in FY 2009-10 was 205. The number closed during the first three quarters of FY 2010-11 has been 328. In addition, the program began scheduling hearings before the Administrative Law Judge. There will be 27 hearings held from February 2011- June 2011. The orders received to date have included compliance with administrative costs.

---

### **Budget Year Goals**

Further streamlining the permitting process through a review of workflow both internally and externally.

Further refine the Green Building Code to allow for consistency with the new General Plan.

Restructure the Code Enforcement program with focus on priority cases.

Streamline Code Enforcement processes to continue favorable outcomes of resolution and case closure with less resources.

---

### **Pending Issues**

The impending adoption of more stringent requirements under the Stormwater Management Program mandated by the Regional Water Quality Control Board may have an effect on grading inspection service levels. It is anticipated that there will be multiple inspections and re-inspections required beyond what is currently required. These cannot be predicted at this time and therefore are not reflected in the budget. Building Services is reviewing options for imposing fees for this service that are currently not in the fee ordinance. There may also be a comparable impact on the plan check team should there be requirement to review storm water plans beyond what is currently required.

In FY 2011-12, Building Services plans to present for Board consideration the initiation of a Nuisance Abatement Program (Revolving Fund). It is expected that this will have implications on the budget initially and staff time for processing abatement activities. However, it is estimated that the program will have long-term fiscal and community benefits.

---

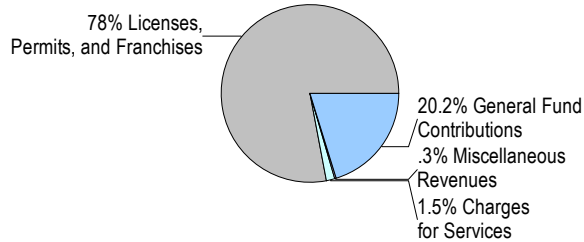
### **Policy Considerations**

There are no policy considerations.

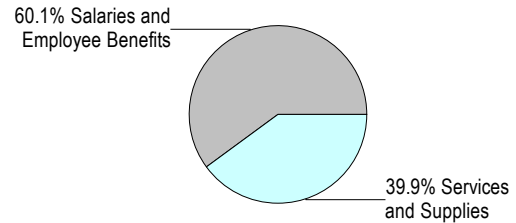
## Building Services

(Unit 8170— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	3,455,010	2,589,848	2,674,372	3,136,920	2,573,668	(16,180)
Services and Supplies	1,885,218	1,734,990	2,639,434	1,718,248	1,711,070	(23,920)
Other Charges	(1,227)	(713,674)	(713,674)	(362,278)	(362,278)	351,396
Capital Assets	0	0	82,000	0	0	0
<b>Subtotal</b>	<b>\$5,339,001</b>	<b>\$3,611,164</b>	<b>\$4,682,132</b>	<b>\$4,492,890</b>	<b>\$3,922,460</b>	<b>311,296</b>

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	2,586,011	1,890,000	2,902,920	3,057,781	3,057,781	1,167,781
Charges for Services	61,304	31,036	60,045	60,045	60,045	29,009
Miscellaneous Revenues	11,770	11,300	11,300	11,300	11,300	0
Other Financing Sources	208,000	500,000	571,000	0	0	(500,000)
<b>Subtotal</b>	<b>\$2,867,085</b>	<b>\$2,432,336</b>	<b>\$3,545,265</b>	<b>\$3,129,126</b>	<b>\$3,129,126</b>	<b>696,790</b>
General Fund Contributions	\$2,471,916	\$1,178,828	\$1,136,867	\$1,363,764	\$793,334	(385,494)
<b>Total Source of Funds</b>	<b>\$5,339,001</b>	<b>\$3,611,164</b>	<b>\$4,682,132</b>	<b>\$4,492,890</b>	<b>\$3,922,460</b>	<b>311,296</b>

Resource Management Agency

### Unit Description

This unit is responsible for the permitting function of Building Services. The services provided include reviews of proposed construction drawings, issuance of building permits and inspection of ongoing construction to assure compliance with local and state laws and private property safety standards. The unit coordinates the review and approval of building permit applications by other related County agencies and fire protection districts. The unit receives permit applications, provides copies of records and gives informational assistance.

interface between our permitting software and the County's electronic document management software, CMx.

Building Services provided staffing to the Board Alternative Energy and Environment Committee. Accomplishments included adoption of several sets of Board initiatives to address climate change impacts, collaboration with neighboring jurisdictions on joint projects to site and operate renewable energy facilities and green business opportunities as well as setting long term goals. This work was conducted in collaboration with other RMA divisions.

### Prior Year Accomplishments

The Document Imaging Program was implemented for archiving of all department land use records. Completed milestones include equipment and software purchase and testing, template design for efficient indexing and retrieval, commencement of the archival records scanning process, drafting an updated records retention schedule, and processing a new contract with Accela to produce the

### Budget Year Goals

Further streamline the permitting process through a review of the workflow both internally and externally.

Further refine the Green Building Code to allow for consistency with the new General Plan.

Finalize implementation of the Document Imaging Program.

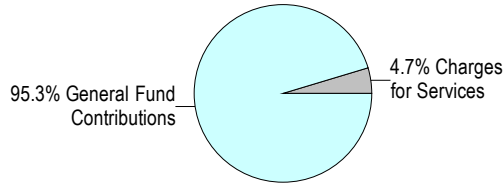
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
11A28	DIRECTOR OF BUILDING SERVICES	1.0	1.0	0.00
12C17	ASSISTANT DIRECTOR OF BUILDING SERVICES	1.0	1.0	0.00
14C30	MANAGEMENT ANALYST II	1.0	0.0	-1.00
14C31	MANAGEMENT ANALYST III	1.0	1.0	0.00
30D21	BUILDING INSPECTOR II	4.0	3.0	-1.00
30D22	SENIOR BUILDING INSPECTOR	1.0	1.0	0.00
30D24	BUILDING INSPECTOR SUPERVISOR	2.0	2.0	0.00
30P01	GRADING INSPECTOR	4.0	4.0	0.00
41B21	BUILDING PLANS EXAMINER	3.0	3.0	0.00
43C01	LAND USE TECHNICIAN	5.0	2.0	-3.00
80A33	ADMINISTRATIVE SECRETARY	1.0	1.0	0.00
80E21	OFFICE ASSISTANT II	4.0	4.0	0.00
80E22	OFFICE ASSISTANT III	1.0	1.0	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.0	1.0	0.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.0	1.0	0.00
80J21	ACCOUNT CLERK	2.0	2.0	0.00
	<b>Total</b>	<b>33.0</b>	<b>28.0</b>	<b>-5.00</b>

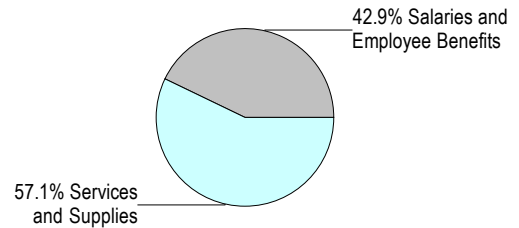
## Code Enforcement

(Unit 8171— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	(529)	430,775	248,609	551,239	551,239	120,464
Services and Supplies	331	829,242	1,053,266	735,070	735,070	(94,172)
Subtotal	(\$198)	\$1,260,017	\$1,301,875	\$1,286,309	\$1,286,309	26,292

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	1,177	0	0	0	0	0
Charges for Services	76,999	115,000	115,000	60,000	60,000	(55,000)
Subtotal	\$78,175	\$115,000	\$115,000	\$60,000	\$60,000	(55,000)
General Fund Contributions	(\$78,374)	\$1,145,017	\$1,186,875	\$1,226,309	\$1,226,309	81,292
Total Source of Funds	(\$198)	\$1,260,017	\$1,301,875	\$1,286,309	\$1,286,309	26,292

### Unit Description

The Code Enforcement unit provides services including investigating and responding to reports of County Building and Grading Ordinance violations, and providing support for the Office of the County Hearing Officer.

Code Enforcement made remarkable improvements in the number of cases processed and closed during the first three quarters of FY 2010-11. The number of cases closed in FY 2009-10 was 205. The number closed during the first three quarters of FY 2010-11 has been 328. In addition, the program began scheduling hearings before the Administrative Law Judge. There will be 27 hearings held from February 2011- June 2011. The orders received to date have included compliance with administrative costs.

### Prior Year Accomplishments

The Code Enforcement Ordinance was implemented.

### Budget Year Goals

Restructure Code Enforcement program with focus on priority cases.

Successfully launched the Administrative Law Judge hearing process.

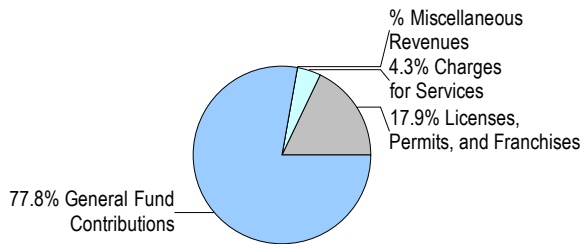
Streamline processes to continue favorable outcomes of resolution and case closure with less resources.

### Adopted 2011 to Recommended 2012 Positions

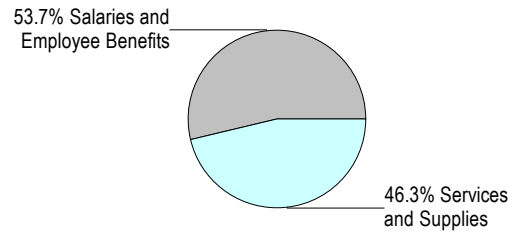
Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
14C31	MANAGEMENT ANALYST III	0.0	0.0	0.00
30P01	GRADING INSPECTOR	0.0	0.0	0.00
80E21	OFFICE ASSISTANT II	0.0	0.0	0.00
Total		0.0	0.0	0.00

# Planning Services

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	3,871,970	3,900,824	3,841,446	3,792,041	3,343,328	(557,496)
Services and Supplies	2,029,465	1,924,457	2,080,090	3,890,228	2,881,237	956,780
Other Charges	(5,408)	0	(24,021)	0	(1,000,000)	(1,000,000)
Subtotal	\$5,896,028	\$5,825,281	\$5,897,515	\$7,682,269	\$5,224,565	(600,716)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	899,654	935,563	935,563	935,563	935,563	0
Intergovernmental Revenues	0	270,000	0	0	0	(270,000)
Charges for Services	204,521	444,243	387,317	224,431	224,431	(219,812)
Miscellaneous Revenues	1,168	201	623	201	201	0
Other Financing Sources	351,000	0	179,618	0	0	0
Subtotal	\$1,456,342	\$1,650,007	\$1,503,121	\$1,160,195	\$1,160,195	(489,812)
General Fund Contributions	\$4,565,279	\$4,054,274	\$4,394,394	\$6,522,074	\$4,064,370	10,096
Total Source of Funds	\$6,021,622	\$5,704,281	\$5,897,515	\$7,682,269	\$5,224,565	(479,716)

## Unit Description

Planning Services is primarily responsible for regulating development activity in the unincorporated areas of Monterey County, preparing and implementing land use policy and regulations, providing information to the public, and reviewing development projects to ensure compliance with the County's land use regulations governing planning, building construction and design, subdivisions, and grading and erosion control. This includes coordinating inter-agency review of land development. In addition, Planning has the responsibility of preparing and reviewing environmental documents for development within Monterey County, processing discretionary land use permitting, 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 also provides staff support to the Planning Commission, Zoning Administrator, Subdivision Committee, Interagency Review, Airport Land Use Commission, Land Use Advisory Committees, and coordinates responses from County land use departments on land use programs and proposals by other jurisdictions.

## Summary of Recommendation

Planning Service's FY 2011-12 Recommended Budget is \$5,224,565, with a General Fund Contribution (GFC) of \$4,064,370. This budget represents a decrease in appropriations of \$479,716, a decrease in revenue of \$489,812, and an increase in GFC of \$10,096 from the previous year's adopted budget.

The significant changes include a decrease in Salaries & Benefits of \$557,496 and an increase in Services & Supplies of \$1,077,780 due mainly to increases in general liability insurance and general service department charges. There is also an increase in Intrafund Reimbursements of \$1,000,000 from one-time funding General Plan Implementation to offset the outside professional services costs. The budget also includes changes to anticipated revenues including a decrease in grant funds and other one-time revenues associated with reimbursement of an EIR from FY 2010-11 of \$478,000 and planning and engineering revenue forecasted to decrease by \$11,812.



## Budget Impacts

The FY 2011-12 Recommended Budget provides funding for staffing levels that are significantly lower than the prior year. Planning will implement actions to maximize available resources, but anticipates possible service level impacts on permit processing, counter operations, and code enforcement. The performance measure for the on-time permit processing core service had shown steady improvement since 2005, reaching its peak performance of 57% in FY 2009-10. However, performance in this area is expected to decline in FY 2011-12 as a result of shifting efforts and staff reductions. In addition, all code enforcement activity will be redistributed among the Planning staff, as the funding is not available to maintain dedicated code enforcement staff. Coordination of interagency review of land use issues may have to be substantially curtailed or eliminated. This may lead to delayed response to land use issues and proposals presented by other governmental agencies.

## Prior Year Accomplishments

Staff has been trained in the software tracking system and has used the system for the entire fiscal year. The development of reports to fully realize the features of the program remains an ongoing effort. In late 2010, the department advertised web access for the public to directly access this permit tracking program through Accela Citizens Access. This portal allows the public to review the status of applications, including the status from each individual land use department reviewing the application, and also allows them to access documents linked to the system, such as staff reports, resolutions, memoranda, etc. directly from their home or office. Several new reports and improvements in function were implemented in March 2011 that are expected to provide push button sections of staff reports, access to, and importation of Geographic Information Systems data related to project sites, or summaries of statistical data related to categories of applications.

Planning Services processed 16 Environmental Impact Reports (EIRs), with at least seven of those projects receiving a decision during the fiscal year.

Design approval and tree removal permit timeliness processing has improved over the last three years:

Design Approvals - FY 2008-09 43%; FY 2009-10 70%; and, FY 2010-11 71% (projected)

Tree Removals - FY 2008-09 55%; FY 2009-10 80%; and, FY 2010-11 87%

The proportion of referrals to the RMA Ombudsperson has reduced as follows:

FY 2006-07 46%; FY 2007-08 43%; FY 2008-09 34%; FY 2009-10 26%; and, FY 2010-11 20% (projected)

Initiated revised code enforcement processes in conjunction with Building Services. Code enforcement increased the number of closed cases from 59 in FY 2008-09 and 205 in FY 2009-10, to a projected 450 in FY 2010-11.

All department staff completed the Customer Service Training Academy.

Established County Clearinghouse to ensure consistent distribution, review and analysis of environmental documents.

## Budget Year Goals

Begin the Implementation Work Program for the 2010 General Plan including identifying stakeholder groups, scoping workshops, ordinance preparation, initiation of policy documents for planning areas, and substantial consultant work completed on technical aspects of the work program.

Initiate the Local Coastal Program Update, including completion of the Moss Landing Community Plan process.

Complete processing of the nine remaining Environmental Impact Review projects.

Allow submittal of application requests through the web-based Accela Automation system.

## Pending Issues

There are no pending issues.

## Policy Considerations

The Fee Waiver Policy, which is applicable to discretionary permit applications and their related appeals, has resulted in lost revenue to Planning in the amounts of \$138,665.13, \$34,517.16, and \$91,503.76 in Calendar Years 2008, 2009, and 2010, respectively. The Board can consider whether the fee waiver process should be eliminated, or if other funding sources should be identified to reduce funding impacts to land use departments, including RMA, Environmental Health, Water Resources Agency, Parks, and County Counsel.

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
11A29	DIRECTOR OF PLANNING	1.00	1.00	-
12C19	ASSISTANT DIRECTOR OF PLANNING	1.00	1.00	-
14K51	PLANNING & BUILDING SERVICES MANAGER	6.00	2.00	(4.00)
30J87	BRANCH CHIEF CODE ENFORCEMENT	1.00	-	(1.00)
34P26	CODE ENFORCEMENT OFFICER II	1.00	-	(1.00)
41F11	ASSOCIATE PLANNER	13.00	11.00	(2.00)
41F22	SENIOR PLANNER	4.00	6.00	2.00
43C01	LAND USE TECHNICIAN	6.00	-	(6.00)
80A32	SENIOR SECRETARY	1.00	1.00	-

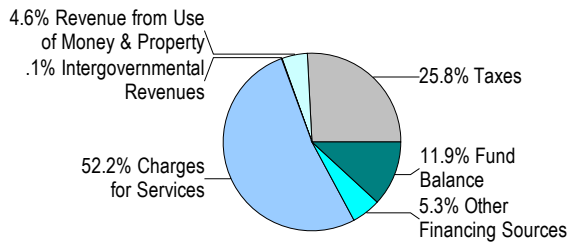
---

**Adopted 2011 to Recommended 2012 Positions**

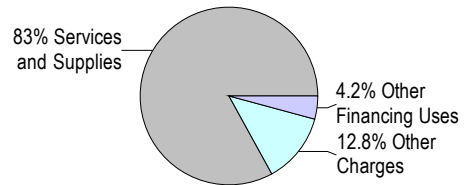
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	-
80E21	OFFICE ASSISTANT II	8.00	6.00	(2.00)
80E22	OFFICE ASSISTANT III	1.00	-	(1.00)
80E80	PRINCIPAL OFFICE ASSISTANT	1.00	1.00	-
	Total	45	30.00	(15.00)

# Public Works/Countywide Services

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	2,858,351	4,684,957	4,872,271	2,060,030	2,060,030	(2,624,927)
Other Charges	(742,864)	322,539	317,515	317,413	317,413	(5,126)
Capital Assets	1,062,271	50,000	0	0	0	(50,000)
Other Financing Uses	105,925	2,960,876	106,200	104,350	104,350	(2,856,526)
Subtotal	\$3,283,683	\$8,018,372	\$5,295,986	\$2,481,793	\$2,481,793	(5,536,579)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Taxes	630,794	715,931	629,014	640,966	640,966	(74,965)
Revenue from Use of Money & Property	144,981	150,633	121,557	115,322	115,322	(35,311)
Intergovernmental Revenues	3,532	2,158,527	1,972,930	2,935	2,935	(2,155,592)
Charges for Services	1,322,789	1,301,463	1,130,285	1,296,635	1,296,635	(4,828)
Other Financing Sources	1,992,500	133,380	337,729	131,530	131,530	(1,850)
Subtotal	\$4,094,596	\$4,459,934	\$4,191,515	\$2,187,388	\$2,187,388	(2,272,546)
Fund Balance	(685,318)	3,437,438	1,104,471	294,405	294,405	(3,143,033)
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$3,409,278	\$7,897,372	\$5,295,986	\$2,481,793	\$2,481,793	(5,415,579)

Resource Management Agency

## Unit Description

The Public Works/Countywide Services unit is responsible for the administration of the maintenance and operations of the County Sanitation Districts and County Service Areas.

**COUNTY SANITATION DISTRICTS:** Public Works currently administers three active County Sanitation Districts (CSD) (Pajaro, Moss Landing, and Boronda), and one inactive CSD (Carmel Valley Sanitation District-Zone 2) for which the Board of Supervisors acts as the governing body. The CSDs provide sanitation (wastewater collection) services to the active districts. The Boronda CSD also includes the San Jerardo Water System, and provides potable water service to the San Jerardo community. Operating costs for the CSDs are funded by service charges and property tax allocations. Bond loan repayments for the Pajaro, Moss Landing, and Boronda CSDs are funded with user fees.

**COUNTY SERVICE AREAS:** The County Service Areas (CSAs) provide a variety of urban services to multiple unincorporated

communities within the county. These services include parks and recreation, street lighting, street and sidewalk maintenance, storm drain maintenance, surface water disposal, sewage collection and disposal, and levee maintenance and repair. The Board of Supervisors acts as the governing body on behalf of the CSAs, and Public Works administers the maintenance and operation of the CSAs. There are currently 38 active CSAs and two inactive CSAs: CSA 10 Laguna Seca and CSA 69 Ralph Lane. CSA 45 Oak Hills includes two units, and CSA 75 Chualar is the only CSA with responsibility for wastewater collection and treatment.

## Budget Impacts

There are currently no known State actions that will impact the budgets of the County Service Areas or Sanitation Districts.

Due to decreased revenues and increased costs, without changes to operations, funding challenges are anticipated for FY 2011-12 in CSA 75 Chualar. County personnel have met with residents of Chualar to discuss decreased levels of service. In addition a rate

study will be initiated to evaluate the service charges and user fees appropriate for all CSAs and CSDs.

---

### **Prior Year Accomplishments**

COUNTY SANITATION DISTRICTS (CSD): The San Jerardo Water System Improvement Project was successfully completed with an anticipated \$5.0 million in grant funding. It has received the Monterey Bay Chapter American Public Works Association (APWA) project of the year (POTY), and is nominated for the National POTY.

The field operations of the Moss Landing District were contracted to the Castroville Community Services District. Several projects have been initiated to improve reliability.

All districts have been operated in accordance with all applicable Federal, State, and local regulations.

COUNTY SERVICE AREAS: Public Works staff continues to maximize CSA funding through the use of the Gabilan Work Crew in performing maintenance where appropriate on open space facilities, thereby savings thousands of dollars for the CSAs.

All CSAs have been operated in accordance with all applicable Federal, State, and local regulations.

---

### **Budget Year Goals**

COUNTY SANITATION DISTRICTS: To provide equitable services and operating fund balances, as well as remain in compliance with the State Water Resources Control Board's Waste Discharge Requirement mandates, a study of levels of services and associated costs will be conducted for each of the County Sanitation Districts. This rate study will be initiated to evaluate the appropriateness of srvice charges and user fees for the CSDs. The results of the rate studies will be implemented in FY 2011-12.

COUNTY SERVICE AREAS: To provide equitable services and operating fund balances, a study of level of service and associated costs will be conducted for each of the CSAs. The process will begin with the most financially challenged CSAs in the first fiscal year, with consideration of the other CSAs in following years. This rate study will be initiated to evaluate the appropriateness of srvice charges and user fees for the CSAs. The results of the rate studies will be implemented in FY 2011-12.

---

### **Pending Issues**

A rate study for all CSAs and CSDs will be conducted in FY 2011-12 to address imbalances in revenues and operational costs.

---

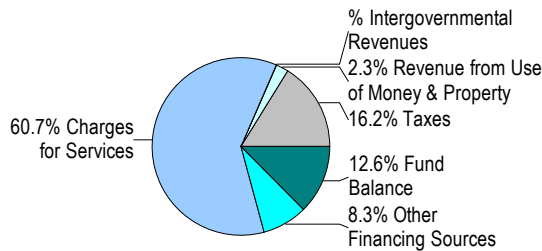
### **Policy Considerations**

There are no policy considerations.

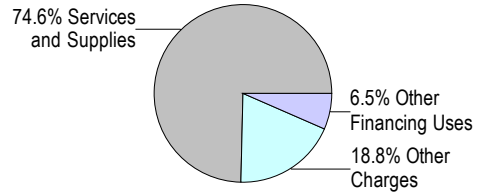
## County Sanitation District

(Unit 8197— Fund 310)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	2,227,987	1,782,608	3,590,805	1,189,191	1,189,191	(593,417)
Other Charges	(758,651)	303,389	298,484	299,985	299,985	(3,404)
Capital Assets	1,062,271	50,000	0	0	0	(50,000)
Other Financing Uses	105,925	2,960,876	106,200	104,350	104,350	(2,856,526)
<b>Subtotal</b>	<b>\$2,637,532</b>	<b>\$5,096,873</b>	<b>\$3,995,489</b>	<b>\$1,593,526</b>	<b>\$1,593,526</b>	<b>(3,503,347)</b>

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Taxes	261,354	299,071	257,865	257,870	257,870	(41,201)
Revenue from Use of Money & Property	57,001	50,290	41,326	36,056	36,056	(14,234)
Intergovernmental Revenues	1,201	2,157,345	1,970,670	670	670	(2,156,675)
Charges for Services	972,440	968,500	787,100	967,400	967,400	(1,100)
Other Financing Sources	1,634,150	133,380	158,111	131,530	131,530	(1,850)
<b>Subtotal</b>	<b>\$2,926,146</b>	<b>\$3,608,586</b>	<b>\$3,215,072</b>	<b>\$1,393,526</b>	<b>\$1,393,526</b>	<b>(2,215,060)</b>
Fund Balance	(288,614)	1,488,287	780,417	200,000	200,000	(1,288,287)
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
<b>Total Source of Funds</b>	<b>\$2,637,532</b>	<b>\$5,096,873</b>	<b>\$3,995,489</b>	<b>\$1,593,526</b>	<b>\$1,593,526</b>	<b>(3,503,347)</b>

Resource Management Agency

### Unit Description

Public Works currently administers three active County Sanitation Districts (CSD) (Pajaro, Moss Landing, and Boronda), and one inactive CSD (Carmel Valley Sanitation District-Zone 2) for which the Board of Supervisors acts as the governing body. The CSDs provide sanitation (wastewater collection) services to the active districts. The Boronda CSD also includes the San Jerardo Water System, and provides potable water service to the San Jerardo community. Operating costs for the CSDs are funded by service charges and property tax allocations. Bond loan repayments for the Pajaro, Moss Landing, and Boronda CSDs are funded with user fees.

### Prior Year Accomplishments

The San Jerardo Water System Improvement Project was successfully completed with an anticipated \$5.0 million in grant funding. It has received the Monterey Bay Chapter American Public Works Association (APWA) project of the year (POTY), and is nominated for the National POTY.

The field operations of the Moss Landing District were contracted to the Castroville Community Services District. Several projects have been initiated to improve reliability.

All districts have been operated in accordance with all applicable Federal, State, and local regulations.

---

**Budget Year Goals**

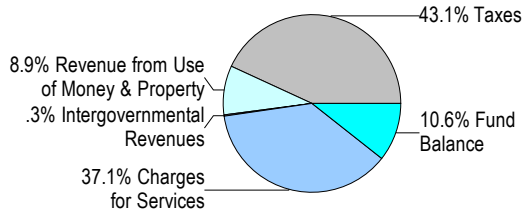
To provide equitable services and operating fund balances, as well as remain in compliance with the State Water Resources Control Board's Waste Discharge Requirement mandates, a study of levels

of services and associated costs will be conducted for each of the County Sanitation Districts. This rate study will be initiated to evaluate the appropriateness of service charges and user fees for the CSDs. The results of the rate studies will be implemented in FY 2011-12.

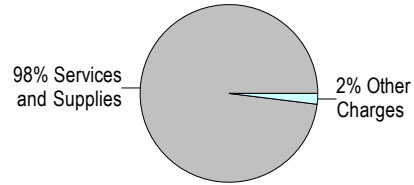
# County Service Areas

(Unit 8198— Fund 312)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	404,959	2,781,349	1,101,848	870,839	870,839	(1,910,510)
Other Charges	15,787	19,150	19,031	17,428	17,428	(1,722)
Subtotal	\$420,746	\$2,800,499	\$1,120,879	\$888,267	\$888,267	(1,912,232)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Taxes	369,440	416,860	371,149	383,096	383,096	(33,764)
Revenue from Use of Money & Property	87,980	100,343	80,231	79,266	79,266	(21,077)
Intergovernmental Revenues	2,331	1,182	2,260	2,265	2,265	1,083
Charges for Services	350,348	332,963	343,185	329,235	329,235	(3,728)
Other Financing Sources	7,350	0	0	0	0	0
Subtotal	\$817,450	\$851,348	\$796,825	\$793,862	\$793,862	(57,486)
Fund Balance	(396,704)	1,949,151	324,054	94,405	94,405	(1,854,746)
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$420,746	\$2,800,499	\$1,120,879	\$888,267	\$888,267	(1,912,232)

Resource Management Agency

## Unit Description

The County Service Areas (CSAs) provide a variety of urban services to multiple unincorporated communities within the County. These services include parks and recreation, street lighting, street and sidewalk maintenance, storm drain maintenance, surface water disposal, sewage collection and disposal, and levee maintenance and repair. The Board of Supervisors acts as the governing body on behalf of the CSAs, and Public Works administers the maintenance and operation of the CSAs. There are currently 38 active CSAs and two inactive CSAs: CSA 10 Laguna Seca and CSA 69 Ralph Lane. CSA 45 Oak Hills includes two units, and CSA 75 Chualar is the only CSA with responsibility for wastewater collection and treatment.

appropriate on open space facilities, thereby savings thousands of dollars for the CSAs.

All CSAs have been operated in accordance with all applicable Federal, State, and local regulations.

## Prior Year Accomplishments

Public Works staff continues to maximize CSA funding through the use of the Gabilan Work Crew in performing maintenance where

## Budget Year Goals

To provide equitable services and operating fund balances, a study of level of service and associated costs will be conducted for each of the CSAs. The process will begin with the most financially challenged CSAs in the first fiscal year, with consideration of the other CSAs in following years. This rate study will be initiated to evaluate the appropriateness of service charges and user fees for the CSAs. The results of the rate studies will be implemented in FY 2011-12.

## San Jerardo Filtration

(Unit 8300 — Fund 157)

---

### Source of Funds

Intentionally Left Blank

---

### Use of Funds

Intentionally Left Blank

---

### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	225,406	121,000	179,618	0	0	(121,000)
Subtotal	\$225,406	\$121,000	\$179,618	\$0	\$0	(121,000)

---

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Other Financing Sources	351,000	0	179,618	0	0	0
Subtotal	\$351,000	\$0	\$179,618	\$0	\$0	0
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$351,000	\$0	\$179,618	\$0	\$0	0

---

### Unit Description

The San Jerardo Interim Water Filtration Project provides potable filtered water to the residents of the San Jerardo Cooperative. The project was completed in FY 2010-11 and this unit is no longer in use.

---

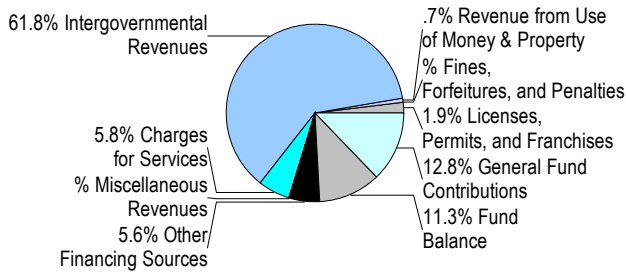
### Prior Year Accomplishments

The project has been completed and the County has successfully provided potable water to the residents of the San Jerardo Cooperative for the past year.

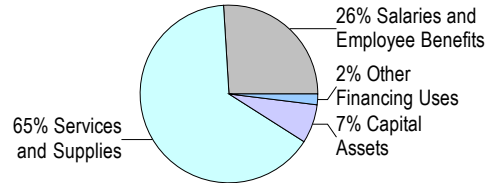


# Public Works

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	15,853,819	17,215,545	16,712,425	18,342,403	17,774,110	558,565
Services and Supplies	22,735,455	46,511,686	35,837,816	56,753,358	44,482,644	(2,029,042)
Other Charges	(17,050,975)	(6,872,311)	(6,209,003)	(9,830,092)	(12,291,895)	(5,419,584)
Capital Assets	33,180,874	45,473,459	7,841,538	6,246,794	4,818,206	(40,655,253)
Other Financing Uses	6,252,246	0	2,921,965	0	1,340,000	1,340,000
Subtotal	\$60,971,418	\$102,328,379	\$57,104,741	\$71,512,463	\$56,123,065	(46,205,314)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	450,299	1,500,665	1,719,097	1,074,519	1,074,519	(426,146)
Fines, Forfeitures, and Penalties	18,818	25,000	16,524	30,000	15,000	(10,000)
Revenue from Use of Money & Property	1,972,919	589,647	589,648	409,092	409,092	(180,555)
Intergovernmental Revenues	19,940,720	41,029,532	30,325,533	34,260,448	34,660,448	(6,369,084)
Charges for Services	4,143,853	3,112,259	2,537,890	3,256,990	3,256,990	144,731
Miscellaneous Revenues	172,333	69,633	706,403	23,625	23,625	(46,008)
Other Financing Sources	7,934,634	2,750,000	4,072,048	3,137,000	3,137,000	387,000
Subtotal	\$34,633,575	\$49,076,736	\$39,967,143	\$42,191,674	\$42,576,674	(6,500,062)
Cancellation of Reserve		217,464	826,639	826,639	826,639	826,639
Fund Balance	19,227,073	44,930,702	8,850,667	20,701,155	6,367,415	(38,563,287)
General Fund Contributions	\$7,110,792	\$8,199,941	\$8,286,931	\$8,500,798	\$7,178,976	(1,020,965)
Total Source of Funds	\$61,188,905	\$103,034,018	\$57,931,380	\$72,220,266	\$56,949,704	(46,084,314)

Resource Management Agency

## Unit Description

Public Works is organized into the following bureaus: Architectural Services, Litter and Environmental Control, Facilities, Fleet, Surveyor and Development Services, Capital Projects, County Disposal Sites, Countywide Services, Utilities (associated with multi-department occupied facilities) and Roads and Bridges. The administrative functions of Finance, Human Resources, IT, and Safety are provided by the Resource Management Agency. The major funds and budgets administered by Public Works are described at the unit level.

## Summary of Recommendation

ARCHITECTURAL SERVICES: Salaries and Benefits decreased by \$446,236, which is attributable to the reduction of two contract positions whose contract term expired at the end of FY 2010-11. Services and Supplies also decreased by \$43,261 due to a reduction in internal administrative and financial support charges from the RMA. Inter-fund transfers have decreased by \$489,497 to reflect the level of costs chargeable to capital projects in progress and include full cost recovery for the Architectural Services unit, similar to other County service organizations. Staff will continue to charge directly to projects they support. However, Capital Projects

funds have also been earmarked to cover indirect activities/services that are related to capital projects, including CIP planning and reporting, special studies, conceptual and preliminary design, preliminary and feasibility studies, personnel management and oversight of staff.

**CAPITAL PROJECTS FUND:** The FY 2011-12 Recommended Budget reflects funding primarily for those capital projects already in progress that carried over to this fiscal year. It is intended that the Capital Projects budget be aligned with the annual update of the Capital Improvement Program Five-Year Plan (CIP). Development of the FY 2011-12 update of the CIP has been delayed and was not approved by the Board of Supervisors in time for inclusion in this recommendation.

The total budgeted amount for Capital Projects Fund 402 in FY 2011-12 is \$3,827,590. An itemized listing of the projects included in the FY 2011-12 budget along with a brief description and funded amount can be found in the FY 2011-12 Capital Budget Summary section of this book.

**COUNTY DISPOSAL SITES:** The FY 2011-12 Recommended Budget is \$279,375. This includes \$242,375 in expenditures for administration and engineering of ten closed disposal sites in order to remain in compliance with both Federal and State regulations. This includes issuing contracts for monitoring at three of the closed disposal sites providing for early detection of public health hazards. The budget also provides for development of State mandated reports. The recommended budget also contains \$37,000 of expenditures for the design and evaluation of the site for the Big Sur recycling project that is expected to carry over from FY 2010-11, however the construction of this recycling center in Big Sur is not included in the budget. A State grant of \$150,000, with a matching County contribution of \$97,000, was to provide the total required funding, however costs for the project have increased by \$405,056 over the initial estimate of \$247,000 and the additional funding needed to complete the project has not yet been identified.

**FACILITIES ADMINISTRATION, MAIL AND COURIER SERVICES:** The recommended total for this group is \$5,495,555, a decrease of \$749,259 from FY 2010-11. Revenue is expected to be \$524,264, an increase of \$19,477 from FY 2010-11 Adopted Budget. The General Fund Contribution decreased by \$768,376 due to county wide cost reductions.

**FACILITIES MAINTENANCE PROJECTS FUND:** The FY 2011-12 Recommended Budget includes appropriations totaling \$4,606,899. A itemized listing of the projects included in the FY 2011-12 budget along with a brief description and funded amount can be found in the FY 2011-12 Capital Budget Summary section of this book.

**FLEET ADMINISTRATION AND SHUTTLE:** Fleet Administration has recommended appropriations totaling \$5,218,035, a reduction of \$223,856 from FY 2010-11. Due to inter-fund reimbursement, net appropriations are represented as a zero General Fund Contribution. This results due to achievement of full cost recovery for Fleet operations. Shuttle Services has a General Fund Contribution of \$73,879, a reduction of \$9,922 from FY 2010-11. These reductions are all part of the county wide reductions.

**VEHICLE REPLACEMENT PROGRAM:** The FY 2011-12 Recommended Budget of \$826,639 is the same as FY 2010-11. The total amount budgeted for vehicle replacement in FY 2011-12 is \$2,370,043.

**LITTER AND ENVIRONMENTAL CONTROL:** The FY 2011-12 Recommended Budget for Litter and Environmental Control is \$565,678, a net appropriation decrease of \$48,115. This budget unit has assumed the administration of the County's Storm Water Management program.

**ROADS AND BRIDGES (ROAD FUND):** The FY 2011-12 Recommended Budget for the Road Fund is \$38,942,386, a decrease of \$8,118,457 from the FY 2010-11 Adopted Budget. There is an increase in Salaries and Benefits of \$873,194 due primarily to an increase in benefit costs. Services and Supplies decreased by \$7,704,515 due to differences in the projects in process from year to year. Due to budgetary constraints, no fixed assets were budgeted in FY 2011-12. There is a decrease in revenue from Licenses, Permits and Franchise Fees of \$426,146 due to a continued decline in developer-fees.

**DEVELOPMENT SERVICES:** The FY 2011-12 Recommended Budget of \$619,374 reflects a decrease of \$58,082 in appropriations. Due to the housing downturn a related decrease of \$15,742 in revenue from fees and reimbursable work is also being recommended. The net impact is a decrease of \$42,239 in General Fund Contribution.

---

### **Budget Impacts**

**SHUTTLE OPERATIONS:** Due to budget constraints, it was necessary to eliminate the vacant 0.5 position in this unit. The inability to utilize this position may necessitate a service level reduction caused by the need to modify and reduce the hours of operation for the County shuttle.

---

### **Prior Year Accomplishments**

Prior year accomplishments are discussed at the unit level.

---

### **Budget Year Goals**

Budget year goals are discussed at the unit level.

---

### **Pending Issues**

**ROADS AND BRIDGES:** In FY 2010-11, revenues from Local Transportation funding (LTF) from the State were discontinued. No changes were made to staff or service levels as a result of this decline in revenue for FY 2010-11. In FY 2011-12, the countywide cost plan charges were reduced by approximately the same level as the LTF loss offsetting one another. However, if the State through its budget process, initiates reductions to the Highway Users Tax (gasoline tax) in FY 2011-12 it may lead to reductions in staff and service levels.

**COUNTY DISPOSAL SITES:** Due to State Budget issues, and the resultant affect on the budgets of the State Water Resources Control Board (SWRCB), the annual permit fees required for each of the disposal sites may increase. Public Works staff will continue to work with the County's consultant and Regional Water Quality Control Board staff to revise the MRPs for all CDSs for reduced inspections, thereby reducing the operating budget for the current and future years.

**FACILITIES MAINTENANCE PROJECTS FUND:** The County receives State Criminal Alien Assistance Program (SCAAP) funds from the Federal government to help offset the significant costs incurred by county governments for incarcerating undocumented

criminal aliens. In past years, awarded funds have been used for Sheriff's facility-related projects. Should SCAAP dollars not be included in the final Federal Budget, projects may be impacted in FY 2011-12.

**VEHICLE REPLACEMENT PROGRAM:** Considering the FY 2011-12 budget constraints, Public Works is concerned that there may be an increase in the number of fleeted vehicles being turned into the Fleet Division as County departments make adjustments to their operational costs. The early return of newer vehicles will

cause a budgetary impact due to a loss of maintenance revenue to the Fleet Division. Other impacts could include loss in the sale of vehicles compared to remaining useful life and a possible increase in the aging of the County's fleet if departments choose to keep vehicles longer than currently scheduled.

---

**Policy Considerations**

There are no policy considerations.

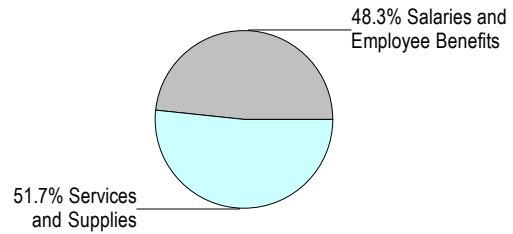
## Architectural Services

(Unit 8173— Fund 001)

### Source of Funds

Intentionally Left Blank

### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	798,699	1,004,823	928,846	559,944	558,587	(446,236)
Services and Supplies	368,288	640,715	640,915	698,528	597,454	(43,261)
Other Charges	(1,166,988)	(1,645,538)	(1,569,761)	(1,158,472)	(1,156,041)	489,497
Subtotal	\$0	\$0	\$0	\$100,000	\$0	0

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$0	\$0	\$0	\$100,000	\$0	0
Total Source of Funds	\$0	\$0	\$0	\$100,000	\$0	0

### Unit Description

Architectural Services staff perform project management activities including tracking construction costs of new facilities.

142 W. Alisal-Old Jail stabilization repairs. Goal: Close out the project.

### Prior Year Accomplishments

Laurel-Natividad Conceptual Plan - background work was completed and concepts were developed.

Government Center modular building removal investigations and study. Goal: Move Modular #5 to NMC, create new parking lot behind Administration Building, construct tenant improvements to remaining modulars.

Probation Department Administration Office Space - Adult Division relocated to 20 E. Alisal Street, Salinas.

MCGC East & West Wings Salinas Courthouse Building Performance Evaluation. Goal: Complete assessment of tenant improvements required for re-occupancy of the buildings.

### Budget Year Goals

Criminal Justice Alternative Site engineering and planning analysis. Goal: Determine all conditions and develop a master plan.

Laurel-Natividad Conceptual Plan development. Goal: Finalize concepts.

South County conceptual plan development. Goal: Determine all conditions and develop a master plan.

King City Agricultural Commissioner & Public Works Yard engineering and architectural pre-design analysis. Goal: Complete Phase II environmental site remediation and develop a master plan.

Site improvements for Val Verde Condos (medical offices/clinics). Goal: Determine all conditions and coordinate with Natividad Medical Center's (NMC) Master Plan.

Jail restrooms renovations. Goal: Complete renovations of Pods D and E.

Jail Visitor Annex renovation. Goal: Complete all work and close project.

Multi-use Detention Complex Site engineering and planning analysis. Goal: Determine all conditions and develop a master plan.

Recommend plan to construct a Parking Structure to serve the Administration Building. Goal: Determine all conditions and develop a master plan.

New Juvenile Hall. Goal: Continue to work with stakeholders to secure funding for matching grant and identify a site.

Integrated Health Clinic Service Center: Goal: Complete project and have tenants move in.

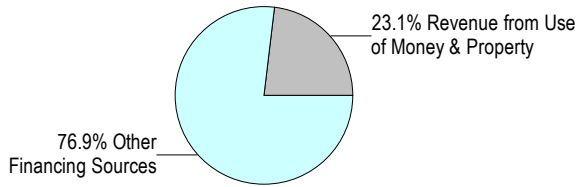
Probation Youth Center Kitchen Remodel. Goal: Restore kitchen to health and safety operational standards.

**Adopted 2011 to Recommended 2012 Positions**

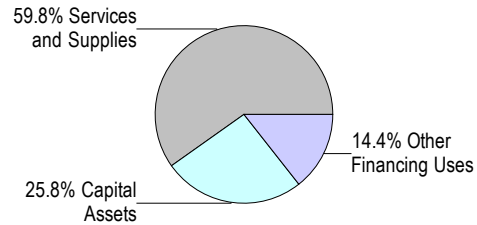
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14A61	ASSISTANT ARCHITECTURAL SERVICES MANAGER	1.0	1.0	0.00
14C30	MANAGEMENT ANALYST II	1.0	1.0	0.00
14K63	ARCHITECTURAL SERVICES MANAGER	1.0	1.0	0.00
14N99	CONTRACT-ARCHITECTURAL SERVICES PROJECT MANAGER	2.0	0.0	-2.00
80A32	SENIOR SECRETARY	1.0	1.0	0.00
<b>Total</b>		<b>6.0</b>	<b>4.0</b>	<b>-2.00</b>

## Capital Projects (Unit 8174— Fund 404)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	3,471	137,038	1,107,859	16,067,606	5,565,863	5,428,825
Other Charges	(861,794)	0	0	(2,145,746)	(4,645,746)	(4,645,746)
Capital Assets	20,257,724	43,241,848	5,609,927	3,831,751	2,403,163	(40,838,685)
Other Financing Uses	5,952,246	0	2,921,965	0	1,340,000	1,340,000
Subtotal	\$25,351,647	\$43,378,886	\$9,639,751	\$17,753,611	\$4,663,280	(38,715,606)

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	701,369	300,000	242,592	150,337	150,337	(149,663)
Miscellaneous Revenues	18	0	691,309	0	0	0
Other Financing Sources	625,000	0	0	500,000	500,000	500,000
Subtotal	\$1,326,386	\$300,000	\$933,901	\$650,337	\$650,337	350,337
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$1,326,386	\$300,000	\$933,901	\$650,337	\$650,337	350,337

### Unit Description

Each year, the Capital Improvement Program (CIP) Five-Year Plan is developed via a formal process in which the Resource Management Agency (RMA) coordinates with departments to identify, compile and document the capital needs of the County organization. RMA staff from Public Works then review and analyze the descriptions of the proposed projects and prepares a draft CIP listing the projects proposed for funding and budgeting consideration.

The CIP does not appropriate funds for projects, but serves as a strategic planning and budgeting tool that is instrumental in proposing Capital Budget appropriations to be recommended for adoption within the County's Operating Budget.

For various reasons, the development of the final draft of the Recommended Capital Improvement Program (CIP) Five-Year Plan for Fiscal Years 2011-12 through 2015-16 has been delayed and, at the time of this printing, has not been presented to the necessary

committees or the Board of Supervisors for direction and approval. As the CIP includes the proposed Capital Budget for the upcoming fiscal year, the appropriations for all Capital Funds (included in this unit as Fund 402 and Fund 404) are currently recommended at levels sufficient to complete previously approved projects that are in progress and will continue into the next fiscal year. RMA anticipates presenting the draft CIP to the CIC and BC in late May. Once approved by the committees, RMA plans to submit a revised Capital Budget request to the Board for consideration including requesting modification of the FY 2011-12 Adopted Budget.

This unit includes the budgets for Fund 402 Capital Projects and Fund 404 Facilities Master Plan Implementation. Fund 402 includes the budget for all capital projects that are managed by the Public Works Architectural Services division and those that are financed with County General Funds. 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 new Health Headquarters. No positions are budgeted in this fund.

---

**Prior Year Accomplishments**

Laurel-Natividad Conceptual Plan - background work was completed and concepts were developed.

Probation Department Administration Office Space - Adult Division relocated to 20 E. Alisal Street, Salinas

Construction of the North Wing of the Salinas Courthouse project completed and courts have occupied the building.

---

**Budget Year Goals**

The following is a summary list of the recommended projects for Capital Projects (Fund 402) and Facilities Master Plan Implementation (Fund 404) for FY 2011-12. More detailed descriptions of the projects are provided in the FY 2011-12 Capital Budget Summary section of this book.

CAPITAL PROJECTS FUND 402: The following are the Fund 402 FY 2011-12 recommended projects totaling \$3,827,590:

Government Center Master Plan Update: \$113,263

Hyland Dr./El Rancho Way Storm Drain: \$1,098,228

Agricultural Commissioner Facility: \$265,592

Behavioral Health Integrated Health Services Center: \$1,047,518

New and/or Expanded Detention Facility: \$454,209

King City Addition Phase II: \$500,000

Capital Improvement Program Planning: \$278,489

168 W. Alisal - Document Imaging Project: \$70,291

FACILITIES MASTER PLAN IMPLEMENTATION FUND 404:  
The following are the Fund 404 FY 2011-12 recommended projects totaling \$4,141,436:

North Wing Salinas Courthouse: \$2,040,000

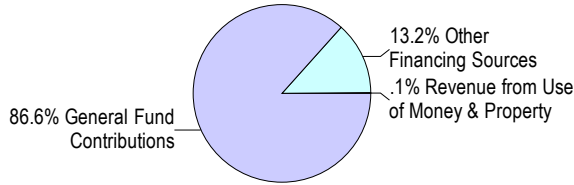
Government Center Modular Building Removal: \$1,200,000

MCGC East & West Wings Renovation: \$901,436

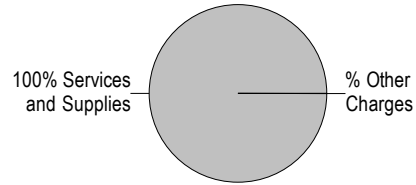
# County Disposal Sites

(Unit 8175— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	143,766	484,000	579,589	279,300	279,300	(204,700)
Other Charges	58	(1,355)	56	75	75	1,430
Subtotal	\$143,824	\$482,645	\$579,645	\$279,375	\$279,375	(203,270)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	375	375	375	375	375	0
Other Financing Sources	0	0	97,000	37,000	37,000	37,000
Subtotal	\$375	\$375	\$97,375	\$37,375	\$37,375	37,000
General Fund Contributions	\$143,449	\$482,270	\$482,270	\$242,000	\$242,000	(240,270)
Total Source of Funds	\$143,824	\$482,645	\$579,645	\$279,375	\$279,375	(203,270)

## Unit Description

The County Disposal Site (CDS) Program provides for the administration and monitoring of two transfer stations and ten closed landfill disposal sites. It provides for consulting and engineering contracts to comply with mandated Federal and State requirements regarding the monitoring of groundwater and air quality, which may be affected by possible landfill contamination.

County's consultant and Regional Water Quality Control Board (RWQCB) staff to revise the Monitoring and Reporting Program (MRP) Order No. 01-086 for the Bradley CDS. The revised MRP requires reduced inspections, thereby reducing the operating budget for the current and future years.

## Prior Year Accomplishments

The required Annual Detection Monitoring Reports were completed. Additionally, Public Works staff worked with the

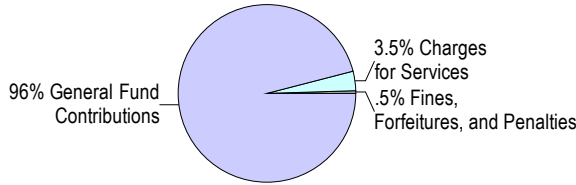
## Budget Year Goals

Complete engineering design of the Big Sur Recycling Center. Additionally, Public Works staff has initiated work with the County's consultant and RWQCB staff to revise the MRP for the San Ardo and North Shore Lake San Antonio CDS similar to the revised MRP accomplished for Bradley CDS mentioned above.

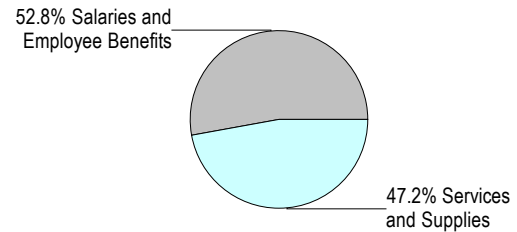


## Admin Facilities (Unit 8176— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	1,936,288	1,755,238	1,710,922	1,870,630	1,741,283	(13,955)
Services and Supplies	1,636,300	1,983,500	1,980,505	2,140,223	1,554,076	(429,424)
Other Charges	(464,163)	(334,784)	(324,784)	(315,500)	(315,500)	19,284
Subtotal	\$3,108,425	\$3,403,954	\$3,366,643	\$3,695,353	\$2,979,859	(424,095)

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	18,818	25,000	16,524	30,000	15,000	(10,000)
Revenue from Use of Money & Property	12,060	0	16,080	0	0	0
Charges for Services	311,415	136,521	91,306	105,068	105,068	(31,453)
Miscellaneous Revenues	0	0	300	0	0	0
Subtotal	\$342,292	\$161,521	\$124,210	\$135,068	\$120,068	(41,453)
General Fund Contributions	\$2,766,133	\$3,242,433	\$3,242,433	\$3,560,285	\$2,859,791	(382,642)
Total Source of Funds	\$3,108,425	\$3,403,954	\$3,366,643	\$3,695,353	\$2,979,859	(424,095)

Resource Management Agency

### Unit Description

Facilities Administration is responsible for building maintenance functions and administration of building services. The Facilities Administration budget is structured as two components. The first component is responsibility for the daily activities associated operating occupied facilities including maintenance, repair, grounds maintenance, and landscaping on county-owned and leased facilities. Included in the first component is the responsibility for oversight of utility usage, conservation and control functions.

The second component is the responsibility for maintenance and repair projects as well as administration of ongoing programs that affect building and occupancy conditions. Programs include administration of security, parking, code compliance related to building occupancy and environmental codes, and the Americans with Disabilities Act (ADA) Transition Plan. Beginning in FY 2011-12 the negotiated quarterly County Facility Payments (CFP) for maintenance associated with the Monterey Courthouse, King City Courthouse and the North Wing of the Salinas Courthouse

have been moved to the Trial Courts budget (Unit 8031) under the purview of the County Administrative Office (CAO). Separate from the CFPs, the County provides maintenance services to the common areas within the Monterey and King City Courthouses. The County is reimbursed for these expenditures based on percentages agreed to in the Joint Occupancy Agreements for the Monterey and King City Courthouses. On a quarterly basis the Resource Management Agency (RMA) prepares an invoice for reimbursement to the Administrative Office of the Courts (AOC). The invoice is based on actual expenditures for the quarter.

### Prior Year Accomplishments

Facilities operations completed approximately 23,000 service request, an increase of 5,000 over the previous fiscal year. The completion rate for service requests averaged 99%, achieving a 4% increase over the previous year.

Successfully administered security measures including oversight of building security and parking achieving a target of zero incidents

resulting in bodily injury or major property loss as a result of security breaches.

Facilities Administration continued administration of energy conservation efforts including lighting retrofits, air balancing, and administration of energy audits.

Complete installation of new centralized plan room and building data information center, including hard copy and electronic documentation related to County buildings, and operation & maintenance (O&M) manuals.

Upgrade building maintenance data and maintenance system to improve reporting capability, and include major building equipment.

---

### Budget Year Goals

Implement security upgrades based on recommendations from consultant recommendations for protocol and equipment upgrades.

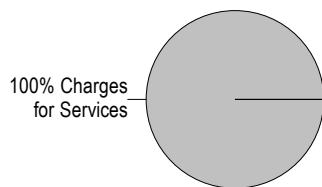
---

### Adopted 2011 to Recommended 2012 Positions

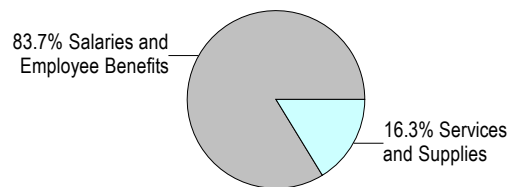
Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
14C30	MANAGEMENT ANALYST II	0.0	0.0	0.00
14C31	MANAGEMENT ANALYST III	1.0	1.0	0.00
14N22	GENERAL SERVICES MANAGER III	1.0	1.0	0.00
72A23	BUILDING MAINTENANCE WORKER	13.0	11.0	-2.00
72A29	SENIOR BUILDING MAINTENANCE WORKER	2.0	2.0	0.00
72A81	BUILDING MAINTENANCE SUPERVISOR	1.0	1.0	0.00
80A31	SECRETARY	1.0	1.0	0.00
Total		19.0	17.0	-2.00

**Courier**  
(Unit 8177— Fund 001)

**Source of Funds**



**Use of Funds**



**Use of Funds**

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	308,764	324,220	305,714	321,796	318,292	(5,928)
Services and Supplies	42,841	79,939	97,891	62,515	61,763	(18,176)
Other Charges	(289,728)	(399,568)	(400,977)	(382,118)	(382,118)	17,450
Subtotal	\$61,877	\$4,591	\$2,628	\$2,193	(\$2,063)	(6,654)

**Source of Funds**

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	828	4,591	2,628	2,193	2,193	(2,398)
Subtotal	\$828	\$4,591	\$2,628	\$2,193	\$2,193	(2,398)
General Fund Contributions	\$61,049	\$0	\$0	\$0	(\$4,256)	(4,256)
Total Source of Funds	\$61,877	\$4,591	\$2,628	\$2,193	(\$2,063)	(6,654)

**Unit Description**

Courier Service is responsible for delivering all interdepartmental business mail and packages.

Implemented on-going operational surveys to ensure economical and efficient operations while continuing to offer a high level of customer service and support.

**Prior Year Accomplishments**

Consolidated routes to improve efficiency and prevent duplication.

**Budget Year Goals**

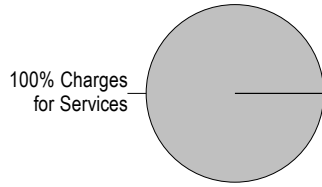
Review routes and stops to ensure maximum efficiency and service while taking every possible opportunity to reduce costs.

**Adopted 2011 to Recommended 2012 Positions**

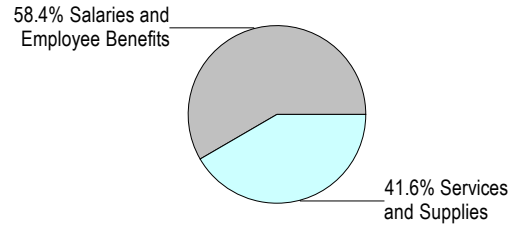
Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
14C30	MANAGEMENT ANALYST II	0.0	1.0	1.00
70F21	COURIER	3.0	3.0	0.00
80022	MAILROOM CLERK	0.0	0.0	0.00
Total		3.0	4.0	1.00

**Mail**  
(Unit 8178— Fund 001)

**Source of Funds**



**Use of Funds**



**Use of Funds**

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	115,002	103,468	99,645	127,380	124,133	20,665
Services and Supplies	88,887	93,470	87,454	88,861	88,557	(4,913)
Other Charges	(196,088)	(196,938)	(186,719)	(215,849)	(215,849)	(18,911)
Subtotal	\$7,801	\$0	\$380	\$392	(\$3,159)	(3,159)

**Source of Funds**

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	377	0	380	392	392	392
Subtotal	\$377	\$0	\$380	\$392	\$392	392
General Fund Contributions	\$7,424	\$0	\$0	\$0	(\$3,551)	(3,551)
Total Source of Funds	\$7,801	\$0	\$380	\$392	(\$3,159)	(3,159)

**Unit Description**

Mail Services is responsible for collection, distribution, pre-sorting, and automated postage for outbound United State Postal Service (USPS) mail as well as United Parcel Service (UPS) shipments.

local postal officials to satisfy requirements by adding "Return Service Requested" on each metered piece.

Implemented an improved accounting system to track postage and rectify errors before departments are billed.

**Prior Year Accomplishments**

Structured Mail Operations to be fully cost recoverable.

Staff acquired and installed improved software and sorting schemes that provide a \$0.105 cent reduction in postage versus the \$0.44 full USPS rate and a \$0.01 to \$0.04 cent additional savings per piece by increasing pieces sorted.

Eliminated need for \$36,000 USPS equipment upgrade to reduce mail that is "Undeliverable As Addressed" (UAA), by meeting with

**Budget Year Goals**

Create more sorting schemes to realize additional savings for each department.

Work with neighboring counties to explore new cost saving methods and increase efficiency.

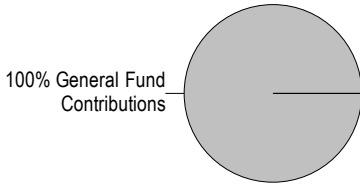
New metering machines are being implemented to a web-based accounting system. This will increase efficiency and collection of accounting data efficiency.

**Adopted 2011 to Recommended 2012 Positions**

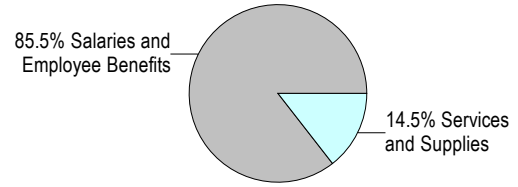
Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
14C30	MANAGEMENT ANALYST II	1.0	0.0	-1.00
80022	MAILROOM CLERK	2.5	2.5	0.00
Total		3.5	2.5	-1.00

**Grounds**  
(Unit 8181— Fund 001)

**Source of Funds**



**Use of Funds**



**Use of Funds**

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	434,449	440,099	439,826	488,310	476,848	36,749
Services and Supplies	16,459	50,209	52,691	81,704	80,630	30,421
Subtotal	\$450,908	\$490,308	\$492,517	\$517,531	\$504,995	14,687

**Source of Funds**

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$450,908	\$490,308	\$492,517	\$517,531	\$504,995	14,687
Total Source of Funds	\$450,908	\$490,308	\$492,517	\$517,531	\$504,995	14,687

**Unit Description**

Grounds Services is responsible for grounds maintenance and landscaping on County-owned multi-department facilities, the Public Safety Building and various parcels outside road rights-of-way.

Completed fire control projects through weed abatement schedule on unimproved fields and remote radio tower locations.

Implemented program of trash removal at newly acquired parcels on the former Fort Ord.

**Prior Year Accomplishments**

Achieved target of zero incidents of property damage or personal injury involving trees, branches, brush or landscaping hazards.

Reduced total volume of pesticide (weed control) application by implementation of cyclical tilling, mowing and application of ground cover.

Improved safety and appearance of Government Center property by transplanting overgrowth to create new landscaping and reduce trip hazards.

**Budget Year Goals**

Manage control or removal of hazardous tree and brush growth at identified sites on or near occupied facilities.

Manage effort to remove and prevent unauthorized dumping at Fort Ord habitat preservation sites.

Maintain weed abatement and fuel management program related to fire hazards.

Maintain erosion controls at designated sites by managing growth and drainage.

Resource Management Agency

---

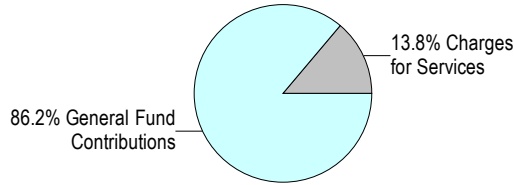
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
70C20	SENIOR GROUNDSKEEPER	1.0	1.0	0.00
70C21	GROUNDSKEEPER	4.0	4.0	0.00
70C80	GROUNDS SUPERVISOR	1.0	1.0	0.00
	Total	6.0	6.0	0.00

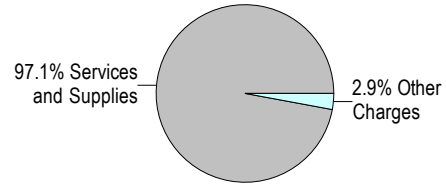
## Utilities

(Unit 8182— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	2,266,850	2,145,752	2,169,852	1,840,185	1,840,185	(305,567)
Other Charges	(25)	55,000	30,900	55,000	55,000	0
Subtotal	\$2,266,825	\$2,200,752	\$2,200,752	\$1,895,185	\$1,895,185	(305,567)

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	32,513	174,403	174,403	262,285	262,285	87,882
Miscellaneous Revenues	75,123	0	0	0	0	0
Subtotal	\$107,636	\$174,403	\$174,403	\$262,285	\$262,285	87,882
General Fund Contributions	\$2,159,189	\$2,026,349	\$2,026,349	\$1,632,900	\$1,632,900	(393,449)
Total Source of Funds	\$2,266,825	\$2,200,752	\$2,200,752	\$1,895,185	\$1,895,185	(305,567)

### Unit Description

The Utilities unit accumulates costs associated with water, garbage, sewer, alarm lines, fire protection, as well as gas and electric for all shared County facilities. Beginning in FY 2011-12, the negotiated quarterly County Facility Payments (CFPs) for the utilities associated with the Monterey Courthouse, King City Court House, and the North Wing of the Salinas Courthouse have been moved to the Trial Courts budget (Unit 8031) under the purview of the County Administrative Office. Separate from the CFPs, the County provides utilities for the common areas within the Monterey and King City Courthouses. The County is reimbursed for these expenditures based on percentages agreed to in the Joint Occupancy Agreements for the Monterey and King City Courthouses. As there was not a Joint Occupancy Agreement established for the North Wing of Salinas, total occupied square footage for each structure within the Government Center is the basis of allocating the utility costs to the North Wing of the Salinas Courthouse for reimbursement by the Administrative Office of the Courts (AOC). On a quarterly basis, RMA prepares an invoice for reimbursement of utility costs for the above mentioned Courthouses based on the prior quarter actual utility expenditures.

### Prior Year Accomplishments

Revised rate schedules to the most efficient type for high volume meters, realizing an estimated savings of \$75,000 in current fiscal year.

Continued cost avoidance of approximately \$250,000 annually through lighting retrofit, as well as through reducing off-hours lighting at the Government Center Complex.

Completed energy (building) audits for high consumption facilities and establish engineered estimates for recommended actions, in collaboration with California Energy Commission and Association of Monterey Bay Area Governments.

### Budget Year Goals

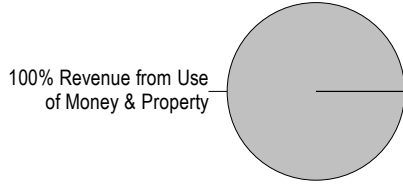
Complete investment grade building audits for designated facilities through federal Energy Efficiency and Conservation Block Grant (EECBG) program.

Establishment of database and application of measurement tools to track consumption data at designated sites.

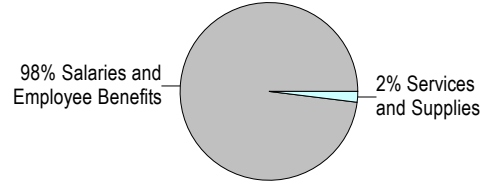
## Real Property

(Unit 8183— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	145,414	134,242	136,504	148,110	146,200	11,958
Services and Supplies	3,777	10,967	12,687	3,110	2,931	(8,036)
Subtotal	\$149,191	\$145,209	\$149,191	\$122,827	\$120,738	(24,471)

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	199,983	164,272	164,272	139,326	139,326	(24,946)
Subtotal	\$199,983	\$164,272	\$164,272	\$139,326	\$139,326	(24,946)
General Fund Contributions	(\$50,792)	(\$19,063)	(\$15,081)	(\$16,499)	(\$18,588)	475
Total Source of Funds	\$149,191	\$145,209	\$149,191	\$122,827	\$120,738	(24,471)

### Unit Description

Real Property is responsible for management of real property transactions related to 115 owned and 74 leased facilities. This includes management of acquisition and transaction as well as records affecting properties, negotiation of transactions such as new leases, extensions, sale or other usage. Performs project management functions for County leased facilities.

Probation parking lot located at Lincoln and Central Ave., Salinas.

Superior Court-Courtroom 11 located at 118 W. Gabilan St., Salinas (5,781 sf).

Superior Court-Jury Duty lease of Board Chambers at 168 W. Alisal St., Salinas.

#### New Leases:

Probation located at 20 E. Alisal, 1st Floor, Salinas (12,726 sf).

#### Lease Renewals and Amendments:

Health Department- Women, Infants, and Children (WIC) located at 632 E. Alisal, Salinas (16,110 sf).

Behavioral Health located at 951B Blanco Circle, Salinas (7,420 sf).

Library located at 65 W. Carmel Valley Rd., Carmel Valley (3,960 sf).

Library located at 62350 College St., San Ardo (1,008 sf).

One Stop Career Center located at 1760 Fremont Blvd, Seaside (13,809 sf).

### Prior Year Accomplishments

#### Lease Terminations and Move-Outs:

Administration - Enterprise Resource Planning (ERP) project located at 1260 S. Main St., Salinas (7,142 square feet).

Behavioral Health located at 2150 Garden Road, Suite B-1, Monterey (4,000 sf).

Emergency Medical Services located at 19065 Portola Drive, Salinas (4,481 sf).

Probation located at 236 Monterey St., Salinas (5,042 sf).

Probation located at 16-20 West Gabilan St., Salinas (7,020 sf).



Department of Social & Employment Services (DSES) located at 713 LaGuardia St., Salinas (28,224 sf).

DSES located at 116-118 Broadway, King City (15,695 sf).

Water Resources Agency (WRA) located at 893 Blanco Cr., Salinas (13,318 sf).

Children's Medical Services located at 1615 Bunker Hill Rd., Salinas (12,463 sf).

Salinas Air Modelers at the Old Chualar Landfill.

License/Use Agreements:

Pacific Gas & Electric (PG&E) helicopter landing zone located at 855 E. Laurel Yard.

Easements:

New Cingular Wireless access easement at 1410 Natividad, Salinas (\$ 4,800/yr).

---

**Budget Year Goals**

Implement operational efficiencies to reduce the backlog of property transactions.

Establish protocol and process for additional signal transmission sites.

---

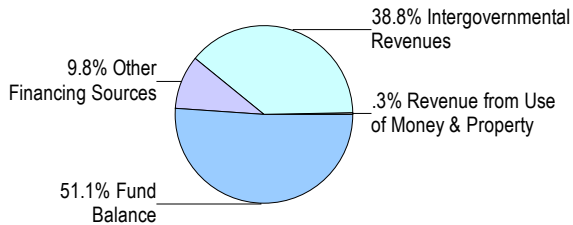
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14C74	REAL PROPERTY SPECIALIST	1.0	1.0	0.00
Total		1.0	1.0	0.00

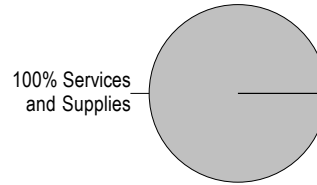
## Facilities Maintenance Projects

(Unit 8184— Fund 401)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	1,839,873	2,876,819	1,979,774	5,122,810	4,606,899	1,730,080
Other Charges	(883,982)	0	(51,774)	0	0	0
Capital Assets	993,890	0	0	0	0	0
Subtotal	\$1,949,781	\$2,876,819	\$1,928,000	\$5,122,810	\$4,606,899	1,730,080

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	35,859	25,000	10,000	15,000	15,000	(10,000)
Intergovernmental Revenues	56,060	0	300,000	1,387,427	1,787,427	1,787,427
Miscellaneous Revenues	755	0	50	0	0	0
Other Financing Sources	3,176,324	750,000	1,473,133	450,000	450,000	(300,000)
Subtotal	\$3,268,998	\$775,000	\$1,783,183	\$1,852,427	\$2,252,427	1,477,427
Fund Balance	(1,319,217)	2,101,819	144,817	3,270,383	2,354,472	252,653
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$1,949,781	\$2,876,819	\$1,928,000	\$5,122,810	\$4,606,899	1,730,080

### Unit Description

The Facilities Maintenance Projects Fund functions as a cost center for budgeting for County facility maintenance and repair and building equipment and control systems projects. No positions are budgeted in this fund. Staff costs are included in Facilities Administration (Unit 8176), which is also a unit within Public Works. Source funding for projects is primarily based on discretionary revenues.

855 E. Laurel Dr. Site Remediation Underground Monitoring-Public Works (completed).

2620 1st Ave, Marina Information Technology Emergency Power System (completed).

Roof Repairs and Renovations - 1200 Aguajito Health Building (phase I). (completed).

Mt Toro, Salinas Information Technology - New Radio Room (completed).

Lake San Antonio and San Lorenzo Park Improvements - Reroof Buildings (completed).

### Prior Year Accomplishments

1410 Natividad Rd. Upgrade Security System (completed).

1412 Natividad Rd. Rehabilitate Fire Doors (completed).

168 W. Alisal St. Security Feasibility Study recommended actions and revisions to security protocol (completed).

312 E. Alisal St. Phase II and Site Investigation (completed).

### Budget Year Goals

The following is a summary list of the recommended projects for Facilities Maintenance (Fund 401) for FY 2011-12 totaling

\$4,606,899. More detailed descriptions of the projects are provided in the FY 2011-12 Capital Budget Summary section of this book.

Unscheduled Maintenance Projects: \$375,000.

Scheduled Maintenance Projects: \$875,000.

Project Scoping & Estimating: \$280,000.

1410 Natividad - Upgrade Security Fence: \$306,675.

1412 Natividad - Upgrade B Wing Windows: \$107,134.

1410 Natividad - Refurbish Kitchen: \$202,835.

970 Circle Dr. - Youth Center Refurbish Kitchen: \$278,156.

855 E. Laurel Bldg. A - Equipment & Storm Water Management: \$106,952.

Pajaro Mansion Windows, Siding & Paint - 29 Bishop Street: \$97,290.

1412 Natividad - Men's Rehab Visiting Room: \$63,900.

San Lucas Branch Library: \$126,530.

Various Energy Efficiency & Conservation Block Grant Projects: \$1,787,427.

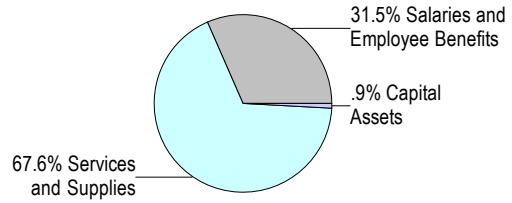
# Fleet Administration

(Unit 8185— Fund 001)

## Source of Funds

Intentionally Left Blank

## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	9,090	1,546,698	1,531,671	1,794,255	1,645,995	99,297
Services and Supplies	592,227	3,806,876	3,258,410	3,530,418	3,527,040	(279,836)
Other Charges	112,356	(5,441,891)	(4,750,061)	(5,253,801)	(5,218,035)	223,856
Subtotal	\$713,672	(\$88,317)	\$40,020	\$115,872	\$0	88,317

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	22,846	0	40,000	0	0	0
Miscellaneous Revenues	4,579	0	20	0	0	0
Subtotal	\$27,426	\$0	\$40,020	\$0	\$0	0
General Fund Contributions	\$686,247	(\$88,317)	\$0	\$115,872	\$0	88,317
Total Source of Funds	\$713,672	(\$88,317)	\$40,020	\$115,872	\$0	88,317

## Unit Description

Fleet Management is responsible for servicing and tracking repair actions for over 2,159 vehicles and pieces of equipment. Fleet provides rental vehicles to meet transportation needs of County employees. Fleet Management also provides oversight of the County's six fueling stations that dispense over 600,000 gallons of compressed natural gas, diesel fuel, bio-diesel fuel and unleaded fuel per year.

Incorporated safer green products for mechanics to use in the servicing of vehicles.

## Budget Year Goals

Add Customer Service Fleet Anywhere efficiency software modules and automate accident reporting management by implementation of a client web-based portal for Fleet Management and Risk.

Incorporate technology enhancements to realize paperless work orders and parts bar coding.

Increase number of alternative fueled vehicles across departments, within current fiscal restraints, to reduce fuel expenditures and lower carbon footprint.

Become a County-certified green business.

Where business requirements warrant, add Global Positioning System (GPS) devices to increase fuel and production efficiencies in planning job routes.

## Prior Year Accomplishments

Selected as Honorable Mention, Best 100 Government Fleets for 2010 in North America award. This is the third consecutive year.

Performed diverse and complex repairs without a safety mishap the entire year.

Provided safe and serviceable vehicles and equipment in a timely manner; providing cost effective, efficient, and high quality services.

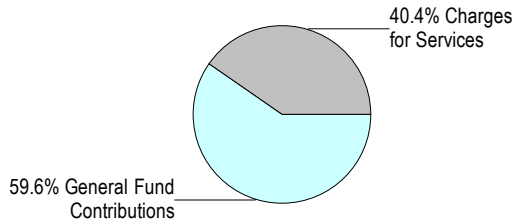
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14N21	GENERAL SERVICES MANAGER II	1.0	1.0	0.00
70F23	STOREKEEPER	1.0	1.0	0.00
70F80	SENIOR STOREKEEPER	1.0	1.0	0.00
72C23	MECHANIC II	10.0	10.0	0.00
72C26	MECHANIC III	1.0	1.0	0.00
72C82	SUPERVISING MECHANIC	1.0	1.0	0.00
80A31	SECRETARY	1.0	1.0	0.00
80G21	DATA ENTRY OPERATOR II	1.0	1.0	0.00
<b>Total</b>		<b>17.0</b>	<b>17.0</b>	<b>0.00</b>

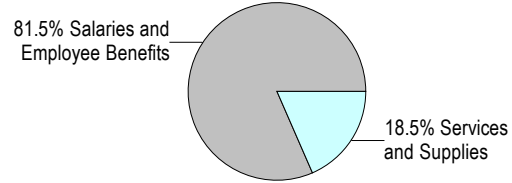
# Shuttle

(Unit 8188— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	88,989	118,201	120,684	258,466	101,022	(17,179)
Services and Supplies	0	15,600	21,011	23,437	22,857	7,257
Subtotal	\$88,989	\$133,801	\$141,695	\$281,903	\$123,879	(9,922)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	50,000	50,000	50,000	50,000	50,000	0
Subtotal	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	0
General Fund Contributions	\$38,989	\$83,801	\$91,695	\$231,903	\$73,879	(9,922)
Total Source of Funds	\$88,989	\$133,801	\$141,695	\$281,903	\$123,879	(9,922)

## Unit Description

Shuttle service is overseen by Fleet Management and provides services of the daily shuttle service, safely transporting county employees and summoned jurors.

## Budget Impacts

Due to budget constraints, it was necessary to eliminate the vacant 0.5 position in this unit. The inability to utilize this position may necessitate a service level reduction caused by the need to modify and reduce the hours of operation for the County shuttle.

## Prior Year Accomplishments

Safely transported 20,331 jurors as well as county employees from off site parking to the Government campus.

Received 100% customer satisfaction rating on surveys.

Installed backup safety camera, affixed County Shuttle logo on van for easy identification along with safety running boards for patrons.

## Budget Year Goals

Continue to deliver quality customer service for both County employees and jurors.

Safely transport all employees and jurors to and from their point of destination.

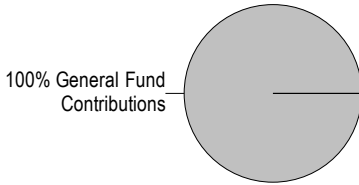
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
70M01	SHUTTLE DRIVER	1.5	1.0	-0.50
Total		1.5	1.0	-0.50

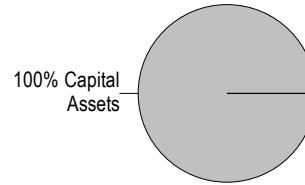
## Vehicle Replacement Program

(Unit 8190— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	1,022	0	49,911	0	0	0
Other Charges	(1,512,483)	(1,404,972)	(1,454,883)	(1,543,404)	(1,543,404)	(138,432)
Capital Assets	1,912,936	2,231,611	2,231,611	2,370,043	2,370,043	138,432
Subtotal	\$401,476	\$826,639	\$826,639	\$826,639	\$826,639	0

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	2,872	0	0	0	0	0
Miscellaneous Revenues	8,525	0	0	0	0	0
Other Financing Sources	244,888	0	0	0	0	0
Subtotal	\$256,285	\$0	\$0	\$0	\$0	0
Cancellation of Reserve	217,464	826,639	826,639	826,639	826,639	0
General Fund Contributions	\$145,190	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$618,940	\$826,639	\$826,639	\$826,639	\$826,639	0

Resource Management Agency

### Unit Description

The Vehicle Replacement Program is the County's vehicle leasing program. Participating departments are charged a monthly fee during the life of the vehicle that is used to replace the vehicle after it has fully depreciated, typically six to eight years.

There are no positions budgeted in this budget unit as all staff costs are budgeted in Fleet Management (Unit 8185).

### Prior Year Accomplishments

Replaced 91 vehicles with 2010 model vehicles and 40 vehicles with 2011 model vehicles.

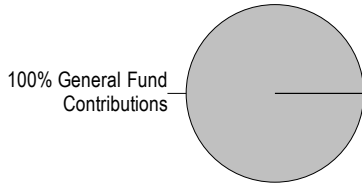
### Budget Year Goals

Continue greening the fleet by procuring additional alternative fuel vehicles with best in class mileage ratings and minimum carbon footprint.

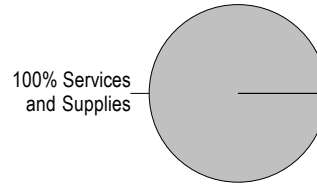
## Litter & Environmental Control

(Unit 8194— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	712,237	613,793	613,793	565,678	565,678	(48,115)
Capital Assets	302,623	0	0	0	0	0
Subtotal	<u>\$1,014,859</u>	<u>\$613,793</u>	<u>\$613,793</u>	<u>\$565,678</u>	<u>\$565,678</u>	<u>(48,115)</u>

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Other Financing Sources	650,000	0	0	0	0	0
Subtotal	<u>\$650,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0</u>
General Fund Contributions	<u>\$364,859</u>	<u>\$613,793</u>	<u>\$613,793</u>	<u>\$565,678</u>	<u>\$565,678</u>	<u>(48,115)</u>
Total Source of Funds	<u><u>\$1,014,859</u></u>	<u><u>\$613,793</u></u>	<u><u>\$613,793</u></u>	<u><u>\$565,678</u></u>	<u><u>\$565,678</u></u>	<u><u>(48,115)</u></u>

### Unit Description

Litter and Environmental Control Services provides for the collection and disposal of litter on County-maintained roads and other County property under the jurisdiction of the Board of Supervisors. The Litter and Environmental Control Services components include:

**Education:** Development of promotional materials regarding litter control; supporting other environmental issues such as the elimination of illegal dumping; making presentations to area businesses, schools, local clubs, and public awareness campaigns.

**Litter Removal:** Litter clean-up from County roads and property.

**Strike Force:** Support for the Monterey County Multi-Agency Environmental Strike Force on issues involving litter, illegal dumping, and other health and public safety hazards.

**Volunteerism:** Promoting volunteerism through: The Adopt-A-Roadway Program and coordinating vouchers for tipping fees and providing plastic litterbags to communities that schedule and complete community clean-up days.

Litter and Environmental Control Services also administer the County's Storm Water Management Program (SWMP) as required under the National Pollutant Discharge Elimination System (NPDES) permit issued by the Central Coast Regional Water Quality Control Board (RWQCB). Administration of the Storm Water Management Program includes implementation of the County's responsibilities under the Monterey Regional SWMP which is managed jointly with the Cities of Carmel, Del Rey Oaks, Marina, Monterey, Sand City, and Seaside to ensure compliance with NPDES Permit requirements. In addition to the ongoing program administration and the preparation of a comprehensive annual report, this program also includes the following components:

**Public Education and Outreach:** increasing public awareness of the effects that stormwater pollutants have on the environment and how to prevent them.

**Public Participation:** providing opportunities for public participation in pollution prevention activities such as water quality sampling and catch basin stenciling,

**Illicit Discharge Detection:** implementation of a program that detects and eliminates illicit discharges that pollute the storm drains and waterways of the County,



Construction Site Stormwater Runoff Control: implementation of a program to reduce pollutants in storm water runoff generated on construction sites,

Post-Construction Storm Water Management: implementation of a program that minimizes pollutants from new developments and redevelopments, and

Pollution Prevention and Good Housekeeping of Municipal Operations: implementation of a program that minimizes the discharge of pollutants from County parks, open spaces, new construction, and fleet, facilities, and storm drain maintenance operations.

---

### Prior Year Accomplishments

LITTER AND ENVIRONMENTAL CONTROL: Continued coordination of the various departments involved with similar environmental issues. Staff worked with Health Department and Litter Task committees to identify and collect litter from various locations throughout the County. These departments are instructed to meet Public Works' standards in the County right-of-ways as specified in the Adopt-A-Roadway Policy and to follow Best Management Practices (e.g., sweeping roads, cleaning gutters, containing hazardous waste, spill prevention, etc.). The Adopt-A-Roadway program was promoted through contact with individuals, local businesses, and other organizations and road adoptability was made more available through the use of the County's website. With input from the Illegal Dumping and Litter Abatement Task Force, the Adopt-A-Roadway program was more fully implemented throughout the County. Litter bags were provided for Adopt-A-Roadway groups and collected by Public Works road crews on a weekly basis. Tipping Fee Vouchers and Litter Disposal Coupons were made available to the program participants, and an Alternate Work Program was utilized by staff personnel for weekend litter removal efforts. The Request for Service (RFS) System was utilized to maintain and document litter pick-up requests and to schedule litter pick-up in a timely manner.

STORM WATER MANAGEMENT PROGRAM: The Department of Public Works assumed management of the County's Storm Water Management Program in FY 2009-10 and administers the Municipal NPDES Permit and County's Stormwater Ordinance that prohibit illicit discharges and establish performance standards for commercial and industrial operations, and new and re-development projects in the urbanized areas of the County. A comprehensive Annual Report containing information on all aspects of the County's NPDES permit was completed for Year Four and published. Permit-related activities were coordinated with the Environmental Health and Parks Departments, the Fleet Maintenance, Facilities, and Transportation and Development Divisions of the Public Works Department, and the Monterey County Water Resources Agency. Assistance with coordinating the Regional Storm Water Management Program's Coastal Clean Up Day occurred in August and September, and the increased monitoring, inspection and record keeping requirements of stormwater related complaints and maintenance operations was performed as required under the NPDES Permit. New permit

requirements for Low Impact Development (LID) and post-construction stormwater pollutant removal facilities were developed and implemented.

---

### Budget Year Goals

LITTER AND ENVIRONMENTAL CONTROL: Continue interdepartmental and divisional coordination to effectively address environmental issues and look for new and more efficient ways to meet the goals of the program.

Staff will continue to enforce the standards of the Department of Public Works and implement Best Management Practices on a case-by-case basis.

The Adopt-A-Roadway program will continue to be promoted and implemented throughout the County with the Request for Service (RFS) system.

County road crews will continue to implement distribution and collection of the litter bags in a manner consistent with past performance.

STORM WATER MANAGEMENT PROGRAM: The Department of Public Works will continue to implement the requirements of the Regional Water Quality Control Board under the County's Municipal NPDES Permit. New permit requirements include establishing LID standards for design throughout the two-year implementation period (Joint Effort period) to establish hydrograph modification control for new and re-development projects.

Other permit requirements new in FY 2011-12 include the development and implementation of a Waste Allocation Attainment Program to meet the Total Maximum Daily Load (TMDL) prohibition of fecal coliform in the Pajaro River, and meeting the developing requirements of the State Board's stormwater discharge prohibition into the Carmel Bay Area of Special Biological Significance (ASBS).

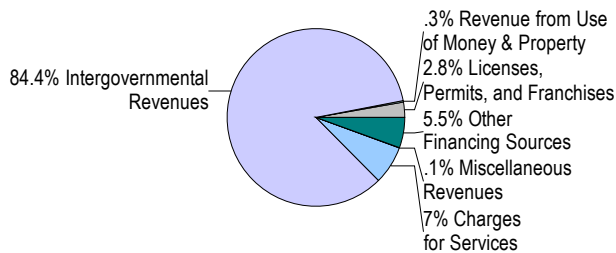
Other new requirements for FY 2011-12 include the oversight of the Industrial NPDES Stormwater Permit program which will transfer responsibility of permit oversight from the Regional Board to the local level, and implementation of a revised Municipal NPDES Permit which will be published in FY 2011-12 and required to be implemented when the permit takes effect early in FY 2012-13. Administration of existing permit requirements will continue, addressing the review of new and re-development projects, training of municipal employees, identification and elimination of illicit discharges, and supporting public education and public outreach programs.

As required by the NPDES Permit, an Annual Report will be prepared to review the accomplishments of the previous year and to implement changes to the Program that will replace ineffective program components with improved procedures that will accomplish the goals and meet the requirements of the permit.

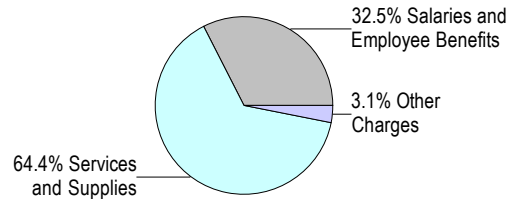
## Roads & Bridges

(Unit 8195— Fund 002)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	10,520,143	11,788,556	11,438,613	12,773,512	12,661,750	873,194
Services and Supplies	11,333,220	32,774,552	22,328,400	25,404,609	25,070,037	(7,704,515)
Other Charges	(7,490,109)	2,497,735	2,499,000	1,210,599	1,210,599	(1,287,136)
Capital Assets	9,713,701	0	0	0	0	0
Other Financing Uses	300,000	0	0	0	0	0
<b>Subtotal</b>	<b>\$24,376,956</b>	<b>\$47,060,843</b>	<b>\$36,266,013</b>	<b>\$39,388,720</b>	<b>\$38,942,386</b>	<b>(8,118,457)</b>

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	450,299	1,500,665	1,719,097	1,074,519	1,074,519	(426,146)
Revenue from Use of Money & Property	122,979	100,000	156,329	104,054	104,054	4,054
Intergovernmental Revenues	19,719,792	41,029,532	30,025,533	32,873,021	32,873,021	(8,156,511)
Charges for Services	3,566,586	2,611,117	2,028,092	2,717,167	2,717,167	106,050
Miscellaneous Revenues	82,984	69,532	14,665	23,625	23,625	(45,907)
Other Financing Sources	2,887,421	2,000,000	2,322,297	2,150,000	2,150,000	150,000
<b>Subtotal</b>	<b>\$26,830,061</b>	<b>\$47,310,846</b>	<b>\$36,266,013</b>	<b>\$38,942,386</b>	<b>\$38,942,386</b>	<b>(8,368,460)</b>
Fund Balance	(2,453,105)	(250,003)	0	446,334	0	250,003
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
<b>Total Source of Funds</b>	<b>\$24,376,956</b>	<b>\$47,060,843</b>	<b>\$36,266,013</b>	<b>\$39,388,720</b>	<b>\$38,942,386</b>	<b>(8,118,457)</b>

### Unit Description

The Road Fund was created to capture revenues for road services projects pursuant to state law. The major activities included in the Road Fund are traffic engineering, project and community development, the County of Monterey storm water program, design and construction engineering of road improvements, and maintenance and operation of County road, bridge, and utility infrastructure. The Board of Supervisors approves the Public Works Annual Work Program, which identifies the road and bridge construction projects, road and bridge maintenance and non-road reimbursable work scheduled for completion in each fiscal year.

The primary sources of revenue for the Road Fund include State Highway Users Tax (Gasoline Tax), State Aid for Construction,

Federal Aid for Construction, Federal Bridge Replacement, and Federal Hazard Elimination. Additionally, the department seeks a variety of other Federal, State, and local grant funds to construct roadway improvements.

Beginning in FY 2000-01, additional funds became available from the General Fund for the Pavement Management Program as well as Proposition 42 Gas Tax. On June 10, 2010, Proposition 42 was replaced with a newly approved excise tax, which provides funds for road construction and maintenance. General Fund allocations have averaged \$2.0 million per fiscal year from FY 2000-01 through FY 2011-12. Proposition 42 allocations have averaged \$1.5 million from FY 2000-01 through FY 2006-07 with no funding for FY 2007-08. Proposition 42 allocations resumed in FY 2008-09 with Monterey County receiving \$3.5 million and \$3.7 million in FY

2009-10. The FY 2010-11 projected revenue is anticipated to be \$3.9 million.

In FY 2008-09, the County received \$2.1 million in American Recovery and Reinvestment Act (Federal "stimulus") funding for Espinosa Road Overlay. In FY 2009-10, the County received \$2.35 million in "stimulus" funding. The County also was awarded a \$2.7 million in stimulus money for the San Jerardo Water System Project.

Public Works' staff in the Road Fund also provide administration and engineering staff support to other Public Works units, including the Development Services (8196), Litter and Environmental Control (8194), Architectural Services (8173), Capital Projects (8174), Facility Master Plan Implementation (8271), Facilities Maintenance Projects (8184), Fleet Bureau (8185 and 8188), Facilities Bureau (8176, 8177, 8178, 8181, and 8183), County Disposal Sites (8175), County Service Areas (8198), and County Sanitation Districts (8197).

---

### **Prior Year Accomplishments**

Reviewed the completed County standards and cursory compare with Caltrans 2010 Standard Plans and Specifications.

Carmel Valley Road Overlay - Schulte Road to Dorris Drive: Construction completed and will be accepted.

Nacimiento Lake Drive Bridge: Continued the Environmental Impact Report (Environmental Study) and worked on the preliminary engineering.

Peach Tree Road Bridge: Continued the preparation of Mitigated Negative Declaration (Environmental Study) and worked on the preliminary engineering.

Lonoak Road Bridge: Agreements with PG&E and AT&T finalized and completed, design (PS&E) completed, Caltrans certified PS&E and authorized to bid, and Board of Supervisor approved PS&E and authorized to bid.

Schulte Road Bridge: Finalized right-of-way agreement with Big Sur Land Trust and environmental document (California Tiger Salamander evaluation) completed and recertified by Caltrans.

Blackie Road Safety Improvement: Design (PS&E) is about 98% complete and Natural Environment Study (NES) and Biological Assessment (BA) have been approved by Caltrans and County.

Carmel Valley Road at Boronda Road Intersection: Environmental Impact Report completed.

Plan of Action - Bridge Preventative Maintenance Program (Scour Critical): Plan of Action for 47 County maintained bridges has been submitted to Caltrans, four bridges are approved and Caltrans granted funds for 5 bridges, and processed Request for Authorization for 5 bridges and received E76 grants for 3 bridges.

Davis Road Overlay: Completed Design (PS&E), Board approved PS&E and authorized to bid, and bid opening completed and will be awarded to lowest responsible bidder.

Carmel Valley Road Overlay - Dorris Drive to Rancho Fiesta Road: Design (PS&E) is about 95% complete.

Blanco Road Bike Lane: Design (PS&E) is about 80% complete.

Davis Road Bike Lane: Started the Environmental Study and preliminary engineering.

Big Sur Recycling Center (Environmental Health Bureau project): Processing completion of 65% design for recycling center and completion of 100% design drawings for project site and retaining walls.

Hyland Drive - El Rancho Way (Redevelopment and Housing Office project): Completion of final design drawings, specifications and estimate, and project awarded and construction scheduled to begin in Summer 2011.

Monterey Bay Sanctuary Scenic Trail - Moss Landing Section: Completion of improved 65% design drawings, completion of cultural field studies, discussion of options for an alternate alignment that would avoid culturally sensitive areas discovered, type selection approval received from Caltrans for Elkhorn Slough bridge and environmental documents approved by Caltrans.

Moss Landing Storm Drain and Street Improvements: Design completed to 98% - outstanding items will not affect relocation of underground utilities (under 20A project).

Moss Landing Underground Utility District - 20A: Completed trench design drawings received from AT&T and receipt of outstanding right of entry forms from residential properties.

Moss Landing Underground Utility District - 20B: Completion of final (100%) design plans, specifications, and estimate, and coordination with property owners affected by project.

Scenic Road Dry Weather Diversion: Additional information submitted to State Water Board for Prop 84 grant, investigation of alternative designs and submittal of design modification request to scale down the project scope.

Storm Water Program: Completion of Annual Report for Permit Year 4, implementation of joint effort requirements to develop Low Impact Development (LID) Standards and Hydro modification controls for new development and redevelopment projects, design of Total Maximum Daily Load (TMDL) program for Pajaro River, implementation of new Construction General Permit requirements, monitoring developing storm water regulations for Agricultural Order, Industrial General Permit, new Municipal General Permit, and coordination with other municipalities in Central and Southern CA on analysis and response to pending Areas of Special Biological Significance (ASBS) regulations.

---

### **Budget Year Goals**

Monterey County Standards: Review the new Caltrans Standard Plans and Standard Specifications dated December 2010 and rewrite the completed standards to comply with Caltrans 2010 Standard Plans and Specifications.

Nacimiento Lake Drive Bridge: Continue the Environmental Impact Report (Environmental Study) and to include additional work for the California Tiger Salamander study, complete the EIR, determine R/W area needed and process acquisition, and finalize PS&E.

Peach Tree Road Bridge: Continue the Environmental Impact Report (Environmental Study) and to include additional work for the California Tiger Salamander study, complete the EIR, determine R/W area needed and process acquisition and finalize PS&E.

Lonoak Road Bridge: Award contract and construct project.

Schulte Road Bridge: Finalize right-of-way agreement with Big Sur Land Trust and bring it to the Board of Supervisor for approval, Caltrans to certify PS&E and authorize to advertise (to bid) and start construction.

Blackie Road Safety Improvement: Caltrans to certify PS&E and authorize to advertise (to bid), and start construction.

Carmel Valley Road at Boronda Road Intersection: Start the process for approval from Planning to Board of Supervisors.

Gonzales River Road Bridge Superstructure Replacement: Prepare scope of work for superstructure replacement and request for qualification to hire consultant, and hire consultant and start environmental work.

Bradley Road Bridge Scour Repair: Prepare scope of work for scour repair and request for qualification to hire consultant, and hire consultant and start environmental work.

Robinson Road Bridge Scour Repair: Prepare scope of work for scour repair and request for qualification to hire consultant, and hire consultant and start environmental work.

Davis Road Overlay: Start and compete construction.

Carmel Valley Road Overlay - Dorris Drive to Rancho Fiesta Road: Complete the design (PS&E) and Caltrans certify the PS&E, Board of Supervisor approval of the PS&E and advertise to bid and complete the construction.

Blanco Road Bike Lane: Complete the environmental study and design (PS&E).

Big Sur Recycling Center (Environmental Health Bureau project): Identify alternate project site or commitment to pursue existing site, complete environmental documents and start of construction. Project completion by June 30, 2012 required in order to receive grant funding.

Hyland Drive - El Rancho Way (Redevelopment and Housing Office project): Complete construction.

Monterey Bay Sanctuary Scenic Trail - Moss Landing Section: Completion of cultural studies and selection of final trail location, completion of environmental documents and completion of final design plans, specifications, and estimate.

Moss Landing Storm Drain and Street Improvements: Secure source of funding for construction.

Moss Landing Underground Utility District - 20A: Begin construction of underground utilities.

Moss Landing Underground Utility District - 20B: Begin construction of underground utilities.

Scenic Road Dry Weather Diversion: Finalize grant requirements and begin alternatives analysis and preliminary project design.

Storm water Program: Completion of Annual Report for Permit Year 5; continued development of Low Impact Development (LID) and Hydro modification control programs for new development and redevelopment projects under the Central Coast Water Boards Joint Effort; implementation of Total Maximum Daily Load (TMDL) program for Pajaro River; continued monitoring and possible implementation of portions of the developing programs for Agricultural Order and Industrial General Permit; redesign of Municipal permit program in response to new regulatory requirements of new Municipal (NPDES) Permit program (expected to be approved in fall 2011); coordination with other municipalities in Central and Southern CA on analysis and response to pending Areas of Special Biological Significance (ASBS) regulations; and, formation of regional group to address monitoring and other regulatory requirements.

### Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
11A19	PUBLIC WORKS DIRECTOR	1.0	1.0	0.00
12C41	ASSISTANT PUBLIC WORKS DIRECTOR	1.0	1.0	0.00
14C30	MANAGEMENT ANALYST II	1.0	1.0	0.00
14C31	MANAGEMENT ANALYST III	1.0	1.0	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.0	1.0	0.00
34X21	GUARD	3.0	3.0	0.00
41A10	ASSISTANT ENGINEER	9.0	9.0	0.00
41A20	CIVIL ENGINEER	5.0	5.0	0.00
41A22	SENIOR CIVIL ENGINEER	4.0	4.0	0.00
41A85	TRAFFIC ENGINEER	1.0	1.0	0.00
41A87	CHIEF OF SURVEYS	1.0	1.0	0.00
43A22	ENGINEERING AIDE III	3.0	3.0	0.00
43A23	ENGINEERING TECHNICIAN	9.0	9.0	0.00
74D12	ROAD MAINTENANCE WORKER	25.0	25.0	0.00
74D13	SENIOR ROAD MAINTENANCE WORKER	11.0	11.0	0.00

**Adopted 2011 to Recommended 2012 Positions**

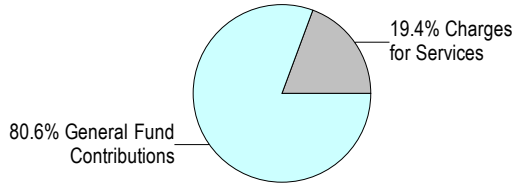
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
74D81	ASSISTANT ROAD SUPERINTENDENT	4.0	4.0	0.00
74D83	ROAD SUPERINTENDENT	4.0	4.0	0.00
74D84	ROAD MAINTENANCE SUPERINTENDENT	1.0	1.0	0.00
74D85	MAINTENANCE MANAGER	1.0	1.0	0.00
74E11	BRIDGE MAINTENANCE WORKER	5.0	5.0	0.00
74E31	SENIOR BRIDGE MAINTENANCE WORKER	1.0	1.0	0.00
74E80	ASSISTANT BRIDGE SUPERINTENDENT	1.0	1.0	0.00
74E81	BRIDGE SUPERINTENDENT	1.0	1.0	0.00
74G21	TREE TRIMMER	2.0	2.0	0.00
74G22	SENIOR TREE TRIMMER	1.0	1.0	0.00
74H24	SANITATION WORKER	2.0	2.0	0.00
74H27	SUPERVISING SANITATION WORKER	1.0	1.0	0.00
74H41	SANITATION TREATMNT PLANT OPERATOR	2.0	2.0	0.00
74I11	TRAFFIC MAINTENANCE WORKER	3.0	3.0	0.00
74I15	SENIOR TRAFFIC MAINTENANCE WORKER	1.0	1.0	0.00
74I25	TRAFFIC MAINTENANCE SUPERINTENDENT	1.0	1.0	0.00
80A31	SECRETARY	5.0	5.0	0.00
80A32	SENIOR SECRETARY	3.0	3.0	0.00
80E21	OFFICE ASSISTANT II	1.0	1.0	0.00
80E22	OFFICE ASSISTANT III	1.0	1.0	0.00
80E90	MAINTENANCE YARD CLERK	4.0	4.0	0.00
80E91	MAINTENANCE INVENTORY & YARD CLERK	1.0	1.0	0.00
<b>Total</b>		<b>122.0</b>	<b>122.0</b>	<b>0.00</b>

Resource Management Agency

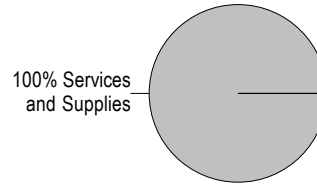
## Development Services

(Unit 8196— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	402,406	677,456	677,456	844,374	619,374	(58,082)
Subtotal	\$402,406	\$677,456	\$677,456	\$844,374	\$619,374	(58,082)

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	164,868	0	0	0	0	0
Charges for Services	152,518	135,627	151,081	119,885	119,885	(15,742)
Miscellaneous Revenues	67	101	59	0	0	(101)
Subtotal	\$317,454	\$135,728	\$151,140	\$119,885	\$119,885	(15,843)
General Fund Contributions	\$84,953	\$541,728	\$526,316	\$724,489	\$499,489	(42,239)
Total Source of Funds	\$402,406	\$677,456	\$677,456	\$844,374	\$619,374	(58,082)

### Unit Description

Development Services includes: The County Subdivision Program that 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 Surveyor Act, and local ordinances. Review of related California Environmental Quality Act (CEQA) documentation is a significant element of this process. Revenue for this program is derived from fees and reimbursable service agreements for these various activities.

County Surveyor is the direct interface with the public for researching Land Map Records but fees are not normally collected for this effort. The Miscellaneous Engineering Program includes the technical review of boundary proposal maps for the Local Agency Formation Commission (LAFCO), the preparation of election and special district maps, administration of underground utility districts and franchises, the road-naming and house-numbering system, and initiation of assessment districts and other engineering requests by the Board of Supervisors. The road-naming and house-numbering program is the only Miscellaneous Engineering activity that generates revenue.

### Prior Year Accomplishments

Complied with the Subdivision Map Act and the Land Surveyors Act by reviewing approximately 175 development applications and 60 environmental documents, approving 30 Record of Surveys and assigning 500 house numbers. The level of work effort has not diminished despite the reduction in new development activity.

Staff provided continued support to Planning in the processing and implementation of the General Plan, the Coastal Land Use Plans and Monterey Peninsula and Salinas Inland Area Plans. In addition, the unit has increased staff support for Planning Commission Subdivision Committee and Zoning Administrator and focus on Redevelopment Agency projects and new grant opportunities. Staff also increased support for the East Garrison Development Project.

Development Services continued improvement of staff efficiencies and cost effectiveness by cross training staff and leveraging low cost webinar training opportunities.

### Budget Year Goals

Comply with the Subdivision Map Act and the Land Surveyors Act; by reviewing approximately 150 development applications, review

50 environmental documents, approve 40 Record of Surveys and assign 500 house numbers.

Complete County-wide Traffic Impact Fee (TIF) Nexus Study and required CEQA documentation.

Complete modifications to Accela MIS to assess/collect TIF at permit issuance.

Continue staff support to Planning in the processing and implementation of the General Plan, the Coastal Land Use Plans and Monterey Peninsula and Salinas Inland Area Plans.

Continue support for Planning Commission, Subdivision Committee and Zoning Administrator.

Support Redevelopment Agency projects and new grant opportunities.

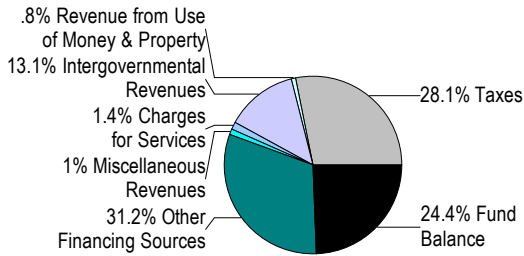
Continue staff support on processing and implementation of the East Garrison Specific Plan.

Implement plan to convert existing hardcopy Land Map Records to Geographic Information System (GIS) database.

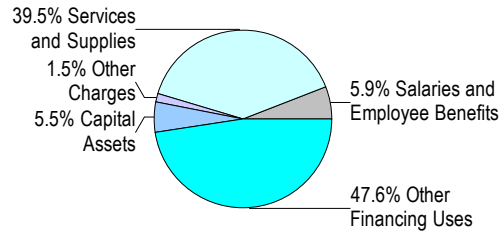
Continue to improve staff efficiencies and cost effectiveness by cross training staff and leveraging low cost webinar training opportunities.

# Redevelopment and Housing Office

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	1,403,006	1,807,585	1,580,011	1,980,336	1,618,843	(188,742)
Services and Supplies	4,580,154	16,670,331	14,281,765	10,822,115	10,812,311	(5,858,020)
Other Charges	1,046,288	(1,757,798)	(1,514,320)	407,604	422,397	2,180,195
Capital Assets	192,207	2,000,000	2,783,306	1,502,649	1,502,649	(497,351)
Other Financing Uses	9,536,763	14,469,705	13,094,986	13,038,626	13,038,626	(1,431,079)
Subtotal	\$16,758,419	\$33,189,823	\$30,225,748	\$27,751,330	\$27,394,826	(5,794,997)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Taxes	5,832,295	7,342,000	7,343,670	7,711,000	7,711,000	369,000
Licenses, Permits, and Franchises	54,250	0	0	0	0	0
Revenue from Use of Money & Property	407,839	188,134	218,723	220,795	220,795	32,661
Intergovernmental Revenues	2,366,872	332,790	2,093,532	3,583,706	3,583,706	3,250,916
Charges for Services	340,833	112,409	415,265	372,014	372,014	259,605
Miscellaneous Revenues	173,810	50,000	124,195	278,980	278,980	228,980
Other Financing Sources	6,788,694	8,316,598	8,753,370	8,780,602	8,542,934	226,336
Subtotal	\$15,964,594	\$16,341,931	\$18,948,755	\$20,947,097	\$20,709,429	4,367,498
Fund Balance	919,419	16,726,892	11,276,993	6,804,233	6,685,397	(10,041,495)
General Fund Contributions	(\$24)	\$0	\$0	\$118,836	\$0	0
Total Source of Funds	\$16,883,989	\$33,068,823	\$30,225,748	\$27,870,166	\$27,394,826	(5,673,997)

## Unit Description

The Redevelopment and Housing Office (RHO) is responsible for redevelopment efforts in the Castroville/Pajaro, Boronda, and Fort Ord Project Areas, as well as the County's affordable housing programs, community development grants and loans.

REDEVELOPMENT AGENCY: Established by ordinance in 1972, the Redevelopment Agency is a planning and financing entity formed to eliminate blight conditions and revitalize deteriorated areas within designated Redevelopment Project Areas. Activities of the Redevelopment Agency are governed by California Redevelopment Law (CRL), Health and Safety Code sections 33000 and 34160. Redevelopment revenues must be used to eliminate blight within adopted Project Area boundaries.

The Redevelopment Agency is responsible for three Project Areas established under CRL: Castroville/Pajaro, Boronda, and Fort Ord. As required by CRL, property tax increment in each Redevelopment Project Area is deposited in a Debt Service Fund, with 20% of the gross tax increment maintained within a housing fund to finance affordable housing for very low, low, and moderate income households. The remaining tax increment allowed under CRL is maintained in capital funds for each Project Area.

INCLUSIONARY HOUSING, FUND 009: The Inclusionary Housing Program was established through an Ordinance adopted by the Board of Supervisors in Fiscal Year (FY) 1979-80 and amended several times, most recently in 2011. The purpose of the Inclusionary Housing Fund is to facilitate development of low and moderate income housing throughout Monterey County. The Fund is capitalized through payment of in-lieu fees by developers of



subdivision projects and repayment of loans to projects made from the Fund.

Since its adoption, the Inclusionary Housing Program has provided over \$4 million to assist the construction of approximately 1,780 affordable housing units in Monterey County. Under the current program requirements, Inclusionary Housing Units are deed restricted so that the sales prices and rents are affordable to very low, low and moderate income households in perpetuity.

COMMUNITY DEVELOPMENT GRANTS & REUSE, FUND 013: Fund 013, Unit 8200 provides for community and economic development projects funded through new Community Development Block Grants (CDBG), HOME Investment Partnerships Program (HOME), Neighborhood Stabilization Program (NSP) and other grant programs from the State Housing and Community Development Department (HCD) and other funding sources. This unit provides funding for public infrastructure, community facilities and housing projects for very low, low and moderate income households. Unit 8199 provides for the reuse of funds received in repayment of CDBG, NSP, and HOME Investment Partnership program loans. All grant funds and program income must be spent on eligible general and economic development activities in accordance with State regulations and adopted Program Income Reuse Plans and Guidelines.

FORT ORD FINANCING, FUND 015: This Fund provides for analysis, coordination, and professional services needed to implement the Fort Ord Reuse Plan. Fund 015 allows for separate tracking of the County's efforts related to Fort Ord Reuse and East Garrison Public Financing Authority pre-bond-issuance and East Garrison Community Services District formation activities until separate funds and budget units are established.

### Summary of Recommendation

The Redevelopment and Housing Administration unit is in the General Fund. Expenses incurred in this unit are reimbursed by RDA Project Area and separate housing funds, resulting in no budgeted General Fund Contribution.

REDEVELOPMENT - DEBT SERVICE: The Recommended Budget of \$4,360,831 in the Castroville/Pajaro Project Area reflects a forecasted increase in tax increment of \$249,831 over the prior fiscal year budget. The debt service budget for the Boronda Project Area of \$2,648,968 is \$92,968 more than the FY 2010-11 budget. The Recommended Budgets of \$60,000 in the Fort Ord Project Area and \$773,000 in the East Garrison portion of Fort Ord total \$158,000 more than the prior year's budget. In previous years, debt service appropriations have been adjusted upward during the year, the FY 2011-12 budget reflects a higher estimate for these non-discretionary funds.

REDEVELOPMENT - CAPITAL PROJECTS: The Recommended Budget of \$6,146,192 in the Castroville/Pajaro Capital Fund 171 is a decrease of \$2,160,032 from last year's budget.

The Recommended Budget provides \$1,102,112 for the Castroville Traffic Safety Improvement Program (completion of design, engineering and construction anticipated in 2012-13), \$439,740 for street paving in Castroville, and \$754,137 for the Castroville Community Plan implementation, including painting and facade improvement and revitalization efforts in the downtown area, and \$50,000 for business development efforts in Castroville. The budget also includes approximately \$1.5 million to be used for furtherance

of safety initiatives or acquisition or improvement of properties in the Castroville/Pajaro Project Area.

The Recommended Budget includes \$1,565,634 to complete design, engineering and construct a new community park on the site of the former Granite corporation yard on San Juan Road in Pajaro. This funding represents a portion of a \$5 million State Parks grant as well as tax increment committed as matching funds. The sum of \$507,667 is recommended for downtown improvement and business development and planning for an industrial park and train station in Pajaro.

The budget for the Castroville/Pajaro Project Area also includes administrative and consultant costs, including \$195,571 in reimbursable Redevelopment and Housing Office costs, \$66,800 applied to Auditor-Controller costs, debt service for the purchase of excess waste water capacity for Pajaro (\$26,732), and various operating transfers to other County departments for services rendered.

The Recommended Budget of \$3,008,316 in the Boronda Capital Fund 172 is a decrease of \$4,619,981 from last year's budget. The budget includes \$1,707,911 to complete construction of the Hyland Drive Phase III of the Boronda Storm Drain (BSD) program, \$153,170 to prepare the design and engineering documents for the consolidated Phase IV of the BSD (Phase B2 - Virginia/Boronda project and Phase C - Calle Del Adobe), \$451,305 for the Madison Lane Storm Drain Project, \$43,902 for planning in the South Boronda area, and \$98,016 for the Community Plan adoption process. The Recommended Budget also provides \$198,625 for street lights and bus shelters in the Boronda Project Area.

Reimbursements to the County and others for services rendered for this unit include administrative costs incurred by the County in Unit 8221, Housing and Redevelopment (\$220,691), and other County departments including the Auditor-Controller (\$41,600) and County Counsel.

The Recommended Budget of \$498,299 in the Fort Ord Capital Fund 173 represents an increase of \$199,592 from the previous year, resulting from retroactive reimbursement of costs from the East Garrison portion of the Project Area. Under the terms of the Development and Disposition Agreement with the East Garrison developers, the first \$300,000 of tax increment from the East Garrison portion of the Fort Ord Project Area may be used to offset administrative costs in Fund 173. Tax increment in the rest of the project area remains low, and funding for the horse park project (\$116,859) and Whispering Oaks business park (\$16,320) come from private contributions. In addition to \$20,000 for habitat planning, the Recommended Budget includes \$51,205 in premiums for a Pollution and Legal Liability insurance policy purchased by the Agency and County.

The Recommended Budget of \$592,633 in the East Garrison Capital Fund is a \$206,607 increase from FY 2010-11. The budget assumes that the Agency will continue to incur a minimal level of ongoing expenditures, including payment of annual pollution and legal liability insurance premiums of \$102,409, and will be reimbursed for these costs. In FY 2007-08, the developer invoked the enforced delay clause of the Development and Disposition Agreement due to the collapse of the housing market, and in November 2008 the original developer lost the property through foreclosure. At the time of budget preparation, the Agency was in negotiations with the new developer/owner/investor.

Under State law, the Agency is required to share 50% of all land sale proceeds and rental income and property tax increment with the Fort Ord Reuse Authority (FORA). In FY 2010-11, FORA's share of this revenue is estimated at \$207,250 for the entire Fort Ord Project Area.

**REDEVELOPMENT - HOUSING SET-ASIDE:** The Recommended Budget of \$1,253,779 in the Castroville/Pajaro Housing Set-Aside Fund 175 is \$1,681,179 less than FY 2010-11. The sum of \$950,000 is targeted for emerging opportunities. In addition to reimbursement for staff time to monitor existing projects, the budget also includes \$132,478 for professional and specialized services and \$154,134 for administrative costs and interdepartmental reimbursement.

The Recommended Budget of \$2,297,148 in Boronda Housing Set-Aside Fund 176 reflects a \$537,572 decrease from last year's budget. The Recommended Budget includes \$1,845,318 for the Notice of Funding Availability (NOFA) process and reserve for emerging opportunities in addition to \$50,000 for over-the-counter grants. The budget also includes \$100,000 in professional and planning services and \$301,830 in administrative, staff costs and interdepartmental reimbursements related to administering the programs.

The Recommended Budgets of \$63,648 and \$525,465 in the Fort Ord and East Garrison Housing Set-Aside Funds 177 and 178 respectively represent a combined increase of \$29,099. These increases result from the gradual accumulation of tax increment pending the development of housing in the Fort Ord Project Area. Tax Increment revenue will be used to meet the Agency's obligation to provide \$9.5 million dollars of housing set-aside funds to support affordable housing development at East Garrison.

**HOUSING - INCLUSIONARY HOUSING, FUND 009:** The Recommended Budget of \$163,248 represents an \$181,565 decrease from the FY 2010-11 budget, reflecting a reduction in fund balance and revenues. Funding for inclusionary housing efforts is expected to continue to decline because of the slowdown in private housing development in the unincorporated area, along with a policy shift towards requiring developers to construct inclusionary housing units on-site instead of paying fees. Despite the decrease in revenues, there is a continuing need for ongoing monitoring of existing units and processing of owner requests to refinance or resell their inclusionary homes.

**HOUSING - COMMUNITY DEVELOPMENT GRANTS & REUSE:** The Recommended Budget of \$4,729,599 in Community Development Grants and Reuse includes two grants awarded during FY 2010-11: \$1.2 million for the Neighborhood Stabilization Program 3 (NSP3) and \$800,000 from HOME. During FY 2009-10, the County received a \$2.1 million grant in NSP funds to purchase, rehabilitate, and resell homes in areas impacted by the housing crisis to income-qualified households. The budget includes the use of \$1.6 million in NSP Program Income for this program, as well as ongoing costs to implement and administer previous grants and Program Income from CDBG, HOME, and other sources.

**FORT ORD FINANCING, FUND 015:** The Recommended Budget of \$47,000 reflects the same level of funding as the prior year, due to the postponement of development activity at East Garrison. The Recommended Budget provides for payment of the Fort Ord Reuse Authority (FORA) dues of \$42,000.

---

## Budget Impacts

**REDEVELOPMENT:** Overall development slowdowns in Project Areas coupled with declines in property tax collections countywide could impair the Agency's ability to complete large scale projects within the timelines permitted for tax increment collection.

---

## Prior Year Accomplishments

The RHO secured \$17.1 million in new funding for Monterey County: \$5 million for the Pajaro Park, \$10 million for the Manzanita housing project, \$1.3 million in NSP 3 funding for low and moderate income housing assistance, and \$800,000 in HOME funds for first-time homebuyers.

The RHO defined and began implementation of a project management system to enhance office-wide productivity. In addition to tracking project and program costs against budgets, the office will be monitoring completion of tasks against project timelines. The RHO is also in the process of generating detailed project reports (budget and schedule) on a monthly basis for discussion with management staff.

The County began working with developers to create 123 new affordable units: 58 in Castroville and 65 on the former Fort Ord.

The RHO facilitated negotiation of agreements for projects that will result in the creation of 350 short-term construction jobs and provide land to accommodate new economic development and job creation.

---

## Budget Year Goals

Organizational Development - continue efforts to build a high performance organization.

Secure State and Federal grants totalling \$5 million for economic development projects.

Execute agreements with affordable housing providers creating 100 new units.

Facilitate negotiation of development agreements for Fort Ord redevelopment projects implemented in accordance with the existing adopted Fort Ord Reuse Plan.

Promote community-based revitalization in Castroville, Pajaro, and Boronda.

---

## Pending Issues

One of the proposed solutions to the State's budget crisis includes the dissolution of Redevelopment Agencies and distribution of assets to successor agencies. Due to uncertainty concerning the outcome of the State budget at the time of budget preparation, the requested budget assumes the continuance of the Redevelopment Agency. In the event that legislation is passed that significantly impacts the Agency, adjustments will be required.

During FY 2010-11, the Board of Supervisors authorized the creation of a new Economic Development Department, incorporating activities managed by the Redevelopment & Housing Office of the Resource Management Agency, the Workforce Investment Board in the Office for Employment Training, and economic initiatives previously performed by the

Intergovernmental and Legislative Affairs Division of the County Administrative Office. A request to consolidate staffing and funding for these activities into the new department will be presented in May, with final decisions relating to staffing and funding to be incorporated in the adopted budget.

---

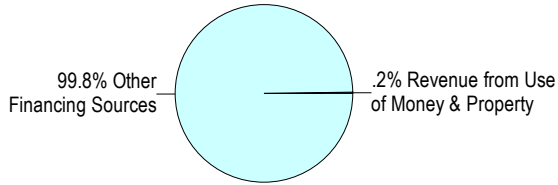
### **Policy Considerations**

There are no policy considerations.

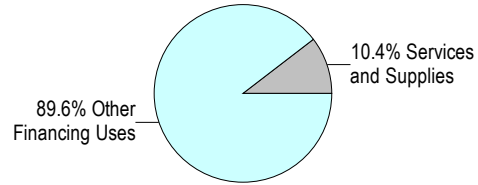
## Community Development Reuse

(Unit 8199— Fund 013)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	155,711	551,064	149,552	237,531	237,531	(313,533)
Other Financing Uses	0	1,800,000	1,698,912	2,040,594	2,040,594	240,594
Subtotal	\$155,711	\$2,351,064	\$1,848,464	\$2,278,125	\$2,278,125	(72,939)

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	24,955	29,054	9,994	4,000	4,000	(25,054)
Charges for Services	94	0	54	0	0	0
Miscellaneous Revenues	96	0	80	0	0	0
Other Financing Sources	225,655	1,842,137	1,624,330	1,741,201	1,741,201	(100,936)
Subtotal	\$250,801	\$1,871,191	\$1,634,458	\$1,745,201	\$1,745,201	(125,990)
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$250,801	\$1,871,191	\$1,634,458	\$1,745,201	\$1,745,201	(125,990)

### Unit Description

Unit 8199 provides for the reuse of payments on loans that were originally funded by Community Development Block Grant (CDBG), Neighborhood Stabilization Program (NSP) and HOME Investment Partnership program funds. Grant funds were loaned to low and very low-income households for housing rehabilitation and first-time homebuyer down payment assistance activities, to nonprofits affordable housing projects, and to qualified small businesses. All program income must be spent on eligible general and economic development activities in accordance with State regulations and adopted Program Income Reuse Plans and Guidelines.

### Prior Year Accomplishments

Completed a full reconciliation of Fund 013.  
Fully expended all NSP reuse program income.

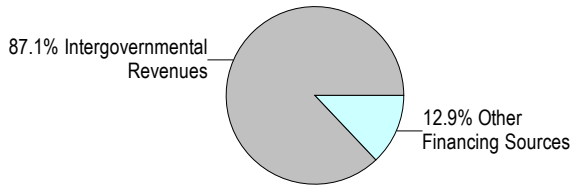
### Budget Year Goals

Identify funding to assist the Camphora Farm Labor Camp with health and safety repairs.  
Provide funding to the San Lucas County Water District to replace the existing well serving the community.

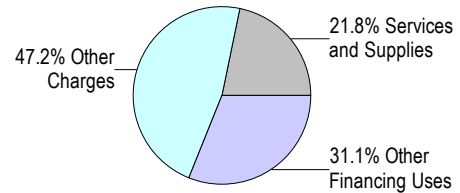
## Community Development Grant

(Unit 8200— Fund 013)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	575,588	35,000	464,574	533,362	533,362	498,362
Other Financing Uses	2,041,835	0	1,662,478	761,807	761,807	761,807
<b>Subtotal</b>	<b>\$2,617,423</b>	<b>\$35,000</b>	<b>\$2,127,052</b>	<b>\$2,451,474</b>	<b>\$2,451,474</b>	<b>2,416,474</b>

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	2,282,925	35,000	1,904,052	2,134,156	2,134,156	2,099,156
Miscellaneous Revenues	35,508	0	0	0	0	0
Other Financing Sources	0	0	223,000	317,318	317,318	317,318
<b>Subtotal</b>	<b>\$2,318,433</b>	<b>\$35,000</b>	<b>\$2,127,052</b>	<b>\$2,451,474</b>	<b>\$2,451,474</b>	<b>2,416,474</b>
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
<b>Total Source of Funds</b>	<b>\$2,318,433</b>	<b>\$35,000</b>	<b>\$2,127,052</b>	<b>\$2,451,474</b>	<b>\$2,451,474</b>	<b>2,416,474</b>

### Unit Description

Community Development Grants provides for community and economic development projects funded through new Community Development Block Grants (CDBG), Neighborhood Stabilization Program (NSP), HOME, and other grant programs from the State Housing and Community Development Department and other funding sources. This unit provides funding for public infrastructure, community facilities and housing projects for very-low and low to moderate income households, depending on program regulations. Funding must be utilized in accordance with funding source guidelines.

### Prior Year Accomplishments

Requested and received approval from the State to use \$183,000 in CDBG Program Income to assist the San Lucas Water District with their well replacement project.

The San Jerardo Water System project is complete and the RHO is in the process of closing out the CDBG Grant.

Obtained an \$800,000 HOME grant to fund an effective Down Payment Assistance program.

Continued to educate potential homebuyers and address credit issues by providing homebuyer education and foreclosure counseling through the Housing Resource Center.

The RHO is preparing an application to the State for Planning and Technical Assistance (PTA) funding for submission in May, 2011.

### Budget Year Goals

Identify and obtain additional funding to complete the San Lucas Well Replacement Project.

Implement the Down Payment Assistance Program with HOME funding.

Complete implementation of the NSP-1 and NSP-3 programs.

Apply to become an Urban County under HUD to access CDBG funding directly.

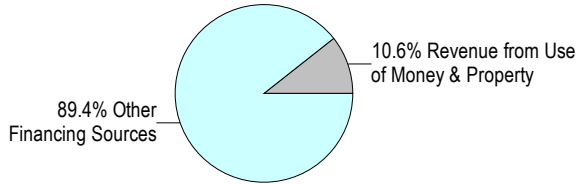
Identify and apply for funding for a Residential Energy Saving Retrofit Program.

Resource Management Agency

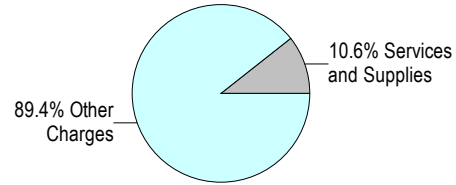
## FORA/ EG PFA/ CSD

(Unit 8201— Fund 015)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	42,003	5,000	5,000	5,000	5,000	0
Other Charges	0	42,000	42,000	42,000	42,000	0
Subtotal	\$42,003	\$47,000	\$47,000	\$47,000	\$47,000	0

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	2,614	5,000	5,000	5,000	5,000	0
Miscellaneous Revenues	(103,311)	0	0	0	0	0
Other Financing Sources	42,000	42,000	42,000	42,000	42,000	0
Subtotal	(\$58,697)	\$47,000	\$47,000	\$47,000	\$47,000	0

General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
----------------------------	-----	-----	-----	-----	-----	---

Total Source of Funds	(\$58,697)	\$47,000	\$47,000	\$47,000	\$47,000	0
-----------------------	------------	----------	----------	----------	----------	---

### Unit Description

Unit 8201 provides for analysis, coordination, and professional services needed to implement Fort Ord Reuse Plan. This budget unit allows for separate tracking of the County's efforts related to East Garrison Public Financing Authority pre-bond-issuance, East Garrison Community Services District formation activities and Fort Ord Reuse Authority dues.

Construction at East Garrison has been postponed due to the existing condition of the local housing market. Therefore, the budget for this unit includes minimal activity, primarily Ford Ord Reuse Authority (FORA) dues.

This is not an operational unit and serves a specific defined financial purpose; therefore Accomplishments and/or Goals are not required.

### Prior Year Accomplishments

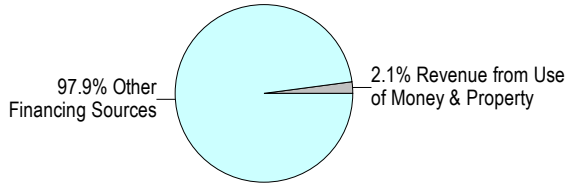
This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

### Budget Year Goals

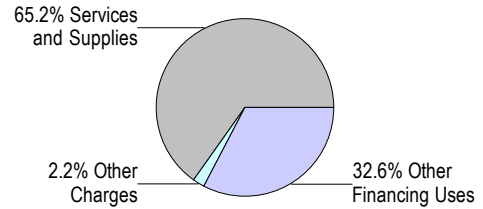
This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

**Boronda HS-A**  
(Unit 8202— Fund 176)

**Source of Funds**



**Use of Funds**



**Use of Funds**

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	191,164	399,117	377,013	1,497,148	1,497,148	1,098,031
Other Financing Uses	0	2,435,603	988,000	750,000	750,000	(1,685,603)
Subtotal	\$191,164	\$2,834,720	\$1,365,013	\$2,297,148	\$2,297,148	(537,572)

**Source of Funds**

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	35,377	54,439	15,061	10,000	10,000	(44,439)
Miscellaneous Revenues	18,411	0	0	0	0	0
Other Financing Sources	476,540	460,000	460,000	468,000	468,000	8,000
Subtotal	\$530,327	\$514,439	\$475,061	\$478,000	\$478,000	(36,439)
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$530,327	\$514,439	\$475,061	\$478,000	\$478,000	(36,439)

**Unit Description**

Boronda Housing Set-Aside provides financing 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 must be used to increase the supply of or improve the condition of very low, low, and moderate-income housing.

**Prior Year Accomplishments**

The RHO collaborated with other County departments to facilitate effective code enforcement efforts in the Boronda community by supplying temporary rental units at the RDA-owned Kents Court housing project in Pajaro.

The RHO provided assistance to South County Housing with a project to redevelop the Camphora Farm Labor Camp located near

Soledad. The new project may include units that would be available to farmworkers currently living in Boronda.

**Budget Year Goals**

Provide affordable housing and job training by assisting CHISPA in their program with the Hartnell College Construction Technology Program.

Facilitate the development of affordable housing units in the South Boronda area in accordance with the subsidy limits included in the adopted Housing Allocation Manual.

Encourage energy efficient construction features in affordable housing in Boronda.

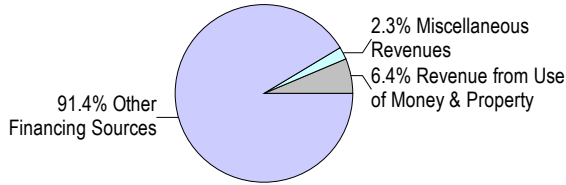
Maximize leveraging of RDA funds with outside funding.

Facilitate the development of affordable housing assisted by the RDA that exceeds energy requirements by at 20%.

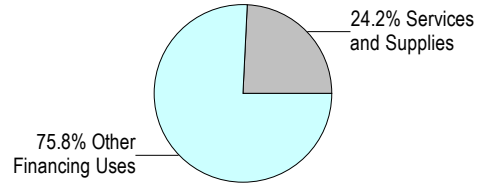
## Castro/Paj HS-A

(Unit 8203— Fund 175)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	336,327	419,095	345,704	303,779	303,779	(115,316)
Other Charges	370,675	82,250	39,875	0	0	(82,250)
Other Financing Uses	1,486,376	2,433,613	500,000	950,000	950,000	(1,483,613)
Subtotal	\$2,193,378	\$2,934,958	\$885,579	\$1,253,779	\$1,253,779	(1,681,179)

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	66,475	41,638	24,630	54,045	54,045	12,407
Miscellaneous Revenues	19,484	0	0	19,147	19,147	19,147
Other Financing Sources	845,584	807,205	746,160	776,160	776,160	(31,045)
Subtotal	\$931,543	\$848,843	\$770,790	\$849,352	\$849,352	509
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$931,543	\$848,843	\$770,790	\$849,352	\$849,352	509

### Unit Description

Castroville/Pajaro Housing Set-Aside 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 must be used to increase the supply or improve the condition of very low, low, and moderate-income housing.

The County has recently been awarded an \$800,000 State HOME Grant which will be used for a Down Payment Assistance (DPA) Program. It is anticipated that some of this assistance will be provided in the RDA Project Areas. As part of the grant, the County adopted updated guidelines for the DPA Program.

The RHO has been collaborating with other County departments to facilitate effective code enforcement efforts by supplying temporary rental units at the RDA-owned Kents Court housing project in Pajaro.

### Prior Year Accomplishments

The RDA committed \$1.8 million in funding for the Axtell apartment project to enable CHISPA to make the project available as 100% affordable housing. CHISPA is in the process of assembling the remaining funding to move forward with the project.

### Budget Year Goals

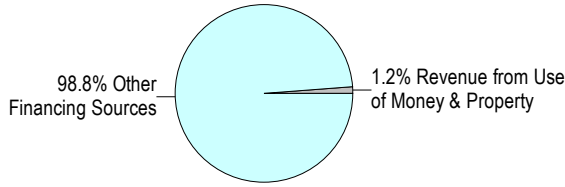
Complete the Axtell Housing Project in Castroville.

Implement an effective down payment assistance program in Castroville using the HOME Grant and/or RDA housing funds.

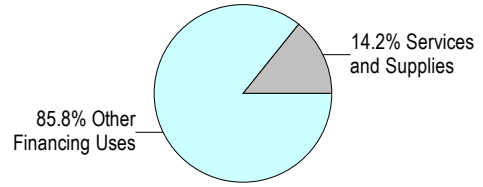


**E Garrison HS-A**  
(Unit 8205— Fund 178)

**Source of Funds**



**Use of Funds**



**Use of Funds**

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	8,626	201,715	50,128	74,799	74,799	(126,916)
Subtotal	<u>\$8,626</u>	<u>\$201,715</u>	<u>\$50,128</u>	<u>\$525,465</u>	<u>\$525,465</u>	<u>323,750</u>

**Source of Funds**

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	2,652	2,200	1,789	1,500	1,500	(700)
Miscellaneous Revenues	16	0	0	0	0	0
Other Financing Sources	157,742	116,100	103,467	123,700	123,700	7,600
Subtotal	<u>\$160,410</u>	<u>\$118,300</u>	<u>\$105,256</u>	<u>\$125,200</u>	<u>\$125,200</u>	<u>6,900</u>
General Fund Contributions	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0</u>
Total Source of Funds	<u><u>\$160,410</u></u>	<u><u>\$118,300</u></u>	<u><u>\$105,256</u></u>	<u><u>\$125,200</u></u>	<u><u>\$125,200</u></u>	<u><u>6,900</u></u>

**Unit Description**

This Unit provides for the implementation of the East Garrison portion of the Fort Ord Redevelopment Project Area affordable housing effort. Housing Set-Aside revenue must be used for projects that increase the supply and improve the condition of very low, low, and moderate-income housing units.

**Prior Year Accomplishments**

Renegotiation of the Disposition and Development Agreement, including finalization of the East Garrison implementation schedule, is scheduled for completion during FY 2010-11.

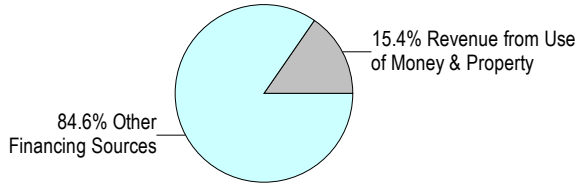
**Budget Year Goals**

Complete Phase I of the Manzanita affordable housing project.

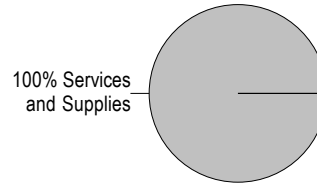
Resource Management Agency

**Fort Ord HS-A**  
(Unit 8206— Fund 177)

**Source of Funds**



**Use of Funds**



**Use of Funds**

<b>Expenditures</b>	<b>Prior Year 2009-2010</b>	<b>Adopted Budget 2010-2011</b>	<b>CY Estimate 2010-2011</b>	<b>Requested Budget 2011-2012</b>	<b>Recommended Budget 2011-2012</b>	<b>Recommended Change from Adopted</b>
Services and Supplies	11,108	36,618	46,875	63,648	63,648	27,030
Other Financing Uses	60,295	321,681	0	0	0	(321,681)
Subtotal	\$71,403	\$358,299	\$46,875	\$63,648	\$63,648	(294,651)

**Source of Funds**

<b>Revenues</b>	<b>Prior Year 2009-2010</b>	<b>Adopted Budget 2010-2011</b>	<b>CY Estimate 2010-2011</b>	<b>Requested Budget 2011-2012</b>	<b>Recommended Budget 2011-2012</b>	<b>Recommended Change from Adopted</b>
Revenue from Use of Money & Property	2,512	2,858	1,393	1,000	1,000	(1,858)
Miscellaneous Revenues	16	0	0	0	0	0
Other Financing Sources	5,755	5,360	5,360	5,500	5,500	140
Subtotal	\$8,283	\$8,218	\$6,753	\$6,500	\$6,500	(1,718)
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$8,283	\$8,218	\$6,753	\$6,500	\$6,500	(1,718)

**Unit Description**

This Unit provides for the implementation of the Fort Ord Redevelopment Project Area affordable housing effort. Housing Set-Aside revenue must be used for projects that increase the supply and improve the condition of very low, low, and moderate-income housing units.

**Prior Year Accomplishments**

Implementation of financial support for affordable housing projects is delayed due to the foreclosure of the East Garrison project.

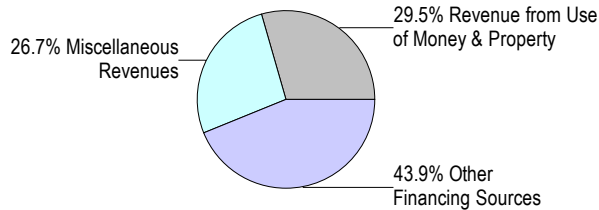
**Budget Year Goals**

Future affordable housing within Fort Ord is contingent on implementation of the East Garrison project.

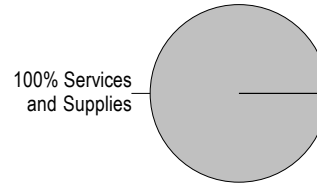
## Inclusionary Housing

(Unit 8208— Fund 009)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	152,381	344,813	413,245	163,248	163,248	(181,565)
Other Financing Uses	7,350	0	0	0	0	0
<b>Subtotal</b>	<b>\$159,731</b>	<b>\$344,813</b>	<b>\$413,245</b>	<b>\$163,248</b>	<b>\$163,248</b>	<b>(181,565)</b>

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	54,250	0	0	0	0	0
Revenue from Use of Money & Property	20,728	12,745	16,655	11,050	11,050	(1,695)
Intergovernmental Revenues	6,846	0	6,174	0	0	0
Charges for Services	2,000	0	0	0	0	0
Miscellaneous Revenues	16,005	50,000	0	10,000	10,000	(40,000)
Other Financing Sources	36,101	85,672	96,610	16,450	16,450	(69,222)
<b>Subtotal</b>	<b>\$135,931</b>	<b>\$148,417</b>	<b>\$119,439</b>	<b>\$37,500</b>	<b>\$37,500</b>	<b>(110,917)</b>
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
<b>Total Source of Funds</b>	<b>\$135,931</b>	<b>\$148,417</b>	<b>\$119,439</b>	<b>\$37,500</b>	<b>\$37,500</b>	<b>(110,917)</b>

Resource Management Agency

### 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 lower and moderate income residents of Monterey County. The Fund is capitalized through payment of in-lieu fees by developers of subdivision projects and repayment of project loans made from inclusionary funds.

Monies 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.

### Prior Year Accomplishments

75% of inclusionary units monitored to date.

Obtained State certification of the Housing Element Update.

The RHO is developing a tracking system to ensure prompt collection of inclusionary fees owed.

Adoption of an ordinance amendment for agricultural subdivisions is scheduled for Board action in April, 2011.

Implementation of a processing fee program for resale and refinance of existing inclusionary units is scheduled for Board action in April, 2011.

---

**Budget Year Goals**

Successfully monitor 85% of the County's Inclusionary Units within the timeframes in the established Monitoring Calendar.

Streamline implementation of the Inclusionary Housing Program.

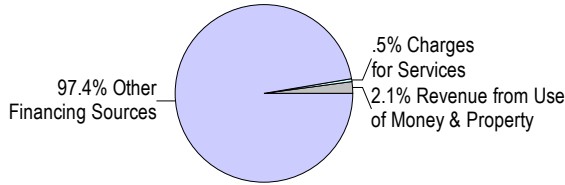
Record additional notices on Inclusionary Units to ensure notification of defaults and foreclosures.

Strive to avoid foreclosure of units with a County Inclusionary Housing restriction in place.

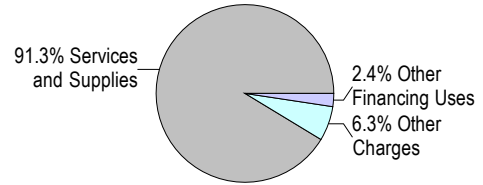
# Boronda Capital Fund

(Unit 8209— Fund 172)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	600,472	7,573,584	7,533,745	2,747,881	2,747,881	(4,825,703)
Other Charges	739,408	54,713	6,400	189,075	189,075	134,362
Subtotal	\$1,339,880	\$7,628,297	\$7,540,145	\$3,008,316	\$3,008,316	(4,619,981)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	89,644	0	50,000	40,000	40,000	40,000
Miscellaneous Revenues	402	0	0	0	0	0
Other Financing Sources	1,887,671	1,776,000	1,776,000	1,821,000	1,821,000	45,000
Subtotal	\$1,977,717	\$1,776,000	\$1,826,000	\$1,870,550	\$1,870,550	94,550
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$1,977,717	\$1,776,000	\$1,826,000	\$1,870,550	\$1,870,550	94,550

## Unit Description

This Unit provides for the administration and implementation of the Boronda Redevelopment Plan adopted in November 1988. The Boronda Project Area includes approximately 433 acres located west of the City of Salinas in the unincorporated area of Monterey County. Redevelopment revenue must be spent within adopted project areas on eligible activities.

## Prior Year Accomplishments

The construction contract for Phase 3 of the Boronda Storm Drain (BSD) Project (El Rancho Way/Hyland Drive) was awarded in March, 2011, with construction scheduled to begin in May.

In March, 2011, the Board of Supervisors adopted a Resolution of Intent to form an assessment district for BSD Phase 4 (Madison Avenue). The Engineer's Report has been initiated. Concept

engineering and technical studies have been completed and environmental review is underway.

A revised draft Boronda Community Plan has been completed and a programmatic Environmental Impact Report has been initiated.

## Budget Year Goals

Complete construction of the Hyland Drive/El Rancho Way Improvement Project.

Complete environmental review, predevelopment and engineering, ROW acquisition, and assessment district formation for the Madison Lane improvement program.

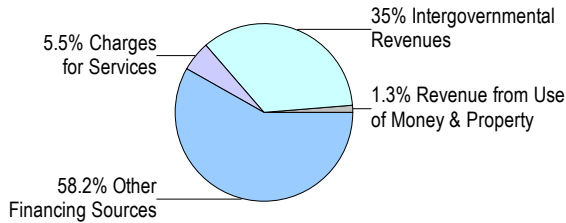
Complete predevelopment and engineering for the Virginia Avenue/El Rancho Way (BSD Phase IV) Improvement Project.

Complete the bus shelter improvement project working in partnership with Monterey-Salinas Transit.

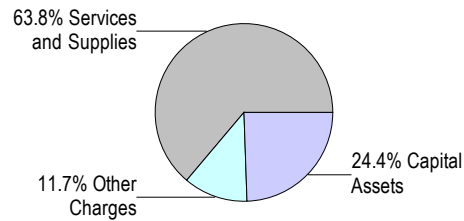
## Castro/Paj Capital Fund

(Unit 8210— Fund 171)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	1,168,619	6,279,492	3,545,812	3,924,078	3,924,078	(2,355,414)
Other Charges	1,403,916	26,732	275,918	719,465	719,465	692,733
Capital Assets	192,207	2,000,000	2,783,306	1,502,649	1,502,649	(497,351)
Other Financing Uses	0	0	396,406	0	0	0
Subtotal	\$2,764,741	\$8,306,224	\$7,001,442	\$6,146,192	\$6,146,192	(2,160,032)

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	103,028	0	54,001	54,000	54,000	54,000
Intergovernmental Revenues	38,005	297,790	183,306	1,449,550	1,449,550	1,151,760
Miscellaneous Revenues	44,729	0	0	0	0	0
Other Financing Sources	2,429,748	2,650,000	2,656,532	2,408,000	2,408,000	(242,000)
Subtotal	\$2,615,510	\$2,947,790	\$2,893,839	\$4,137,155	\$4,137,155	1,189,365
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$2,615,510	\$2,947,790	\$2,893,839	\$4,137,155	\$4,137,155	1,189,365

### Unit Description

This Unit provides for the administration and implementation of the Castroville/Pajaro Redevelopment Plan adopted in April 1986. The Castroville/Pajaro Project Area includes 641 acres in Castroville and 243 acres in Pajaro. Redevelopment revenue must be spent within adopted project area boundaries for eligible projects.

### Prior Year Accomplishments

The RDA approved an agreement with the Castroville Community Services District to design and construct improvements to Merritt Street to improve traffic and pedestrian safety in the community.

The County was awarded a \$5 million State grant to build a park on donated land in the community of Pajaro.

Completed and received approval of construction plans to renovate the Senior Center at the Porter Vallejo Mansion to include a health clinic.

The Redevelopment and Housing Office has been working with the Transportation Agency of Monterey County (TAMC) on a passenger rail station design in Castroville that maximizes redevelopment opportunities on properties around the proposed station. In addition, the RHO has been working with TAMC on the station design details and off-site improvements for the planned Pajaro Station.

The RDA provided business assistance and marketing consulting in Castroville and Pajaro through the CSUMB and Cabrillo Small Business Development Centers. The RHO is also undertaking a paint program in downtown Castroville in cooperation with the Chamber of Commerce and the County Office of Employment Training.

The office is designing a pedestrian safety improvement program for Pajaro, with a CALTRANS permit application expected to be submitted in FY 2010-11, following conceptual review by the community and approval by the Board.

---

**Budget Year Goals**

Complete engineering and permitting for the Merritt Street Safety Improvement Project.

Begin construction of the Pajaro Community Park.

Complete the Health Clinic project in Pajaro.

Complete repairs of the Porter-Vallejo Mansion.

Complete implementation of the Castroville Business Improvement Program.

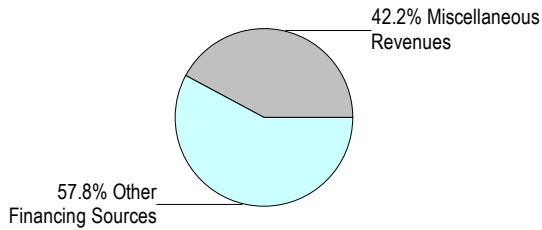
Develop and begin implementing a commercial improvement program in Pajaro.

Initiate a community mural program in Pajaro.

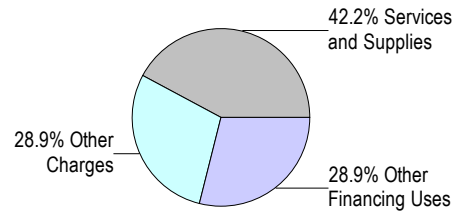
## E Garrison Capital Fund

(Unit 8212— Fund 174)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	164,782	112,409	124,114	249,833	249,833	137,424
Other Charges	15,251	136,809	135,253	171,400	171,400	34,591
Other Financing Uses	0	136,808	505,520	171,400	171,400	34,592
Subtotal	\$180,033	\$386,026	\$764,887	\$592,633	\$592,633	206,607

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Taxes	14,711	0	0	0	0	0
Revenue from Use of Money & Property	1,077	0	0	0	0	0
Charges for Services	0	112,409	0	0	0	(112,409)
Miscellaneous Revenues	142,405	0	124,115	249,833	249,833	249,833
Other Financing Sources	211,854	273,617	270,505	342,800	342,800	69,183
Subtotal	\$370,046	\$386,026	\$394,620	\$592,633	\$592,633	206,607
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$370,046	\$386,026	\$394,620	\$592,633	\$592,633	206,607

### Unit Description

East Garrison Capital Fund provides appropriation and financing for projects, programs and administrative functions within the East Garrison portion of the Fort Ord Redevelopment Project Area. Under Development and Disposition and Reimbursement Agreement (DDA) with the developer, any costs incurred in this fund are reimbursable by developer. In November, 2008 original developer lost the property through foreclosure, and the Agency is currently in negotiations with the new developer/owner/investor on potential project and schedule revisions.

### Prior Year Accomplishments

Negotiation of necessary project implementation agreements in consideration of revised project schedule at East Garrison is scheduled for completion in FY 2010-11.

### Budget Year Goals

Facilitate implementation of the Phase I East Garrison Project.

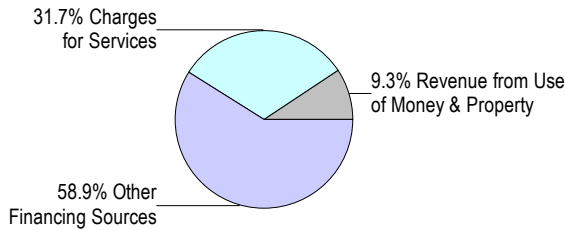
Promote implementation of the East Garrison Historic District Project.



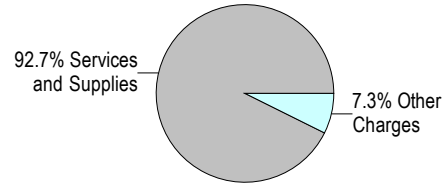
## Ft Ord Capital Fund

(Unit 8213— Fund 173)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	564,530	272,434	605,598	461,749	461,749	189,315
Other Charges	85,580	26,273	7,032	36,550	36,550	10,277
Subtotal	\$650,110	\$298,707	\$612,630	\$498,299	\$498,299	199,592

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Taxes	3,321	0	0	0	0	0
Revenue from Use of Money & Property	34,027	40,200	40,200	40,200	40,200	0
Charges for Services	338,739	0	415,211	136,859	136,859	136,859
Miscellaneous Revenues	48	0	0	0	0	0
Other Financing Sources	119,045	258,507	569,788	254,105	254,105	(4,402)
Subtotal	\$495,179	\$298,707	\$1,025,199	\$431,164	\$431,164	132,457
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$495,179	\$298,707	\$1,025,199	\$431,164	\$431,164	132,457

Resource Management Agency

### Unit Description

This Unit provides for the implementation of the Fort Ord Redevelopment Project Area. Ongoing funding for this budget comes from Tax Increment Revenues generated in the Redevelopment Project area. Tax increment collections began January 1, 2004 and are restricted for uses allowed under redevelopment law.

Commencement of the project is pending resolution of land use issues.

An Environmental Impact Report will be initiated for the Monterey Downs (horse park) project during FY 2010-11.

### Prior Year Accomplishments

The County has completed processing entitlements and appraised the Whispering Oaks MST development property.

### Budget Year Goals

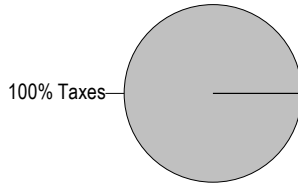
Complete a park masterplan for the backcountry at Fort Ord.

Complete a Disposition and Development Agreement for the Whispering Oaks project.

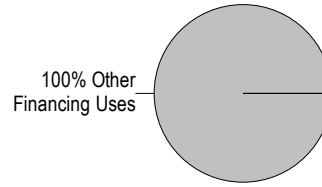
## Boronda Debt Service

(Unit 8215— Fund 272)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Other Financing Uses	2,364,211	2,556,000	2,556,000	2,648,968	2,648,968	92,968
Subtotal	\$2,364,211	\$2,556,000	\$2,556,000	\$2,648,968	\$2,648,968	92,968

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Taxes	2,241,185	2,556,000	2,556,000	2,600,000	2,600,000	44,000
Revenue from Use of Money & Property	9,093	0	0	0	0	0
Intergovernmental Revenues	12,353	0	0	0	0	0
Subtotal	\$2,262,632	\$2,556,000	\$2,556,000	\$2,600,000	\$2,600,000	44,000
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$2,262,632	\$2,556,000	\$2,556,000	\$2,600,000	\$2,600,000	44,000

### Unit Description

This Unit is used to account for receipt and transfer of tax increment related to the Boronda Project Area in accordance with the accounting requirements of the State Controller's Office. The County Auditor deposits tax increment revenues due to the Redevelopment Agency to the Debt Service Fund. Agency debts are paid from the Debt Service Fund, including the mandated 20% housing set-aside and other payments or transfers related to the obligations and debt of the Redevelopment project area.

This is not an operational unit and serves a specific defined financial purpose, therefore Accomplishments and/or Goals are not required.

### Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

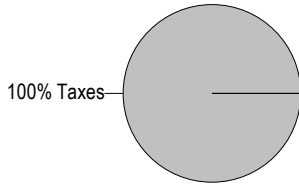
### Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

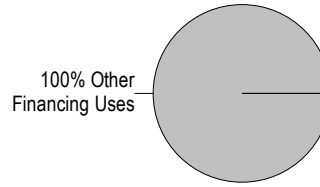
# Castro/Paj Debt Service

(Unit 8216— Fund 271)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Other Financing Uses	3,193,801	4,111,000	4,111,000	4,360,831	4,360,831	249,831
Subtotal	\$3,193,801	\$4,111,000	\$4,111,000	\$4,360,831	\$4,360,831	249,831

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Taxes	3,100,650	4,111,000	4,111,000	4,278,000	4,278,000	167,000
Revenue from Use of Money & Property	12,623	0	0	0	0	0
Intergovernmental Revenues	22,772	0	0	0	0	0
Subtotal	\$3,136,045	\$4,111,000	\$4,111,000	\$4,278,000	\$4,278,000	167,000
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$3,136,045	\$4,111,000	\$4,111,000	\$4,278,000	\$4,278,000	167,000

## Unit Description

This Unit is used to account for receipt and transfer of tax increment related to the Castroville/Pajaro Project Area in accordance with the accounting requirements of the State Controller's Office. The County Auditor deposits tax increment revenues due to the Redevelopment Agency to the Debt Service Fund. Agency debts are paid from the Debt Service Fund, including the mandated 20% housing set-aside and other payments or transfers related to the obligations and debt of the Redevelopment project area.

This is not an operational unit and serves a specific defined financial purpose, therefore Accomplishments and/or Goals are not required.

## Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

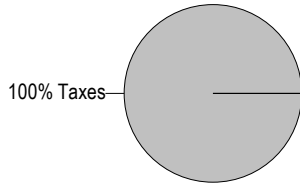
## Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

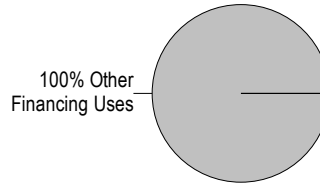
## E Garrison Debt Service

(Unit 8218— Fund 274)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Other Charges	211,337	0	0	0	0	0
Other Financing Uses	369,595	645,000	646,670	773,000	773,000	128,000
Subtotal	\$580,932	\$645,000	\$646,670	\$773,000	\$773,000	128,000

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Taxes	450,623	645,000	646,670	773,000	773,000	128,000
Revenue from Use of Money & Property	2,061	0	0	0	0	0
Intergovernmental Revenues	3,810	0	0	0	0	0
Subtotal	\$456,493	\$645,000	\$646,670	\$773,000	\$773,000	128,000
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$456,493	\$645,000	\$646,670	\$773,000	\$773,000	128,000

### Unit Description

This Unit is used to account for receipt and transfer of tax increment related to the East Garrison portion of the Fort Ord Project Area in accordance with the accounting requirements of the State Controller's Office. The County Auditor deposits tax increment revenues due to the Redevelopment Agency to the Debt Service Fund. Agency debts are paid from the Debt Service Fund, including the mandated 20% housing set-aside and other payments or transfers related to the obligations and debt of the Redevelopment project area.

This is not an operational unit and serves a specific defined financial purpose, therefore Accomplishments and/or Goals are not required.

### Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

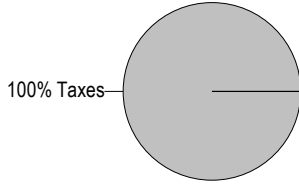
### Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

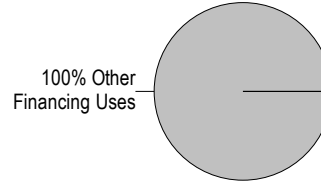
## Ft Ord Debt Service

(Unit 8219— Fund 273)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Other Charges	6,589	0	0	0	0	0
Other Financing Uses	13,300	30,000	30,000	60,000	60,000	30,000
Subtotal	\$19,889	\$30,000	\$30,000	\$60,000	\$60,000	30,000

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Taxes	18,576	30,000	30,000	60,000	60,000	30,000
Revenue from Use of Money & Property	976	0	0	0	0	0
Intergovernmental Revenues	161	0	0	0	0	0
Subtotal	\$19,713	\$30,000	\$30,000	\$60,000	\$60,000	30,000
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$19,713	\$30,000	\$30,000	\$60,000	\$60,000	30,000

### Unit Description

This Unit is used to account for receipt and transfer of tax increment related to the Fort Ord Project Area, excluding East Garrison, in accordance with the accounting requirements of the State Controller's Office. The County Auditor deposits tax increment revenues due to the Redevelopment Agency to the Debt Service Fund. Agency debts are paid from the Debt Service Fund, including the mandated 20% housing set-aside and other payments or transfers related to the obligations and debt of the Redevelopment project area.

Tax increment collections began January 1, 2004 and are restricted for uses allowed under redevelopment law.

This is not an operational unit and serves a specific defined financial purpose, therefore Accomplishments and/or Goals are not required.

### Prior Year Accomplishments

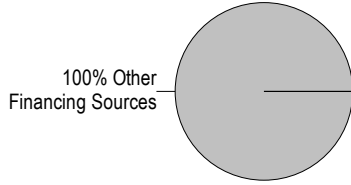
This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

### Budget Year Goals

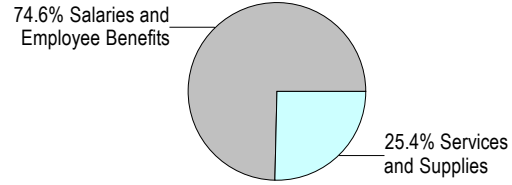
This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

**RHO Admin**  
(Unit 8221— Fund 001)

**Source of Funds**



**Use of Funds**



**Use of Funds**

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	1,403,006	1,807,585	1,580,011	1,980,336	1,618,843	(188,742)
Services and Supplies	383,438	318,990	440,787	560,059	550,255	231,265
Other Charges	(1,786,468)	(2,126,575)	(2,020,798)	(1,957,191)	(1,942,398)	184,177
Subtotal	(\$24)	\$0	\$0	\$583,204	\$226,700	226,700

**Source of Funds**

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$464,368	\$226,700	226,700
General Fund Contributions	(\$24)	\$0	\$0	\$118,836	\$0	0
Total Source of Funds	(\$24)	\$0	\$0	\$583,204	\$226,700	226,700

**Unit Description**

This Unit contains the staff and administrative costs of the Redevelopment and Housing Office, a division of the Resource Management Agency. This division is responsible for the County's affordable housing programs, community development grants and loans, and redevelopment efforts in the Castroville/Pajaro, Boronda and Fort Ord Redevelopment Project areas.

tasks necessary to produce the required grant reports in a timely and accurate manner.

The staff morale rating of the RHO was the second highest of the units within the Resource Management Agency.

**Prior Year Accomplishments**

The RHO defined and began implementation of a project management system to enhance office-wide productivity. In addition to tracking project and program costs against budgets, the office will be monitoring completion of tasks against project timelines. The RHO is also in the process of generating detailed project reports (budget and schedule) on a monthly basis for discussion with management staff.

**Budget Year Goals**

Organizational Development: Build a high performance organization.

Secure State and Federal grants totalling \$5 million for economic development projects.

Execute agreements with affordable housing providers creating 100 new units.

Facilitate negotiation of development agreements for Fort Ord redevelopment projects implemented in accordance with the existing adopted Fort Ord Reuse Plan.

Promote community-based revitalization in Castroville, Pajaro, and Boronda.

The RHO has developed detailed grant tracking worksheets for each open grant to track milestones, draw requests from the grant source, local match/leverage requirements, and payments to sub-recipients and subcontractors. In addition, the office developed a grant reporting preparation system to schedule and implement

**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.0	1.0	0.00
14K34	REDEVELOPMENT & HOUSING DIRECTOR	1.0	1.0	0.00
14M11	ASSISTANT DIRECTOR OF REDEVELOPMENT & HOUSING	1.0	1.0	0.00
14M21	REDEVELOPMENT PROGRAM MANAGER	1.0	1.0	0.00
14M22	HOUSING PROGRAM MANAGER	1.0	1.0	0.00
41A20	CIVIL ENGINEER	1.0	1.0	0.00
41F31	REDEVELOPMENT/HOUSING PROJECT ANALYST II	1.0	1.0	0.00
41F32	REDEVELOPMENT/HOUSING PROJECT ANALYST III	5.0	5.0	0.00
80A31	SECRETARY	1.0	1.0	0.00
80A32	SENIOR SECRETARY	1.0	1.0	0.00
	<b>Total</b>	<b>14.0</b>	<b>14.0</b>	<b>0.00</b>



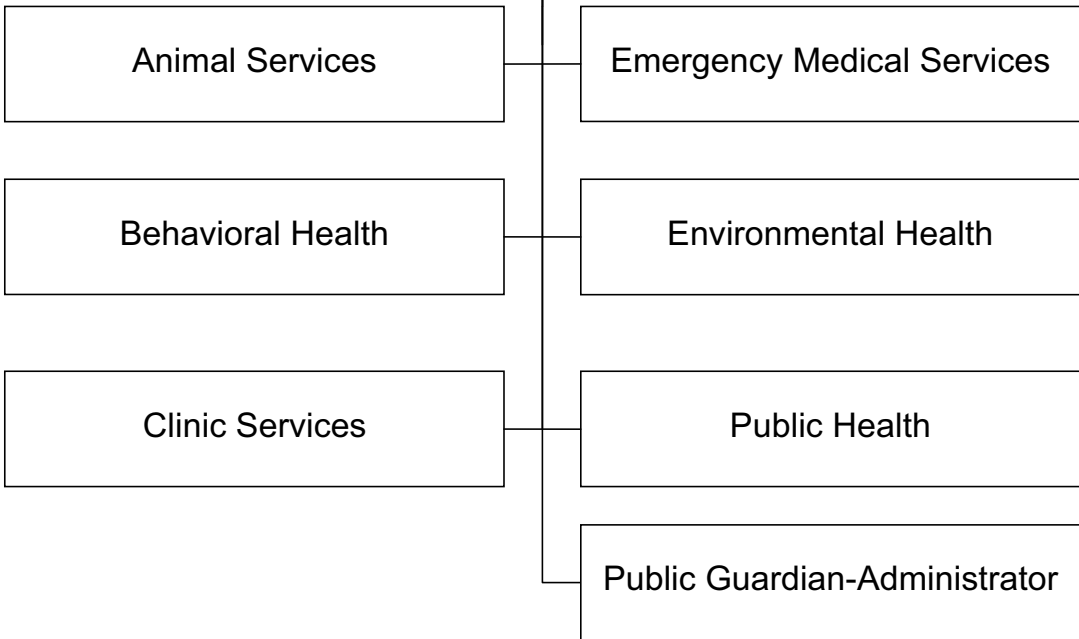
This page intentionally left blank.



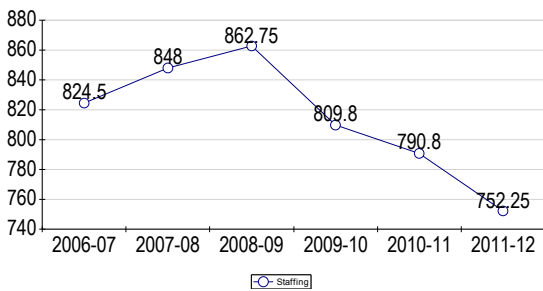
# Health

Operating Budget: \$126,827,361  
Positions (FTEs): 752.3

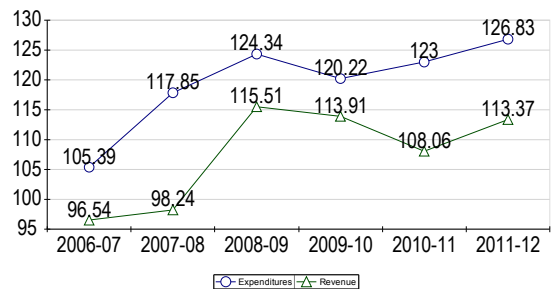
Ray Bullick  
Director



**Staffing Trends**

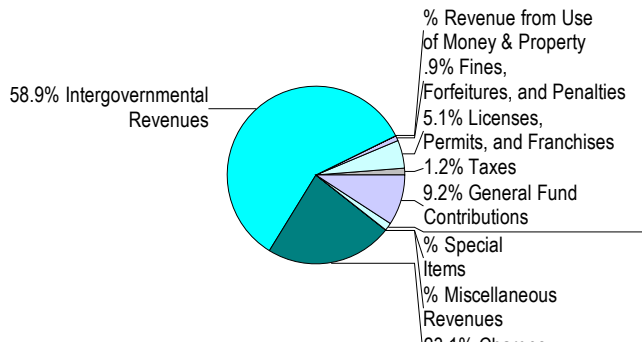


**Expenditure/Revenue History (in thousands)**

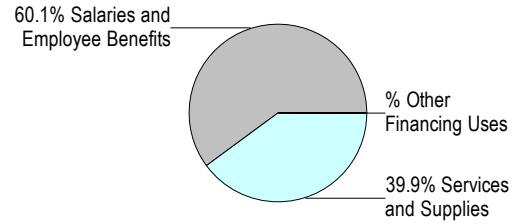


Health

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	74,729,307	78,824,121	74,915,702	79,845,734	79,402,266	578,145
Services and Supplies	54,488,707	57,552,774	51,076,319	53,664,076	52,683,035	(4,869,739)
Other Charges	(9,170,138)	(5,934,492)	(3,363,170)	(5,290,120)	(5,290,120)	644,372
Capital Assets	171,364	7,000	294,216	0	0	(7,000)
Other Financing Uses	0	80,310	80,310	32,180	32,180	(48,130)
Subtotal	\$120,219,241	\$130,529,713	\$123,003,377	\$128,251,870	\$126,827,361	(3,702,352)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Taxes	1,595,616	1,550,000	1,575,000	1,575,000	1,575,000	25,000
Licenses, Permits, and Franchises	6,490,762	6,081,293	6,421,000	6,516,000	6,469,241	387,948
Fines, Forfeitures, and Penalties	1,268,882	1,321,224	1,708,044	1,156,601	1,135,838	(185,386)
Revenue from Use of Money & Property	97,829	151,776	49,126	56,221	56,221	(95,555)
Intergovernmental Revenues	78,173,031	75,900,472	71,635,092	74,898,026	74,742,518	(1,157,954)
Charges for Services	25,123,965	29,253,630	24,760,878	29,471,995	29,360,379	106,749
Miscellaneous Revenues	1,015,485	1,375	68,325	3,300	3,300	1,925
Special Items	143,669	20,601	1,839,400	32,000	32,000	11,399
Subtotal	\$113,909,240	\$114,280,371	\$108,056,865	\$113,709,143	\$113,374,497	(905,874)
Fund Balance	(325,787)	3,579,982	1,847,026	1,796,387	1,796,387	(1,783,595)
General Fund Contributions	\$6,635,788	\$12,669,360	\$13,099,486	\$12,746,340	\$11,656,477	(1,012,883)
Total Source of Funds	\$120,219,241	\$130,529,713	\$123,003,377	\$128,251,870	\$126,827,361	(3,702,352)

## Department Description

The Monterey County Health Department is responsible for protecting the health of the entire community. This is accomplished through the various services and programs provided in the areas of Animal Services, Behavioral Health, Clinic Services, Environmental Health, Emergency Medical Services, Public Guardian/Administrator, and Public Health. The Department offers a variety of medical care and client services, but also enforces laws and regulations to protect health. The Department educates the community about health threats and issues, and works in collaboration with other agencies and organizations to assure the health of the public.

The Health Department is organized into the following seven operational bureaus.

**ANIMAL SERVICES:** Animal Services protects, promotes and enhances the health, safety and quality of life for companion animals and people within Monterey County. Animal Services provides animal control services (field services) and shelter services for residents for the unincorporated areas of the County and contracting jurisdictions.

**BEHAVIORAL HEALTH:** The Behavioral Health Bureau provides mental health and substance abuse services to Monterey County residents. The Mental Health Program, pursuant to Welfare and Institutions Code Section 5600, provides a continuum of County operated and community-based mental health services through various contracts. The program provides a range of inpatient, social rehabilitation, supportive housing, and outpatient services to Monterey County Medi-Cal beneficiaries who meet the State Department of Mental Health's medical necessity definition. In addition, the program serves non-Medi-Cal eligible adults who

have a severe and persistent mental illness and youth who are severely emotionally disturbed.

Alcohol and Drug Programs provide a range of prevention and recovery services through contracts with nonprofit agencies and in collaboration with County Probation, Department of Social and Employment Services, Consolidated Trial Courts, Public Defender, District Attorney, and State Parole offices. Nonprofit agencies providing services include Community Human Services, Door to Hope, Sun Street Centers, Sunrise House, and Valley Health Associates. Services provided in the Alcohol and Drug Program include residential, transitional housing, perinatal residential and outpatient, prevention, early intervention, outpatient, narcotic replacement, drinking driver programs, drug court, and drug diversion Penal Code 1000.

**CLINIC SERVICES:** The Clinic Services Bureau provides comprehensive primary and specialty medical care, including obstetrics, internal medicine, low acuity behavioral health, communicable disease treatment and disease prevention services so that every resident of Monterey County has access to healthcare and public health services regardless of ability to pay, while assuring that high quality services are provided at the lowest possible cost. The clinics serve as providers of care to the medically underserved and medically indigent of Monterey County as required under Welfare and Institutions Code Section 17000.

All clinics are designated as Federally Qualified Health Center (FQHC) look-alikes, and are reimbursed for services provided to Medi-Cal and Medicare patients based on a Prospective Payment System (PPS). The Prospective Payment System pays a specified amount per each eligible Medi-Cal or Medicare visit.

**ENVIRONMENTAL HEALTH:** The Environmental Health Bureau is an integrated team of professional and support personnel dedicated to safeguarding the health and safety of the residents and resources in Monterey County by way of education and enforcement of Federal, State and local environmental statutes. This is accomplished through six service activities: Consumer Health Protection, Hazardous Materials Management, Solid Waste Management, Recycling and Resource Recovery, Drinking Water Protection and Environmental Health Review.

**EMERGENCY MEDICAL SERVICES:** The role of the Emergency Medical Services (EMS) Agency is to plan, coordinate, and evaluate the countywide EMS System. This includes maintaining countywide advanced-life support services, contracting for ambulance and pre-hospital care services, monitoring EMS training programs, planning for disaster medical response, and coordinating public information and education.

**PUBLIC GUARDIAN/ADMINISTRATOR:** The Public Guardian/Administrator provides services in four major functional areas. 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 acts as court appointed conservator of any individual found to be gravely disabled due to mental disorder who is unable or unwilling to accept treatment voluntarily pursuant to Welfare and Institutions Code 5000 et seq. The Public Guardian acts as court appointed conservator for frail, elderly, and cognitively impaired individuals substantially unable to manage personal or financial affairs or resist fraud or undue influence when there is no family or a qualified third party to act pursuant to

Probate code sections 1800 et seq. Lastly, the Public Guardian serves as Public Representative Payee pursuant to Board Resolution 82-43 for Monterey County residents who, due to a physical or mental disability, are deemed incapable of managing public entitlement benefits in their own best interest, at risk of homelessness, hospitalization, or incarceration.

**PUBLIC HEALTH:** The Public Health Bureau includes Community Health programs, Children's Medical Services and Health Administration. Through surveillance techniques, Public Health monitors and investigates the health and disease events in Monterey County, and employs intervention options and control strategies developed to help prevent future occurrence. Public Health plays a significant role in preparing Monterey County for natural and manmade disasters, registers all birth and death certificates in Monterey County, conducts program evaluations and data analyses for health policy and program development and monitoring, and provides critical laboratory analyses for communicable diseases and environmental health issues. Public Health is also heavily focused on improving the health status and reducing health disparities among all residents, adults and children, of Monterey County through programs that inform, educate and empower individuals and communities to take responsibility for their own health.

The Board Strategic Initiative that the Health Department actively addresses is: Ensure ability to provide accessible quality health care and human services throughout Monterey County.

---

### Summary of Recommendation

The Fiscal Year (FY) 2011-12 Recommended Budget includes appropriations of approximately \$126.8 million, a decrease of approximately \$3.7 million from the FY 2010-11 Adopted Budget. The \$126.8 million Recommended Budget is financed by \$113.4 million in revenues, \$1.8 million in prior year fund balance (Fund 92), and \$11.6 million in General Fund Contribution (GFC) which includes an authorized augmentation of \$158,074 referenced below. The FY 2011-12 Recommended Budget includes 752.25 positions, which represents a net decrease of 38.1 positions from the 790.35 positions in the FY 2010-11 Adopted Budget.

The most significant changes in the FY 2011-12 Recommended Budget are a \$1.01 million reduction in GFC of \$771,042 (6.1% decrease as part of countywide reductions), elimination of a one-time authorized GFC increase for Animal Services in the FY 2010-11 Adopted Budget, an adjustment due to the FY 2011-12 A-87 County Wide Cost Allocation Plan increase for Behavioral Health, and absorption of a \$1.3 million increase in County service department charges for Risk Management Insurance (\$615,878), new Risk Management staff charges (\$368,328), Information Technology (\$295,413), and Auditor for ERP (\$30,502).

In order to mitigate the financing reductions, the Department submitted to the County Administrative Office ten Baseline Maintenance Augmentation (BMA) requests in the amount of approximately \$1.2 million. Animal Services submitted a BMA request for approximately \$61,000 for 0.50 FTE Animal Services Director, Behavioral Health submitted seven requests totaling approximately \$930,000 for mental health and substance abuse treatment services due to State budget reductions, Public Guardian/Administrator for \$158,100 for 2.0 FTE (1.0 Office Assistant II and 1.0 Deputy Public Administrator/Conservator/Guardian II), and Public Health for \$50,000 for sexual assault examination services. The Public Guardian/Administrator BMA

request was authorized for \$158,074 less \$5,468 in Workers' Compensation relief for a total augmentation amount of \$152,606 which restores 2.0 FTE (reflected in the 752.25 position count above) and ensuring continuation of vital services.

Also included in the FY 2011-12 Recommended Budget are items such as, a decrease in Mental Health Vehicle License Fees in the amount of \$91,209, decreases in available state and federal funds for all Health programs, cost increases for employee annual salary adjustments, and the continued support of \$750,000 from Natividad Medical Center for the cost of the Residency program operated in the Laurel Clinics.

---

### **Budget Impacts**

**ANIMAL SERVICES:** The Animal Services budget was reduced by 2.0 Field Service Officers, a 0.5 Director and a 0.5 vacant Animal Care Technician I. The reduction of 2.0 Field Officers may result in a decrease in casual patrols and non-emergency complaints. The program plans to change and streamline business practices such as handling non-emergency complaints with phone calls or letters instead of personal response. The hours of operation for the Field Services Unit may be reduced to M-F, 8-5, with some anticipated increases in standby and overtime pay for emergency responses. Additionally, the dispatch function will be transferred to County Communications (911), with little or no impacts to either operation. The reduction of the Director to 0.5 effectively funds the shelter staff and eliminates any need to make reductions in the Shelter. This is necessary to maintain sufficient staffing levels to allow staff to properly care for the animals. It is anticipated that this supervisory gap of 20 hours per week will be filled with a Health Department Manager to mitigate any management impacts to Animal Services. The reduction of the vacant 0.5 Animal Care Technician I will have little or no impact to operations as functions have been absorbed by the existing staff.

**BEHAVIORAL HEALTH:** The Mental Health Budget is recommended at \$52.3 million in revenues and \$54.1 million in appropriations. This recommendation includes significant proposed reductions or elimination of certain programs in the budget. Overall reductions amount to an estimated \$3.7 million resulting in an estimated 17 FTEs and 10 contract agencies affected. Some of the agencies affected include Alliance on Aging, Central Coast Center for Independent Living, Community Human Services, Door to Hope, Front Street, Interim, and Peacock Acres. These reductions or eliminations are a result of diminishing revenues and increased costs. Revenue reductions include the elimination of Cal Works (\$428,415) and a Mental Health Services Act allocation reduction (\$500,600). Significant cost increases include Information Technology, Workers Compensation, and addition of new costs charged to departments. Staff reductions are estimated to reduce the capacity to serve and estimated 510 clients on an annual basis while contract reductions are estimated to impact contract agencies for an estimated \$1.2 million. The specific impact to contract providers is unknown, but could result in service level reductions.

**CLINIC SERVICES:** The FY 2011-12 proposed State budget includes numerous changes to the Medi-Cal program, aimed at reducing program usage. The proposed "soft cap" of seven visits per adult, with additional visits allowed based on physician "self-certification" of medical need will increase documentation and paperwork. The proposed \$5.00 copayments for office visits and \$3.00-\$5.00 copayment for each prescription could affect quality of

care for patients who lack funds to meet copayments for needed medical treatment or medicines.

**ENVIRONMENTAL HEALTH:** The loss of the Registered Environmental Health Specialists (REHS) IV position leaves the Solid Waste and Recycling and Resource Recovery units without permanent supervision. Currently, these units are under the supervision of a Management Analyst II, with technical supervision from the Assistant Director and Director - impacts are minimal at this time. The loss of the REHS II position further reduces the REHS staff which has been reduced over the last two budget years. The workload for this position has been redistributed to other REHS staff and while the REHS staffs appear to be keeping up with the workload, any special projects or natural disaster will have significant negative impacts on projected inspection frequencies.

**PUBLIC GUARDIAN/ADMINISTRATOR:** The Budget Narrative for FY 2010-11 discussed the historic use of Mental Health Realignment Revenues to fund mental health services provided under the Conservatorship program pursuant to Welfare and Institutions Code Section 5000 et seq. The Public Guardian/Administrator unit was separated from the Behavioral Health Bureau in FY 2006-07 hence Realignment revenues are no longer included in the Public Guardian/Administrator Bureau's budget; however, they are reflected as part of the General Fund Contribution. The Bureau's revenue sources are Decedent/Conservatorship Estate statutory and court allowed fees, Social Security approved representative payee fees, and interest earned on pooled accounts.

---

### **Prior Year Accomplishments**

Department level Budget Year Goals were not established in FY 2010-11 Recommended Budget.

---

### **Budget Year Goals**

Implement Strategic Plan to achieve improvements in health outcomes for Monterey County residents in partnership with Natividad Medical Center and community.

Objective: Develop population based policies that help improve health in an equitable manner.

Develop effectiveness and efficiency performance measures to assure proper utilization of resources.

Maintain re-designed Health Department website to ensure immediate access to current information by the public.

---

### **Pending Issues**

**BEHAVIORAL HEALTH:** Over the last three years, the Behavioral Health Bureau has restructured, reengineered, renamed, and reassigned personnel and expenditures to meet operational demands with available funds for Mental Health services. Productivity standards and tracking mechanisms have improved service delivery and resulted in increased revenues. The Electronic Health Record is scheduled to expand to all service providers. The Bureau has also continued to search for and effectively use grants and alternative Federal funding programs.

The reshaping of health care delivery under Health Care Reform and the positioning of specialty mental health services continues to be a challenge, balancing integration of service delivery with quality

behavioral health care. The State Budget uncertainty looms ominously over Behavioral Health care funding directly and how the budget impacts partners in Social Services, Education, Probation, and Public Health.

In Alcohol and Drugs, the elimination of funding for Proposition 36 was partially mitigated by the submission and receipt of two Federal Drug Court Grants. However, the decline in funding for addictive disorders places the community based providers and the County services at a tipping point where real alternatives are running out. Methamphetamine abuse and gang violence continue to plague Monterey County communities. General Fund Contribution may be required for the Health Department to continue providing substance abuse prevention and treatment that has been shown to be effective for intervening in methamphetamine abuse and gang violence.

**CLINIC SERVICES:** The County is implementing a Low Income Health Program for individuals under 100% of Federal Poverty Level. The clinics will receive full FQHC reimbursement for primary care delivered to these patients. Careful coordination between all providers will be necessary to ensure cost effective service delivery and timely access to care for patients.

The clinics installed a new Electronic Medical Record and are still maximizing the utilization of the system. An increase in quality of care variables and greater consistency of care across all clinics has already been noted, and it is hoped that this trend will continue.

**ENVIRONMENTAL HEALTH:** As a result of past and pending Federal and State legislation, the Environmental Health Bureau faces several areas of concern in the immediate future. For example, there is potential legislation at both the Federal and State levels that could potentially affect the scope of responsibility in the local food protection program due to the controversy surrounding E. Coli O157:H7 and local Agri-business. Also, the regulations pursuant to Assembly Bill 885 (Chapter 781, Statutes of 2000), have been delayed but are expected to be finalized in FY 2011-12. These stricter regulations for On-site Wastewater Treatment Systems (OWTS) could mandate significant changes to our current OWTS program, as well as to the Drinking Water Protection Program. The magnitude of these changes is unknown at this time. The impact of implementing the impending County General Plan (GPU) may involve a significant amount of staff time to create and update ordinances and implement GPU policy. The fiscal impacts are unknown at this time but may be significant.

**EMERGENCY MEDICAL SERVICES:** The Emergency Medical Care Committee may recommend changes to the EMS system that may impact EMS expenditures. Maddy Fund (Emergency Medical Services Fund) revenue may be decreased by approximately \$229,000 with the approval of Assembly Bill 92 resulting in an increased need in a corresponding amount from CSA 74 to fully fund the EMS Agency budget.

Assembly Bill 92 (pending approval) sunsets current Maddy funding from both SB 612 and SB 1773 and creates a new \$4.00 per \$10 fee that will be collected by the Courts. If approved, Counties will keep 7.5% for pediatric trauma (if applicable) and 7% for local EMS Agencies. The remainder will be transferred to a new State Maddy Fund and will be distributed as follows: 10% (up to \$10M for administration by the CDPH), 53% (up to \$55M) for Medi-Cal match, and the remaining balance will be distributed to physician claims for emergency services. This will result in a loss of revenue to the EMS Agency in the amount of approximately \$229,000 and a

loss to local hospitals and Emergency Department Physician groups of \$933,750.

**PUBLIC GUARDIAN/ADMINISTRATOR:** Public Guardian/Administrator is anticipating a possible reduction of unstable revenues in FY 2011-12. The main revenue source of this budget derives from decedent estate/conservator fees and interest on pooled accounts. This revenue is greatly dependent on financial markets, interest rates, real estate market, and timing of estate producing fees. The current decreases in interest rates and softness in the real estate market is affecting Monterey County home sales and will adversely affect revenues in the coming fiscal year potentially requiring General Fund Contribution.

**PUBLIC HEALTH:** The Sexual Assault Response Team (SART) was transferred from the District Attorney to the Health Department at the Board of Supervisors direction in FY 2007-08. This action included a \$211,214 one-time transfer of General Fund Contribution (GFC) to the Department to support the program. SART utilizes medical examiners to perform evidence gathering examinations for the local law enforcement agency where the assault occurred. The established fee of \$625 per examination no longer covers the cost to perform the examination, and the Department is in discussion with local law enforcement regarding a fee increase. Due to reductions in Vehicle License Fee and Sales Tax Realignment funding, the Department no longer has sufficient resources to fully fund the program.

## Policy Considerations

**BEHAVIORAL HEALTH:** The Mental Health Service Act's revenues are projected to decrease considerably in FY 2011-12 and prudent expenditures are being projected for FY 2010-11. This budget proposes no expansion, taps into some reserves, and results in reductions in some programs. Despite this program contraction, there are several collaborative opportunities and recent Federal initiatives that can result in more residents being treated for their behavioral health disorders. The Behavioral Health Bureau is collaboratively involved in the Low Income Health Program expansion to 19-64 year olds under 100% of the Federal Poverty Level. This effort combined with integration activities with the Clinic Service Bureau's primary care clinics, can increase capacity to serve more, even while decreasing some programming. These new financing and collaboration efforts can assist the Department in riding out the economic downturn while improving the prevention and treatment of behavioral health problems in Monterey County.

The virtual elimination of State support for alcohol and drug prevention and treatment efforts has placed many community based providers on the brink of extinction. Parity, Health Care Reform, and other initiatives may not arrive in time to sustain these valuable community assets. Bridge funding until Federal relief is in site, might be a prudent investment for the County, especially when the social, legal, health and economic consequences of untreated substance abuse are added up.

**CLINIC SERVICES:** The clinics are operating on rates established in 2007 and in facilities that are at or over capacity. Since 2007, county wide employee pay reclassifications, information technology costs, overheads and medical operations costs have increased significantly as has the clinic's patient population. It is imperative that the clinics open a new site(s) and rebench rates or rising costs will create an increasing need for county support and disenfranchise patients needing access to the safety net.

PUBLIC GUARDIAN/ADMINISTRATOR: The revenue stream for Public Guardian/Public Administrator is highly dependent upon the economy, interest and money market rates, real estate market and timing of cases to sustain the level of income currently received. Due to the variability and unpredictability of revenue

received each year, consideration for the creation of a reserve account from revenue savings in extraordinary years should be considered. The purpose of the reserve would be to support potential revenue deficits of low revenue producing years.

### Appropriation Expenditure Detail

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Animal Clinic (HEA001)	151,937	210,819	215,174	166,046	166,046	(44,773)	001	4000_8067
Animal Field Services (HEA001)	493,318	581,663	458,163	377,567	377,567	(204,096)	001	4000_8068
AS Admin (HEA001)	585,626	367,962	443,142	344,644	310,881	(57,081)	001	4000_8069
Education & Volunteer (HEA001)	2,371	0	0	0	0	0	001	4000_8070
Licensing (HEA001)	66,099	80,851	77,037	96,905	96,905	16,054	001	4000_8071
Shelter (HEA001)	696,763	608,185	710,123	769,498	742,612	134,427	001	4000_8072
Adult Mental Health Services (HEA002)	24,527,590	26,776,082	26,807,382	26,723,925	26,520,721	(255,361)	001	4000_8073
Co-Occurring Services (HEA002)	14	0	0	0	0	0	001	4000_8074
Homeless Services (HEA002)	108,566	0	0	0	0	0	001	4000_8075
Alcohol and Drug Services (HEA002)	747,138	4,249,730	4,565,794	4,703,939	4,303,711	53,981	001	4000_8076
Narcotic Treatment Services (HEA002)	788,148	0	0	0	0	0	001	4000_8077
Outpatient Services (HEA002)	261,088	0	0	0	0	0	001	4000_8078
Residential Services (HEA002)	3,000,004	0	0	0	0	0	001	4000_8079
Managed Care (HEA002)	1,703,420	0	0	0	0	0	001	4000_8080
Behavioral Health Administration (HEA002)	7,811,814	7,172,051	6,634,334	6,335,270	6,036,145	(1,135,906)	001	4000_8081
Children Mental Health Services (HEA002)	19,778,218	21,319,048	18,410,913	21,810,166	21,596,627	277,579	001	4000_8082
Hospital Placements (HEA002)	4,208	0	0	0	0	0	001	4000_8083
Treatment Facility Placements (HEA002)	17,772	0	0	0	0	0	001	4000_8084
Federal Grants Juvenile Justice (HEA002)	9,571	0	0	0	0	0	001	4000_8085
MHSA Juvenile Justice (HEA002)	4	0	0	0	0	0	001	4000_8086
Probation Juvenile Justice (HEA002)	7,949	0	0	0	0	0	001	4000_8087
State Grants Juvenile Justice (HEA002)	(452)	0	0	0	0	0	001	4000_8088
Assessment Services (HEA002)	21,098	0	0	0	0	0	001	4000_8089
Family Preservation (HEA002)	0	0	0	0	0	0	001	4000_8090
Family Reunification (HEA002)	0	0	0	0	0	0	001	4000_8091
Early Intervention (HEA002)	4	0	0	0	0	0	001	4000_8092
Transition Age Youth (HEA002)	1,033	0	0	0	0	0	001	4000_8093
Clinical Services IT (HEA007)	760,455	104,262	107,136	141,711	141,711	37,449	001	4000_8094
Compliance - Health (HEA007)	132	0	0	0	0	0	001	4000_8095
Finance/Budgeting - Clinic (HEA007)	3,053,829	2,800,588	2,793,391	1,459,340	1,459,340	(1,341,248)	001	4000_8096
Alisal Health Center (HEA007)	3,935,490	4,591,102	4,557,205	4,937,841	4,882,032	290,930	001	4000_8097
FQHC Billing (HEA007)	788,309	1,167,829	1,230,367	1,412,753	1,412,753	244,924	001	4000_8098
Laurel Family Clinic (HEA007)	926,766	1,965,919	1,472,919	1,223,627	1,223,627	(742,292)	001	4000_8099
Laurel Internal Medicine (HEA007)	1,083,690	2,052,511	1,869,158	2,311,775	2,311,775	259,264	001	4000_8100
Laurel Pediatrics Clinic (HEA007)	2,426,528	2,833,196	2,484,207	3,152,222	3,152,222	319,026	001	4000_8101
Laurel Women's Health Clinic (HEA007)	2,125,261	3,608,219	3,188,607	3,598,686	3,598,686	(9,533)	001	4000_8102
Marina Health Center (HEA007)	1,153,050	1,234,898	1,036,703	1,252,750	1,252,750	17,852	001	4000_8103

## Appropriation Expenditure Detail

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Public Health (HEA007)	834,597	919,603	760,230	971,590	971,590	51,987	001	4000_8104
Seaside Family Health Center (HEA007)	4,608,196	4,778,299	4,494,278	5,217,327	5,161,520	383,221	001	4000_8105
Billing - Pro Fees (HEA007)	(78,110)	0	0	0	0	0	001	4000_8106
Laurel Admin (HEA007)	778,032	647,860	600,019	990,775	990,775	342,915	001	4000_8107
Ambulance Service (HEA010)	1,222,818	4,874,330	3,393,169	3,240,196	3,240,196	(1,634,134)	092	4000_8108
EMS Operating (HEA006)	1,058,671	1,178,798	1,166,400	1,129,109	1,129,109	(49,689)	001	4000_8109
EMS Training (HEA006)	6,268	269,161	12,290	0	0	(269,161)	001	4000_8110
Uncompensated Care (HEA009)	1,100,919	1,250,652	1,452,413	1,019,263	1,019,263	(231,389)	016	4000_8111
Consumer Health Protection (HEA005)	2,019,706	1,970,967	2,076,865	2,341,090	2,294,331	323,364	001	4000_8112
Recycling & Resource Recovery (HEA005)	697,663	657,659	622,285	531,438	531,438	(126,221)	001	4000_8113
Solid Waste Management (HEA005)	482,633	617,355	628,408	625,257	625,257	7,902	001	4000_8114
Environmental Health Review (HEA005)	795,435	879,672	834,172	1,236,684	1,236,684	357,012	001	4000_8115
Hazardous Materials Management (HEA005)	1,451,936	1,530,079	1,303,342	1,354,768	1,354,768	(175,311)	001	4000_8116
Environmental Health Fiscal/Admin (HEA005)	2,151,934	1,193,506	1,283,169	1,220,396	1,220,396	26,890	001	4000_8117
Conservator (HEA008)	1,050,724	516,504	532,277	649,526	649,526	133,022	001	4000_8118
Public Administrator (HEA008)	73,951	361,684	372,396	210,944	210,944	(150,740)	001	4000_8119
Public Guardian (HEA008)	74,969	347,920	427,047	397,986	395,699	47,779	001	4000_8120
Children's Medical Services (HEA004)	7,888,923	8,155,065	7,968,281	7,933,072	7,941,128	(213,937)	001	4000_8121
Community Health Administration (HEA003)	422,310	0	0	0	0	0	001	4000_8122
Community Health Regional Teams (HEA003)	5,303,472	0	0	0	0	0	001	4000_8123
Public Health (HEA003)	630,469	17,535,307	16,594,428	16,880,621	16,880,621	(654,686)	001	4000_8124
Nutrition Services (HEA003)	5,072,150	0	0	0	0	0	001	4000_8127
Health Administration (HEA003)	949,618	63,790	418,505	395,922	300,764	236,974	001	4000_8128
Health Facilities (HEA003)	(281,938)	0	0	0	0	0	001	4000_8129
Health Human Resources (HEA003)	(552,532)	0	0	0	0	0	001	4000_8130
SART (HEA003)	289,981	0	0	0	0	0	001	4000_8131
County Health Officer (HEA003)	230,482	0	0	0	0	0	001	4000_8132
Public Health Laboratory (HEA003)	474,911	0	0	0	0	0	001	4000_8133
Public Health Preparedness (HEA003)	1,416,120	0	0	0	0	0	001	4000_8134
Analysis (HEA003)	10,880	0	0	0	0	0	001	4000_8135
Surveillance (HEA003)	2,155,796	0	0	0	0	0	001	4000_8136
Drinking Water Protection Service (HEA005)	841,428	1,056,587	1,001,648	1,087,241	1,087,241	30,654	001	4000_8272
Cardiology Clinic (HEA007)	6	0	0	0	0	0	001	4000_8280
General Surgical Clinic (HEA007)	1	0	0	0	0	0	001	4000_8282
Occupational Therapy (HEA007)	1	0	0	0	0	0	001	4000_8285
Peds - NMC Site (HEA007)	5	0	0	0	0	0	001	4000_8287
Urology Clinic (HEA007)	1	0	0	0	0	0	001	4000_8292
WHC - NMC Site (HEA007)	3	0	0	0	0	0	001	4000_8293
<b>Subtotal</b>	<b>\$120,219,241</b>	<b>\$130,529,713</b>	<b>\$123,003,377</b>	<b>\$128,251,870</b>	<b>\$126,827,361</b>	<b>(3,702,352)</b>		

Health

**Crosswalk - Advantage Appropriation to AFIN Budget Unit**

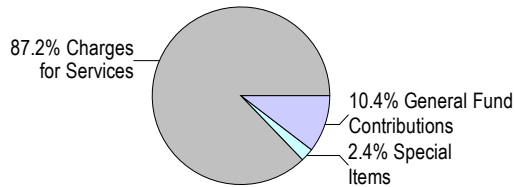
Advantage		AFIN			
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
(HEA001)	Animal Services	296	Animal Services	001	General
(HEA002)	Behavioral Health	415	Behavioral Health	001	General
(HEA002)	Behavioral Health	417	Alcohol and Drug Programs	001	General
(HEA003)	Public Health	411	Health	001	General
(HEA004)	Children's Medical Services	440	Children's Medical Services	001	General
(HEA005)	Environmental Health	414	Environmental Health	001	General
(HEA006)	Emergency Medical Services	436	Emergency Medical Services Sys	001	General
(HEA007)	Clinic Services	413	Primary Health Care	001	General
(HEA008)	Public Guardian / Administrator	416	Public Guardian/Administrator	001	General
(HEA009)	EMS - Uncompensated Care	435	Emergency Services Reimbursemt	019	Emergency Medical Service Fnd
(HEA010)	CSA #74 Ambulance Services	950	Health Department Managed	174	CSA #74 Ambulance



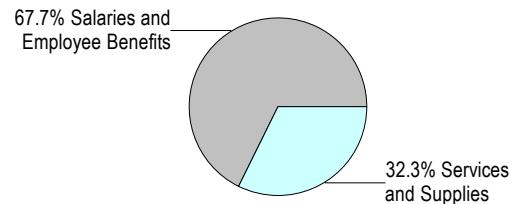
# Animal Clinic

(Unit 8067— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	124,949	166,966	159,599	112,417	112,417	(54,549)
Services and Supplies	26,988	43,853	55,575	53,629	53,629	9,776
Subtotal	\$151,937	\$210,819	\$215,174	\$166,046	\$166,046	(44,773)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	0	5,000	0	0	0	(5,000)
Intergovernmental Revenues	31	0	0	0	0	0
Charges for Services	140,762	96,528	121,500	144,773	144,773	48,245
Special Items	40	12,547	100	4,000	4,000	(8,547)
Subtotal	\$140,832	\$114,075	\$121,600	\$148,773	\$148,773	34,698
General Fund Contributions	\$11,105	\$96,744	\$93,574	\$17,273	\$17,273	(79,471)
Total Source of Funds	\$151,937	\$210,819	\$215,174	\$166,046	\$166,046	(44,773)

## Unit Description

Animal Clinic is primarily responsible for spay and neuter services which are available to all adopters and legal owners who reclaim their animals. Services are not restricted to residents of the unincorporated areas of Monterey County.

## Budget Year Goals

The Animal Clinic will perform 1,500 surgeries.

## Prior Year Accomplishments

In FY 2010-11, approximately 1,200 surgeries were performed, of which, 250 were for the City of Salinas. This is down from the previous year total of 1,500 due to unusual staffing issues.

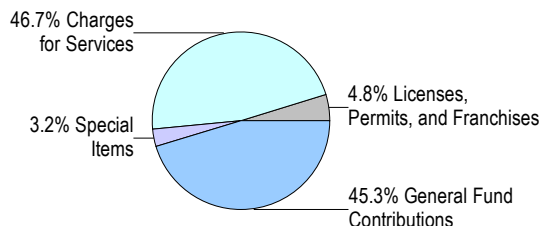
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
50M21	REGISTERED VETERINARY TECHNICIAN	0.8	0.8	0.00
50M80	VETERINARIAN	0.8	0.8	0.00
Total		1.6	1.6	0.00

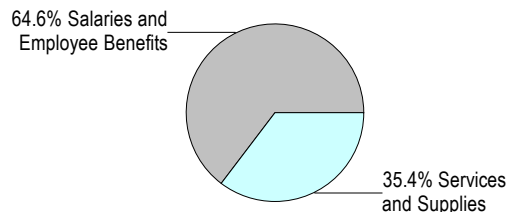
# Animal Field Services

(Unit 8068— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	400,362	360,178	340,370	244,087	244,087	(116,091)
Services and Supplies	92,956	221,485	117,793	133,480	133,480	(88,005)
Subtotal	\$493,318	\$581,663	\$458,163	\$377,567	\$377,567	(204,096)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	15,613	33,195	18,000	18,000	18,000	(15,195)
Charges for Services	21,446	55,686	39,000	176,500	176,500	120,814
Miscellaneous Revenues	20,000	0	10,000	0	0	0
Special Items	137	120	300	12,000	12,000	11,880
Subtotal	\$57,196	\$89,001	\$67,300	\$206,500	\$206,500	117,499
General Fund Contributions	\$436,123	\$492,662	\$390,863	\$171,067	\$171,067	(321,595)
Total Source of Funds	\$493,318	\$581,663	\$458,163	\$377,567	\$377,567	(204,096)

## Unit Description

Animal Field Services is responsible for picking up stray animals, investigating rabies/bite reported incidents, and investigating potentially dangerous and vicious dogs. (An Administrative Hearing will be held to make a determination of the designation, control, ownership and/or euthanasia of the animal.)

citations, many of which were referred to the educational Citation Diversion class; and investigated 125 bite cases in the unincorporated County area, referring over 35 to Health Department Epidemiology for follow-up with the victims.

## Prior Year Accomplishments

During FY 2010-11, Animal Field Services impounded approximately 1,900 stray animals; issued approximately 400

## Budget Year Goals

With anticipated staffing cuts, goals will be reduced for FY 2011-12: 1,200 stray animals will be impounded, 250 citations will be issued, 125 rabies/bite investigations will be conducted in the unincorporated county area.

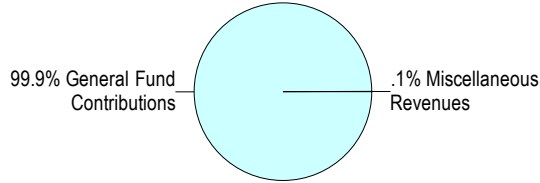
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
34C01	ANIMAL CONTROL OFFICER	4.0	2.0	-2.00
34C02	SENIOR ANIMAL CONTROL OFFICER	1.0	1.0	0.00
Total		5.0	3.0	-2.00

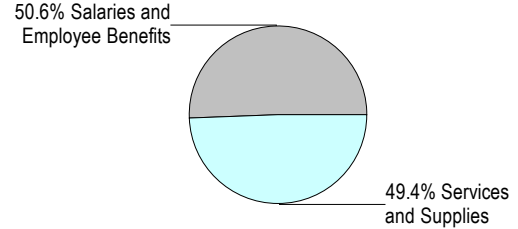
# AS Admin

(Unit 8069— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	284,067	205,924	209,506	217,920	157,271	(48,653)
Services and Supplies	301,559	162,038	233,636	126,724	153,610	(8,428)
Subtotal	\$585,626	\$367,962	\$443,142	\$344,644	\$310,881	(57,081)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	334	0	0	0	0	0
Charges for Services	5,116	93	5,000	0	0	(93)
Miscellaneous Revenues	174	375	200	200	200	(175)
Subtotal	\$5,624	\$468	\$5,200	\$200	\$200	(268)
General Fund Contributions	\$580,002	\$367,494	\$437,942	\$344,444	\$310,681	(56,813)
Total Source of Funds	\$585,626	\$367,962	\$443,142	\$344,644	\$310,881	(57,081)

## Unit Description

Animal Services Administration provides administrative, clerical and fiscal oversight for all five Animal Services Programs. Services provided include budget oversight, procurement, accounts payable, accounts receivable, information management systems and clerical support.

conducted community outreach and implemented educational programs. Additionally, the Shelter's Off-site Adoption Program was renewed with experienced volunteers who conducted community outreach.

## Prior Year Accomplishments

In FY 2010-11 Animal Services participated in the County's Internship Program and had a Humane Education Intern who

## Budget Year Goals

Complete job training protocol for all animal control officer positions.

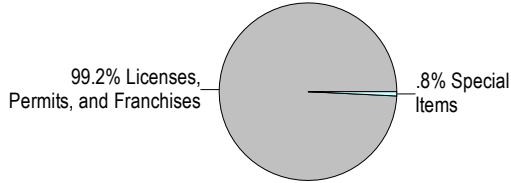
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
34C22	ANIMAL SERVICES DIRECTOR	1.0	0.5	-0.50
80E80	PRINCIPAL OFFICE ASSISTANT	1.0	1.0	0.00
Total		2.0	1.5	-0.50

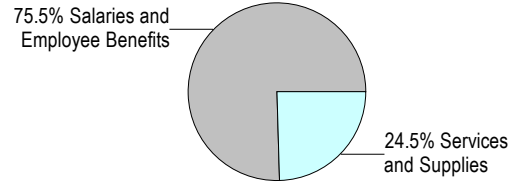
# Licensing

(Unit 8071— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	59,752	61,666	64,356	73,115	73,115	11,449
Services and Supplies	6,347	19,185	12,681	23,790	23,790	4,605
Subtotal	\$66,099	\$80,851	\$77,037	\$96,905	\$96,905	16,054

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	107,489	121,098	100,000	130,000	130,000	8,902
Charges for Services	251	0	0	0	0	0
Special Items	657	0	1,000	1,000	1,000	1,000
Subtotal	\$108,397	\$121,098	\$101,000	\$131,000	\$131,000	9,902
General Fund Contributions	(\$42,298)	(\$40,247)	(\$23,963)	(\$34,095)	(\$34,095)	6,152
Total Source of Funds	\$66,099	\$80,851	\$77,037	\$96,905	\$96,905	16,054

## Unit Description

Licensing is responsible for issuing dog licenses and kennel permits in the unincorporated areas of Monterey County and the cities of Carmel, Greenfield, and Sand City.

## Prior Year Accomplishments

In FY 2010-11, 6,597 licenses were issued.

## Budget Year Goals

Eliminate the current licensing contract and bring all licensing back in-house.

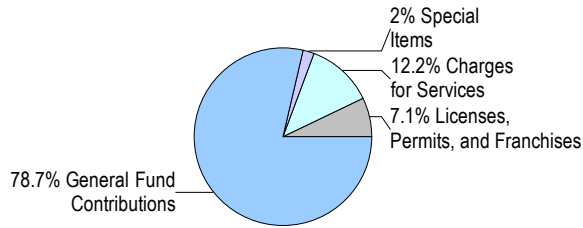
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
80E22	OFFICE ASSISTANT III	1.0	1.0	0.00
Total		1.0	1.0	0.00

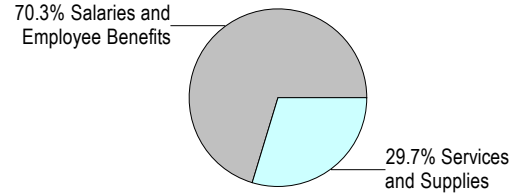
# Shelter

(Unit 8072— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	521,154	449,514	502,841	545,230	522,103	72,589
Services and Supplies	175,609	158,671	207,282	224,268	220,509	61,838
Subtotal	\$696,763	\$608,185	\$710,123	\$769,498	\$742,612	134,427

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	53,101	53,000	53,000	53,000	53,000	0
Charges for Services	90,113	86,760	90,500	90,500	90,500	3,740
Special Items	4,344	7,934	5,000	15,000	15,000	7,066
Subtotal	\$147,558	\$147,694	\$148,500	\$158,500	\$158,500	10,806
General Fund Contributions	\$549,206	\$460,491	\$561,623	\$610,998	\$584,112	123,621
Total Source of Funds	\$696,763	\$608,185	\$710,123	\$769,498	\$742,612	134,427

## Unit Description

The Shelter is responsible for the care of dogs and cats found running at large. There are legal requirements regarding the specific holding time frames to allow for owner redemption, adoption, breed rescue or euthanasia. The shelter is also responsible for adoption of unclaimed animals held in the shelter.

## Prior Year Accomplishments

In FY 2010-11, over 4,000 stray animals were admitted to the shelter of which over 1,000 were adopted directly or through breed rescue organizations, and 300-400 were returned to their owners.

## Budget Year Goals

Increase adoptions and owner redemptions to levels set in FY 2009-10, thereby reducing euthanasia of adoptable animals by 25% of all animals sheltered, or approximately 775 adoptable animals.

---

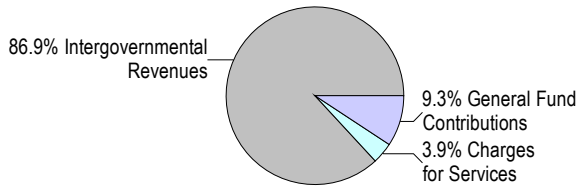
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
70B01	ANIMAL CARE TECHNICIAN I	1.0	0.5	-0.50
70B03	ANIMAL CARE TECHNICIAN II	4.0	4.0	0.00
70B04	SENIOR ANIMAL CARE TECHNICIAN	1.0	1.0	0.00
80E21	OFFICE ASSISTANT II	2.0	2.0	0.00
	Total	8.0	7.5	-0.50

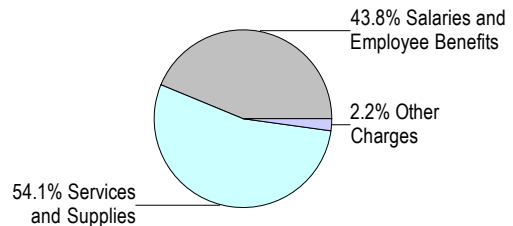
# Adult Mental Health Services

(Unit 8073— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	10,132,980	11,721,658	11,477,744	11,641,309	11,604,516	(117,142)
Services and Supplies	15,015,567	15,844,044	15,198,804	14,508,792	14,342,381	(1,501,663)
Other Charges	(620,957)	(847,370)	73,084	573,824	573,824	1,421,194
Other Financing Uses	0	57,750	57,750	0	0	(57,750)
Subtotal	\$24,527,590	\$26,776,082	\$26,807,382	\$26,723,925	\$26,520,721	(255,361)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	675,303	24,717,498	23,245,676	23,089,110	23,038,602	(1,678,896)
Charges for Services	469,600	420,618	774,581	1,023,875	1,023,875	603,257
Subtotal	\$1,144,903	\$25,138,116	\$24,020,257	\$24,112,985	\$24,062,477	(1,075,639)
General Fund Contributions	\$23,382,687	\$1,637,966	\$2,787,125	\$2,610,940	\$2,458,244	820,278
Total Source of Funds	\$24,527,590	\$26,776,082	\$26,807,382	\$26,723,925	\$26,520,721	(255,361)

## Unit Description

Pursuant to Welfare and Institutions Code Section 5600, the Behavioral Health Bureau's Adult Mental Health Program provides a continuum of County operated and community-based mental health services. The program provides a range of inpatient, social rehabilitation, supportive housing, and outpatient services to adult (18 and over), Monterey County Medi-Cal beneficiaries who meet the State Department of Mental Health's medical necessity definition. In addition, the program serves non-Medi-Cal eligible adults who have a severe and persistent mental illness and young adults who are severely emotionally disturbed. The Mental Health Services Act (Prop 63) passed in 2004, raises expectations that all persons with mental illness will have access to mental health treatment. The Behavioral Health Bureau is attempting to meet this challenge while continuing to provide the core services to seriously mentally ill adults. Services are provided by County staff and contracted community based organizations.

## Prior Year Accomplishments

- Opened the new Sunflower Gardens supportive housing project in partnership with Interim, Inc.
- Enrolled first cohort of graduate students for the new California State University Monterey Bay, masters program in Social Work.
- Received authorization to begin renovation of 23,000 sq. ft. office building at Fort Ord.
- Integrated psychiatrist and Licensed Clinical Social Worker (LCSW) services into primary care clinics.
- Transferred three adult Behavioral Health Bureau staff to Clinic Services Bureau's primary care clinics.
- Established Productivity standards that are easily measureable due to the implementation of Monterey County Behavioral Health Bureau's Electronic Health Record.

---

**Budget Year Goals**

Clinical integration of Behavioral Health (BH) and Clinic Services Bureaus.

Expansion of Mental Health services to adults between the ages of 19-64 by involvement in the Monterey County Low Income Health Program.

Participate in Statewide prevention efforts to reduce suicides, decrease stigma, and improve student mental health in Higher Education.

Expand the Electronic Health Record (EHR) to all BH contract providers, thus bringing on line 250 additional clinicians to the existing 250 County staff using the EHR.

---

**Adopted 2011 to Recommended 2012 Positions**

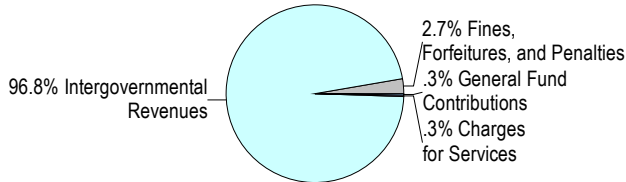
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14K41	BEHAVIORAL HEALTH SERVICES MANAGER II	4.3	4.3	0.00
50U16	BEHAVIORAL HEALTH AIDE	8.0	7.0	-1.00
52A98	NURSE PRACTITIONER III	1.0	0.0	-1.00
52E01	PUBLIC HEALTH LICENSED VOCATIONAL NURSE	1.0	1.0	0.00
52E22	PUBLIC HEALTH NURSE II	1.0	1.0	0.00
54B12	CONTRACT PHYSICIAN	10.9	8.4	-2.50
54B23	PSYCHIATRIST	3.0	3.0	0.00
60B21	PSYCHIATRIC SOCIAL WORKER II	28.5	28.0	-0.50
60B23	BEHAVIORAL HEALTH UNIT SUPERVISOR	7.5	6.5	-1.00
60B25	SENIOR PSYCHIATRIC SOCIAL WORKER	1.0	1.0	0.00
60B26	CRISIS INTERVENTION SPECIALIST II	4.0	4.0	0.00
60C22	SOCIAL WORKER III	11.0	11.0	0.00
60I10	DEPUTY DIRECTOR BEHAVIORAL HEALTH	1.0	1.0	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	7.0	8.0	1.00
80L04	SUPERVISING PATIENT SERVICES REPRESENTATIVE	1.0	1.0	0.00
Total		90.2	85.2	-5.00



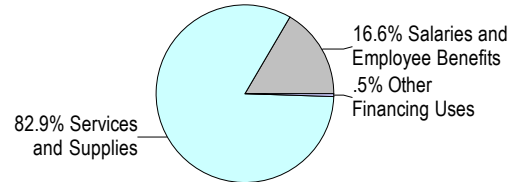
# Alcohol and Drug Services

(Unit 8076— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	946,315	738,492	815,876	751,310	732,006	(6,486)
Services and Supplies	392,736	4,175,576	4,333,731	4,042,596	3,661,672	(513,904)
Other Charges	(591,913)	(686,898)	(606,373)	(112,527)	(112,527)	574,371
Other Financing Uses	0	22,560	22,560	22,560	22,560	0
Subtotal	\$747,138	\$4,249,730	\$4,565,794	\$4,703,939	\$4,303,711	53,981

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	0	62,236	0	137,249	116,486	54,250
Intergovernmental Revenues	4,509,062	4,169,487	4,368,929	4,164,968	4,164,968	(4,519)
Charges for Services	189,040	6,026	184,884	10,782	10,782	4,756
Subtotal	\$4,698,102	\$4,237,749	\$4,553,813	\$4,312,999	\$4,292,236	54,487
General Fund Contributions	(\$3,950,964)	\$11,981	\$11,981	\$390,940	\$11,475	(506)
Total Source of Funds	\$747,138	\$4,249,730	\$4,565,794	\$4,703,939	\$4,303,711	53,981

## Unit Description

Alcohol and Drug Services provides a continuum of prevention and recovery services through contracts with nonprofit agencies in collaboration with County Probation, Department of Social and Employment Services, Consolidated Trial Courts, Public Defender, District Attorney, and State Parole offices. Nonprofit agencies providing services include: Community Human Services, Door to Hope, Sun Street Centers, Sunrise House, and Valley Health Associates. Services provided include: residential, transitional housing, peri-natal residential, peri-natal outpatient, prevention, prevention-early intervention, adult and adolescent outpatient, narcotic replacement, drinking driver programs, PC 1210, and drug court.

## Prior Year Accomplishments

Obtained a new three-year Federal Drug Court grant to provide substance abuse services to adult drug court participants.

Assisted Courts in securing alternative treatment provider for former Prop 36 consumers.

Developed new strategic substance abuse prevention framework.

## Budget Year Goals

Seek additional grants to supplement existing diminishing resources in Substance Abuse.

Develop primary care and substance abuse integration plan.

Coordinate efforts with tobacco cessation coalition.

---

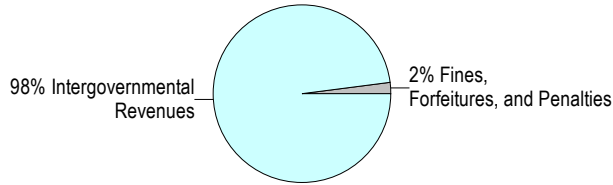
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
60B21	PSYCHIATRIC SOCIAL WORKER II	5.0	3.0	-2.00
60C22	SOCIAL WORKER III	2.0	2.0	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	0.5	0.0	-0.50
80L04	SUPERVISING PATIENT SERVICES REPRESENTATIVE	0.7	0.7	0.00
	Total	8.2	5.7	-2.50

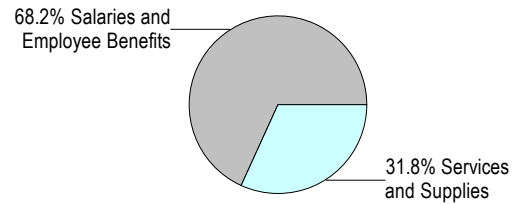
# Behavioral Health Administration

(Unit 8081— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	4,144,670	3,945,724	4,288,694	4,135,614	4,116,135	170,411
Services and Supplies	3,598,065	3,226,327	2,210,219	2,199,656	1,920,010	(1,306,317)
Other Charges	9,824	0	0	0	0	0
Capital Assets	59,255	0	135,421	0	0	0
Subtotal	\$7,811,814	\$7,172,051	\$6,634,334	\$6,335,270	\$6,036,145	(1,135,906)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	308,988	308,988	308,988	126,280	126,280	(182,708)
Intergovernmental Revenues	50,831,186	6,504,507	5,618,281	6,076,936	6,041,851	(462,656)
Charges for Services	93,846	153,848	328,563	0	0	(153,848)
Subtotal	\$51,234,020	\$6,967,343	\$6,255,832	\$6,203,216	\$6,168,131	(799,212)
General Fund Contributions	(\$43,422,206)	\$204,708	\$378,502	\$132,054	(\$131,986)	(336,694)
Total Source of Funds	\$7,811,814	\$7,172,051	\$6,634,334	\$6,335,270	\$6,036,145	(1,135,906)

## Unit Description

Behavioral Health Administration provides administrative support to both Mental Health and Alcohol and Drug programs. This unit represents approximately 10.9% of total appropriations for the Behavioral Health Bureau. The bureau 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; grant management; contract management; housing project administration; capital project development and coordination; workforce education and training coordination; human resources services; purchasing; and executive management.

Billed for \$28 million in Medi-Cal services provided to Monterey County residents.

Developed and implemented service continuation plan despite reduction of AB3632 funding from State.

Implemented clinical performance outcomes training and implemented modules into EHR System.

Developed and signed meaningful use agreements with 14 Mental Health Psychiatrists meeting Federal Requirements to obtain incentive payments under meaningful use requirements.

Issued Request for Proposal and selected Architectural Services contract in conjunction with Resource Management Agency (RMA) in order to begin the project development of a new Behavioral Health clinic in the City of Marina.

## Prior Year Accomplishments

Implemented Short-Doyle Phase II billing system into Electronic Health Records System (EHR System).

---

**Budget Year Goals**

Complete 100% of contracts requiring amendments during the fiscal year.

Implement meaningful use software in EHR.

Upgrade hardware for EHR system.

Invoice all grants and Medi-Cal programs within 30 days of service provision.

Pay obligations within 30 days from receipt of valid claim.

Develop Utilization Management Program for all consumers with special emphasis on consumers in the Low Income Health Program.

---

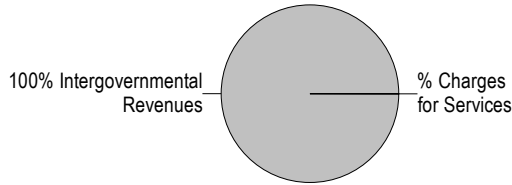
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14C30	MANAGEMENT ANALYST II	4.0	3.0	-1.00
14C31	MANAGEMENT ANALYST III	4.0	4.0	0.00
14G02	MANAGEMENT ANALYST I	2.0	2.0	0.00
14K30	BEHAVIORAL HEALTH DIRECTOR	1.0	1.0	0.00
14K66	ASSISTANT DIRECTOR OF BEHAVIORAL HEALTH	1.0	1.0	0.00
16C88	BUSINESS TECHNOLOGY ANALYST III	0.0	1.0	1.00
20B12	ACCOUNTANT III	2.0	2.0	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.0	2.0	0.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.0	1.0	0.00
50K23	SENIOR HEALTH EDUCATOR	1.0	1.0	0.00
50T11	MEDICAL RECORD TECHNICIAN II	1.0	1.0	0.00
54B12	CONTRACT PHYSICIAN	0.3	0.3	0.00
60B21	PSYCHIATRIC SOCIAL WORKER II	2.0	1.0	-1.00
60B23	BEHAVIORAL HEALTH UNIT SUPERVISOR	0.5	0.5	0.00
60B25	SENIOR PSYCHIATRIC SOCIAL WORKER	1.0	1.0	0.00
60C22	SOCIAL WORKER III	1.0	1.0	0.00
60L01	PATIENT RIGHTS ADVOCATE	1.0	1.0	0.00
80A32	SENIOR SECRETARY	1.0	1.0	0.00
80E21	OFFICE ASSISTANT II	3.0	3.0	0.00
80J22	SENIOR ACCOUNT CLERK	2.0	2.0	0.00
80J30	ACCOUNTING TECHNICIAN	2.0	2.0	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	4.5	3.5	-1.00
80L04	SUPERVISING PATIENT SERVICES REPRESENTATIVE	1.4	1.4	0.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	6.0	5.0	-1.00
	<b>Total</b>	<b>44.7</b>	<b>41.7</b>	<b>-3.00</b>

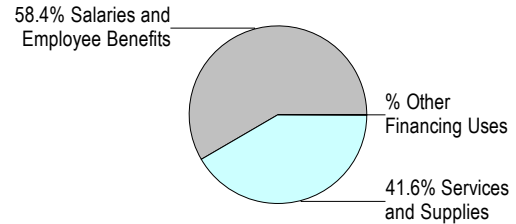
# Children Mental Health Services

(Unit 8082— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	11,901,024	13,050,981	11,869,483	12,933,309	12,881,365	(169,616)
Services and Supplies	8,232,053	8,753,660	6,839,296	9,332,369	9,170,774	417,114
Other Charges	(354,860)	(485,593)	(297,866)	(465,132)	(465,132)	20,461
Subtotal	\$19,778,218	\$21,319,048	\$18,410,913	\$21,810,166	\$21,596,627	277,579

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	3,420,481	20,979,565	19,305,615	22,003,133	21,933,218	953,653
Charges for Services	0	104,295	192,063	6,020	6,020	(98,275)
Special Items	0	0	1,000	0	0	0
Subtotal	\$3,420,481	\$21,083,860	\$19,498,678	\$22,009,153	\$21,939,238	855,378
General Fund Contributions	\$16,357,737	\$235,188	(\$1,087,765)	(\$198,987)	(\$342,611)	(\$577,799)
Total Source of Funds	\$19,778,218	\$21,319,048	\$18,410,913	\$21,810,166	\$21,596,627	277,579

## Unit Description

Pursuant to Welfare and Institutions Code Section 5600, the Behavioral Health Bureau's Mental Health Program for children provides a continuum of County operated and community-based mental health services for children, youth and families. The program provides a range of social rehabilitation, supportive housing, and outpatient services to children and young adults (ages 0 to 22) who are Medi-Cal beneficiaries and meet the State Department of Mental Health's medical necessity definition. In addition, the program serves non-Medi-Cal eligible children who meet the Seriously Emotionally Disturbed (SED) definition under the AB3632 program and Mental Health Services Act (MHSA). The MHSA passed in 2004, raises expectations that all persons with mental illness will have access to mental health treatment. The Behavioral Health Bureau is attempting to meet this challenge, while continuing to provide the core services to seriously emotionally disturbed children and youth.

## Prior Year Accomplishments

Implemented Mental Health Services Act Innovations (MHSA INN) component including Positive Behavioral Intervention System (PBIS), in collaboration with Monterey County Office of Education (MCOE) and 16 schools, impacting 11,000 students.

Adjusted AB3632 school based program to continue services while meeting budget reductions imposed by the State.

Negotiated with Monterey County Office Education (MCOE), Special Education Local Planning Authority (SELPA), Department of Social and Employment Services, and signed new agreements for AB3632 services to minimize impact on service delivery to over 300 Monterey County children.

Implemented new Federal Juvenile Drug Court grant in collaboration with Monterey Superior Court, Probation Department, District Attorney's Office, and Public Defender.

---

**Budget Year Goals**

Consolidate Adult and Children's teams serving Transition Age Youth (ages 18 to 25) to better serve young adults.

Continue involvement in youth violence prevention efforts with Community Alliance for Safety and Peace (CASP), community groups, and other County Departments.

Expand and enhance co-located Children's Behavioral Health Services with Clinic Services Primary Care Clinics.

Facilitate local education agencies receiving increase support to improve student mental health.

---

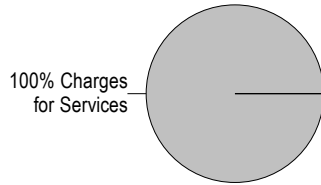
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14K41	BEHAVIORAL HEALTH SERVICES MANAGER II	5.8	5.8	0.00
50F20	OCCUPATIONAL THERAPIST	1.0	1.0	0.00
50U16	BEHAVIORAL HEALTH AIDE	16.1	15.1	-1.00
54B12	CONTRACT PHYSICIAN	2.8	1.8	-1.00
60A21	CLINICAL PSYCHOLOGIST	9.0	9.0	0.00
60B21	PSYCHIATRIC SOCIAL WORKER II	61.8	57.8	-4.00
60B23	BEHAVIORAL HEALTH UNIT SUPERVISOR	10.0	10.0	0.00
60B25	SENIOR PSYCHIATRIC SOCIAL WORKER	2.0	2.0	0.00
60C22	SOCIAL WORKER III	9.0	10.4	1.40
60I10	DEPUTY DIRECTOR BEHAVIORAL HEALTH	1.0	1.0	0.00
60V11	BEHAVIORAL HEALTH GROUP COUNSELOR II	3.0	3.0	0.00
80A32	SENIOR SECRETARY	1.0	1.0	0.00
80E21	OFFICE ASSISTANT II	1.0	1.0	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	6.0	6.0	0.00
Total		129.5	124.9	-4.60

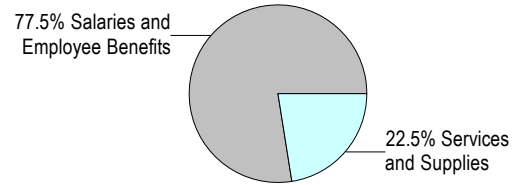
# Clinical Services IT

(Unit 8094— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	143,204	101,819	104,693	109,813	109,813	7,994
Services and Supplies	617,251	2,443	2,443	31,898	31,898	29,455
Subtotal	\$760,455	\$104,262	\$107,136	\$141,711	\$141,711	37,449

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$297,500	\$297,500	297,500
General Fund Contributions	\$760,455	\$104,262	\$107,136	(\$155,789)	(\$155,789)	(260,051)
Total Source of Funds	\$760,455	\$104,262	\$107,136	\$141,711	\$141,711	37,449

## Unit Description

Clinical Services IT is responsible for the information technology needs of the Clinic Services Bureau.

## Budget Year Goals

Optimize use of the electronic health records by designing quality assurance, chronic disease management and provider productivity reports.

## Prior Year Accomplishments

Completed electronic health records project in a very abbreviated time frame to secure ARRA funding.

Develop an equipment replacement schedule to ensure staff has adequate computer resources.

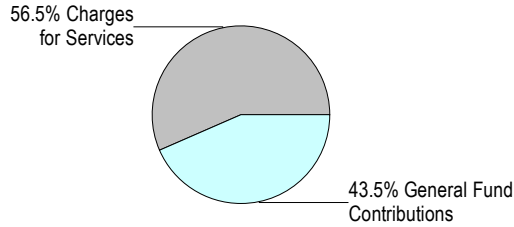
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.0	1.0	0.00
Total		1.0	1.0	0.00

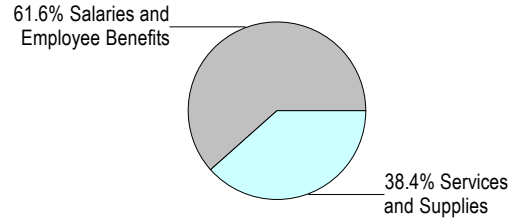
# Finance/Budgeting - Clinic

(Unit 8096— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	993,798	1,312,083	1,007,176	1,270,894	1,270,894	(41,189)
Services and Supplies	2,060,031	1,609,172	1,786,215	793,446	793,446	(815,726)
Other Charges	0	(120,667)	0	(605,000)	(605,000)	(484,333)
Subtotal	<u>\$3,053,829</u>	<u>\$2,800,588</u>	<u>\$2,793,391</u>	<u>\$1,459,340</u>	<u>\$1,459,340</u>	<u>(1,341,248)</u>

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Special Items	0	0	1,212,000	0	0	0
Subtotal	<u>\$0</u>	<u>\$0</u>	<u>\$1,212,000</u>	<u>\$825,000</u>	<u>\$825,000</u>	<u>825,000</u>
General Fund Contributions	<u>\$3,053,829</u>	<u>\$2,800,588</u>	<u>\$1,581,391</u>	<u>\$634,340</u>	<u>\$634,340</u>	<u>(2,166,248)</u>
Total Source of Funds	<u><u>\$3,053,829</u></u>	<u><u>\$2,800,588</u></u>	<u><u>\$2,793,391</u></u>	<u><u>\$1,459,340</u></u>	<u><u>\$1,459,340</u></u>	<u><u>(1,341,248)</u></u>

## Unit Description

Finance/Budgeting - Clinic is responsible for the administrative functions of the Clinic Services Bureau. The Clinic Services Bureau operates seven facilities: the Seaside Family Health Center, the Alisal Health Center in Salinas, the Monterey County Health Clinic in Marina, and the Laurel Health Clinics in Salinas on the Natividad Medical Center campus, which include the Laurel Women's Health Clinic, the Laurel Internal Medicine Clinic, the Laurel Pediatrics Clinic, and the Laurel Family Practice Clinic. Services at the clinics include general family practice, chronic disease screening, diagnosis and management, prenatal care, pediatrics, women's health services, immunizations, latent tuberculosis treatment, and sexually transmitted disease care. Diabetic education and antepartum counseling services are also available to patients.

Engaged in program design and planning for the Low Income Health Plan to be implemented July 2011.

Successfully recertified all clinics through the new Health Resource Agency Portal.

## Budget Year Goals

Implement Low Income Health plan and participate in evaluation meetings.

Ensure succession planning for key personnel nearing retirement age.

Increase managerial training in budgeting, analysis of financial documents and effective managerial report usage.

## Prior Year Accomplishments

Submitted and received approval from the Federal Government to add Behavioral Health services to the Laurel clinics and laid foundation for further integration of behavioral health services.



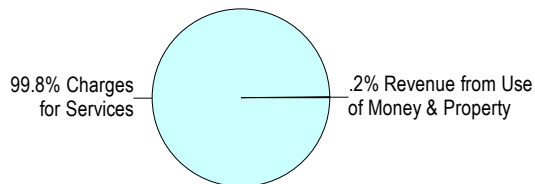
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14C30	MANAGEMENT ANALYST II	1.0	1.0	0.00
14C31	MANAGEMENT ANALYST III	2.0	2.0	0.00
14G02	MANAGEMENT ANALYST I	1.0	1.0	0.00
14K40	CLINIC SERVICES DIRECTOR	1.0	1.0	0.00
20B11	ACCOUNTANT II	2.0	2.0	0.00
20B93	FINANCE MANAGER II	1.0	1.0	0.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECLIST	4.0	2.0	-2.00
52A22	SENIOR CLINIC NURSE	1.0	1.0	0.00
80A32	SENIOR SECRETARY	1.0	1.0	0.00
<b>Total</b>		<b>14.0</b>	<b>12.0</b>	<b>-2.00</b>

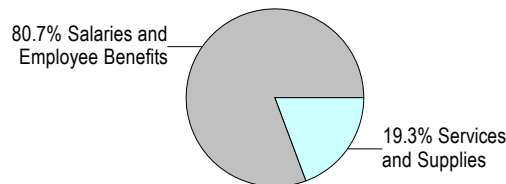
# Alisal Health Center

(Unit 8097— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	3,203,460	3,581,911	3,603,754	3,978,983	3,938,837	356,926
Services and Supplies	731,990	1,009,191	953,451	958,858	943,195	(65,996)
Other Charges	40	0	0	0	0	0
Subtotal	\$3,935,490	\$4,591,102	\$4,557,205	\$4,937,841	\$4,882,032	290,930

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	8,758	8,516	8,516	8,721	8,721	205
Charges for Services	4,899,709	5,755,178	4,429,384	5,251,592	5,195,783	(559,395)
Miscellaneous Revenues	116,659	0	0	0	0	0
Special Items	0	0	150,000	0	0	0
Subtotal	\$5,025,126	\$5,763,694	\$4,587,900	\$5,260,313	\$5,204,504	(559,190)
General Fund Contributions	(\$1,089,636)	(\$1,172,592)	(\$30,695)	(\$322,472)	(\$322,472)	850,120
Total Source of Funds	\$3,935,490	\$4,591,102	\$4,557,205	\$4,937,841	\$4,882,032	290,930

## Unit Description

Alisal Health Center is a community based clinic that serves East Salinas. It has a large pediatric and perinatal services patient mix and provides perinatal and postpartum education for mothers.

## Prior Year Accomplishments

Placed significantly above the average of family practice clinics in Central California Alliance for

Health's (CCAH) Quality assurance program.

Expanded hours to accommodate early morning and evening appointments.

Met yearly visit goals to accommodate training for the electronic health record project.

## Budget Year Goals

Visit goals for the budget year are 33,943 visits provided by physicians and midlevel providers.

Facility repair/replacement/expansion will be a high priority for this clinic.

Develop a transition plan to move all paper charts off site over next two years.

**Adopted 2011 to Recommended 2012 Positions**

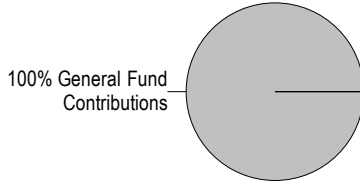
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14N11	OUTPATIENT SERVICES MANAGER II	1.0	1.0	0.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECLIST	0.0	1.0	1.00
50K19	HEALTH EDUCATION ASSISTANT	1.0	1.0	0.00
50U42	MEDICAL ASSISTANT	13.0	13.0	0.00
52A22	SENIOR CLINIC NURSE	1.0	1.0	0.00
52A97	NURSE PRACTITIONER II	2.0	1.0	-1.00
52A98	NURSE PRACTITIONER III	1.0	1.0	0.00
54B12	CONTRACT PHYSICIAN	4.0	2.0	-2.00
54B90	CLINIC PHYSICIAN II	4.0	4.0	0.00
80K20	CLINIC OFFICE SUPERVISOR	1.0	1.0	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	10.0	10.0	0.00
<b>Total</b>		<b>38.0</b>	<b>36.0</b>	<b>-2.00</b>

Health

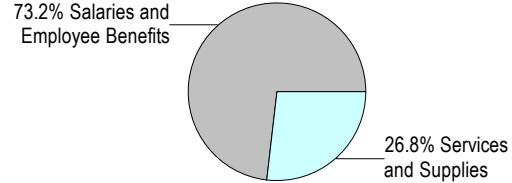
# FQHC Billing

(Unit 8098— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	788,291	874,093	876,609	1,033,688	1,033,688	159,595
Services and Supplies	18	293,736	353,758	379,065	379,065	85,329
Subtotal	\$788,309	\$1,167,829	\$1,230,367	\$1,412,753	\$1,412,753	244,924

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$788,309	\$1,167,829	\$1,230,367	\$1,412,753	\$1,412,753	244,924
Total Source of Funds	\$788,309	\$1,167,829	\$1,230,367	\$1,412,753	\$1,412,753	244,924

## Unit Description

The Federally Qualified Health Center (FQHC) Billing unit performs all medical billing, account collections and database maintenance for the clinics. Under FQHC regulations, services must be offered on a sliding scale fee basis to those at or below 200% poverty. This office also accepts and processes applications for the sliding scale fee program.

Reduced charge lag days (time from encounter until billing) from 11.2 days to 3.7 days.

Successfully trained all staff on the new Electronic Health record system.

Completed training for the newly approved Medicare FQHC billing program.

## Prior Year Accomplishments

Reduced Accounts Receivable from a high of \$4.3 million at the beginning of the fiscal year, to a low of \$3.2 million at fiscal year end.

## Budget Year Goals

Coordinate enrollment of new Low Income Health Program enrollees and Sliding scale fee enrollees with Natividad Medical Center.

Increase report writing training for staff to facilitate better data base management.

---

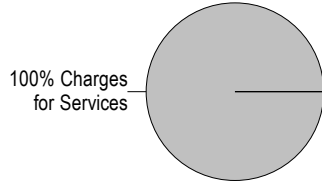
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
80L02	PATIENT SERVICES REPRESENTATIVE II	3.0	3.0	0.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	8.0	8.0	0.00
80M03	SENIOR PATIENT ACCOUNT REPRESENTATIVE	1.0	1.0	0.00
80M04	SUPERVISING PATIENT ACCOUNT REPRESENTATIVE	1.0	1.0	0.00
	Total	13.0	13.0	0.00

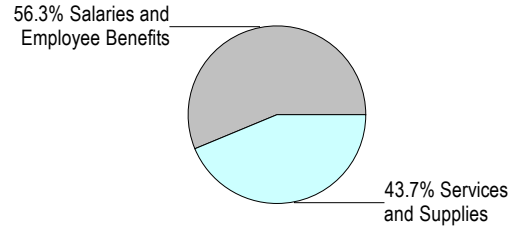
# Laurel Family Clinic

(Unit 8099— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	1,085,616	1,272,052	1,123,298	1,110,423	1,110,423	(161,629)
Services and Supplies	606,656	1,229,533	1,164,621	863,204	863,204	(366,329)
Other Charges	(765,505)	(535,666)	(815,000)	(750,000)	(750,000)	(214,334)
Subtotal	\$926,766	\$1,965,919	\$1,472,919	\$1,223,627	\$1,223,627	(742,292)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	2,010,822	1,965,919	2,433,040	2,599,165	2,599,165	633,246
Miscellaneous Revenues	100,276	0	0	0	0	0
Special Items	0	0	75,000	0	0	0
Subtotal	\$2,111,098	\$1,965,919	\$2,508,040	\$2,599,165	\$2,599,165	633,246
General Fund Contributions	(\$1,184,332)	\$0	(\$1,035,121)	(\$1,375,538)	(\$1,375,538)	(1,375,538)
Total Source of Funds	\$926,766	\$1,965,919	\$1,472,919	\$1,223,627	\$1,223,627	(742,292)

## Unit Description

The Laurel Family Practice clinic is operated by the Health Department, but serves as a collaborative training site for the 24 Natividad Medical Center Family Practice residents. The clinic provides general family medicine practice and procedures.

## Prior Year Accomplishments

The clinic scored higher than the average for Family

Practice clinics in quality of care programs sponsored by Central California Alliance for Health.

Achieved zero General Fund Contribution, due to an offsetting transfer from Natividad Medical Center.

Enabled providers from the Laurel Family Clinic to access patient care records in the Pediatric and Labor/Delivery units.

## Budget Year Goals

Visit goals for this clinic are set at 19,800 provider and midlevel visits.

Expand and design a new clinical space to accommodate up to 30 residents.

Structure an electronic health record training program that will increase provider proficiency on the system, and facilitate chronic disease management.

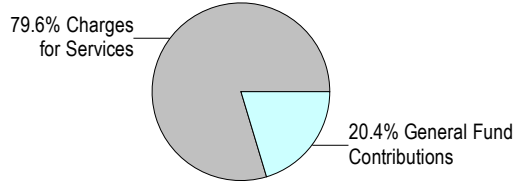
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
50U42	MEDICAL ASSISTANT	6.0	6.0	0.00
52A22	SENIOR CLINIC NURSE	1.0	1.0	0.00
54B12	CONTRACT PHYSICIAN	1.0	1.0	0.00
80K20	CLINIC OFFICE SUPERVISOR	1.0	1.0	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	5.0	5.0	0.00
	Total	14.0	14.0	0.00

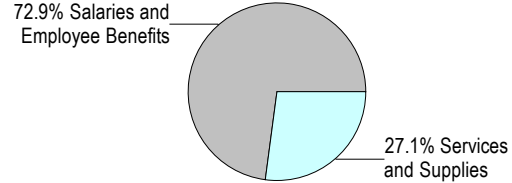
# Laurel Internal Medicine

(Unit 8100— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	1,424,968	1,657,989	1,432,707	1,684,919	1,684,919	26,930
Services and Supplies	269,672	394,522	436,451	626,856	626,856	232,334
Other Charges	(610,950)	0	0	0	0	0
Subtotal	\$1,083,690	\$2,052,511	\$1,869,158	\$2,311,775	\$2,311,775	259,264

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	936,258	2,275,617	1,602,379	1,841,146	1,841,146	(434,471)
Miscellaneous Revenues	19,760	0	0	0	0	0
Special Items	0	0	75,000	0	0	0
Subtotal	\$956,018	\$2,275,617	\$1,677,379	\$1,841,146	\$1,841,146	(434,471)
General Fund Contributions	\$127,671	(\$223,106)	\$191,779	\$470,629	\$470,629	693,735
Total Source of Funds	\$1,083,690	\$2,052,511	\$1,869,158	\$2,311,775	\$2,311,775	259,264

## Unit Description

Laurel Internal Medicine accepts referrals from all safety net providers for complex internal medicine care. Access to rheumatology, pulmonology, and endocrinology is provided on site under contracts with local physicians.

Added behavioral health services in Spring 2011.

## Budget Year Goals

Visit goals for the budget year are 20,625, a significant increase due to the addition of 3.75 FTE of behavioral health provider staff.

## Prior Year Accomplishments

Received high quality marks given to internal medicine clinics from Central California Alliance for Health.

In conjunction with Natividad Medical Center, pilot Precision Etching Coating System (PECS) usage, a Xray viewing software.

Create reports to assist staff in managing patient control of diabetes and hypertension.

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
50U42	MEDICAL ASSISTANT	3.0	3.0	0.00
52A22	SENIOR CLINIC NURSE	1.0	1.0	0.00



**Adopted 2011 to Recommended 2012 Positions**

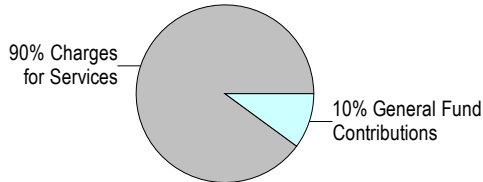
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
54B04	GENERAL INTERNIST	2.0	2.0	0.00
54B12	CONTRACT PHYSICIAN	8.0	8.0	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	3.0	3.0	0.00
<b>Total</b>		<b>17.0</b>	<b>17.0</b>	<b>0.00</b>

Health

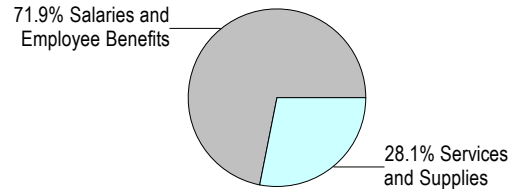
# Laurel Pediatrics Clinic

(Unit 8101— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	2,084,544	2,094,252	1,921,971	2,266,145	2,266,145	171,893
Services and Supplies	876,734	738,944	562,236	886,077	886,077	147,133
Other Charges	(534,750)	0	0	0	0	0
Subtotal	\$2,426,528	\$2,833,196	\$2,484,207	\$3,152,222	\$3,152,222	319,026

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	3,207,664	3,173,264	2,722,862	2,835,648	2,835,648	(337,616)
Miscellaneous Revenues	33,571	0	0	0	0	0
Special Items	20,648	0	35,000	0	0	0
Subtotal	\$3,261,884	\$3,173,264	\$2,757,862	\$2,835,648	\$2,835,648	(337,616)
General Fund Contributions	(\$835,355)	(\$340,068)	(\$273,655)	\$316,574	\$316,574	656,642
Total Source of Funds	\$2,426,528	\$2,833,196	\$2,484,207	\$3,152,222	\$3,152,222	319,026

## Unit Description

Laurel Pediatrics Clinic provides full scope pediatric care via board certified pediatricians. The clinic serves as a referral clinic for all safety net providers for acute pediatric cases. Access to specialists from UCSF and Stanford in pediatric cardiology, endocrinology, nephrology and neurology is provided in the clinic under contract. The clinic has an asthma educator and an active program to combat pediatric obesity.

## Prior Year Accomplishments

Participated in a community Wellness Fair.

Added additional early morning and evening slots to increase access to care.

## Budget Year Goals

Visits for this clinic are budgeted at 18,430.

Reduce pediatric obesity by closely monitoring patients, making appropriate referrals to public health nursing and promoting increased activity levels for its patients.

Tailor programs to increase compliance with pediatric asthma treatment and immunization success rates.

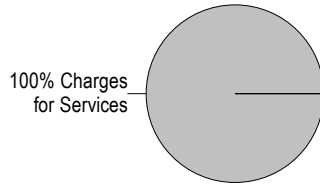
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
50K19	HEALTH EDUCATION ASSISTANT	1.0	1.0	0.00
50U42	MEDICAL ASSISTANT	6.0	6.0	0.00
52A97	NURSE PRACTITIONER II	3.0	2.0	-1.00
54B12	CONTRACT PHYSICIAN	7.0	5.0	-2.00
80K20	CLINIC OFFICE SUPERVISOR	1.0	1.0	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	4.0	4.0	0.00
	<b>Total</b>	<b>22.0</b>	<b>19.0</b>	<b>-3.00</b>

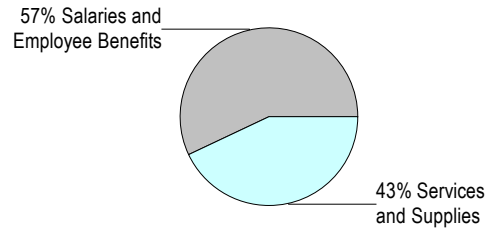
# Laurel Women's Health Clinic

(Unit 8102— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	1,516,383	1,692,091	1,490,780	2,051,803	2,051,803	359,712
Services and Supplies	1,563,178	1,636,795	1,697,827	1,546,883	1,546,883	(89,912)
Other Charges	(954,300)	279,333	0	0	0	(279,333)
Subtotal	\$2,125,261	\$3,608,219	\$3,188,607	\$3,598,686	\$3,598,686	(9,533)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	3,721,813	3,383,170	2,668,536	3,675,097	3,675,097	291,927
Subtotal	\$3,721,813	\$3,383,170	\$2,668,536	\$3,675,097	\$3,675,097	291,927
General Fund Contributions	(\$1,596,553)	\$225,049	\$520,071	(\$76,411)	(\$76,411)	(301,460)
Total Source of Funds	\$2,125,261	\$3,608,219	\$3,188,607	\$3,598,686	\$3,598,686	(9,533)

## Unit Description

Laurel Women's Health Clinic offers comprehensive gynecological and obstetric care. It is the only high-risk obstetric clinic countywide that accepts MediCal patients, and treats patients from all County FQHC clinics and from other safety net providers. The clinic provides access to Stanford perinatology services for high-risk patients.

Established provider access to EpicCare Ambulatory (an outpatient medical record application) in the Natividad Labor, Delivery and Pediatric units.

Increased percentage of patients meeting Pap testing guides established by the Federal government.

Increased access to care by providing early morning and evening time appointment slots.

## Prior Year Accomplishments

Completed Stage One of automating the Comprehensive Perinatal Services program, making Laurel Women's Health Clinic the only provider in the state who has automated this program.

## Budget Year Goals

Visit goals for this clinic are set at 23,230 in the budget year.

Introduce EpicCare Ambulatory access to the Emergency Department to improve care coordination for high risk patients.

**Adopted 2011 to Recommended 2012 Positions**

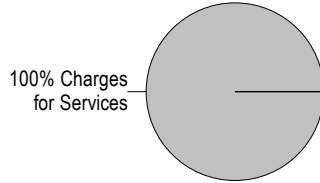
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
50K19	HEALTH EDUCATION ASSISTANT	1.0	1.0	0.00
50U42	MEDICAL ASSISTANT	7.0	7.0	0.00
52A21	CLINIC NURSE	1.0	1.0	0.00
52A22	SENIOR CLINIC NURSE	1.0	1.0	0.00
52A98	NURSE PRACTITIONER III	2.0	2.0	0.00
54B12	CONTRACT PHYSICIAN	1.0	1.0	0.00
80K20	CLINIC OFFICE SUPERVISOR	1.0	1.0	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	5.0	5.0	0.00
<b>Total</b>		<b>19.0</b>	<b>19.0</b>	<b>0.00</b>

Health

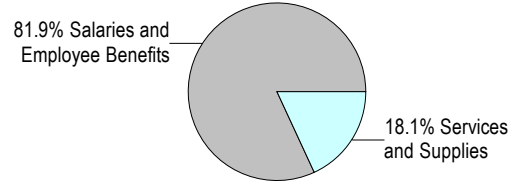
# Marina Health Center

(Unit 8103— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	963,686	1,014,408	818,158	1,026,039	1,026,039	11,631
Services and Supplies	189,364	220,490	218,545	226,711	226,711	6,221
Subtotal	\$1,153,050	\$1,234,898	\$1,036,703	\$1,252,750	\$1,252,750	17,852

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	1,215,612	1,498,643	1,152,954	1,515,854	1,515,854	17,211
Miscellaneous Revenues	33,095	0	0	0	0	0
Special Items	22,000	0	102,500	0	0	0
Subtotal	\$1,270,707	\$1,498,643	\$1,255,454	\$1,515,854	\$1,515,854	17,211
General Fund Contributions	(\$117,657)	(\$263,745)	(\$218,751)	(\$263,104)	(\$263,104)	641
Total Source of Funds	\$1,153,050	\$1,234,898	\$1,036,703	\$1,252,750	\$1,252,750	17,852

## Unit Description

Marina Health Center is a small family practice clinic serving the Marina area.

Increased access to healthcare by changing staffing mix to allow for more provider appointment slots.

## Prior Year Accomplishments

Achieved high marks from Central California Alliance for health for quality of care.

## Budget Year Goals

Budget year visit goals are set at 10,100.

Establish chronic health care reporting to allow it to monitor the increased aged and disabled population presenting at the clinic.

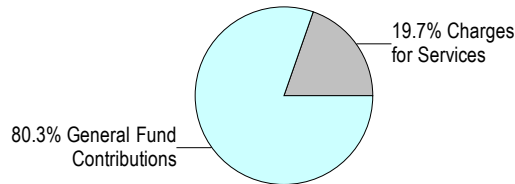
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
50U42	MEDICAL ASSISTANT	2.0	2.0	0.00
52A22	SENIOR CLINIC NURSE	1.0	1.0	0.00
52A97	NURSE PRACTITIONER II	1.0	1.0	0.00
54B12	CONTRACT PHYSICIAN	1.0	1.0	0.00
54B90	CLINIC PHYSICIAN II	1.0	1.0	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	1.0	1.0	0.00
	Total	7.0	7.0	0.00

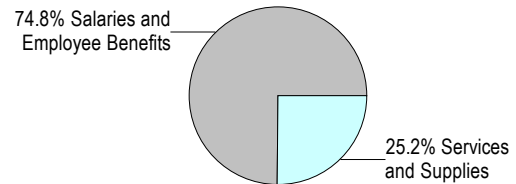
# Public Health

(Unit 8104— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	919,962	765,174	614,203	743,608	743,608	(21,566)
Services and Supplies	175,550	154,429	146,027	249,982	249,982	95,553
Other Charges	(260,915)	0	0	(22,000)	(22,000)	(22,000)
Subtotal	\$834,597	\$919,603	\$760,230	\$971,590	\$971,590	51,987

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	50,329	349,855	25,232	190,966	190,966	(158,889)
Subtotal	\$50,329	\$349,855	\$25,232	\$190,966	\$190,966	(158,889)
General Fund Contributions	\$784,268	\$569,748	\$734,998	\$780,624	\$780,624	210,876
Total Source of Funds	\$834,597	\$919,603	\$760,230	\$971,590	\$971,590	51,987

## Unit Description

The Seaside and Alisal Health Centers provide traditional public health services such as HIV/STD testing, latent tuberculosis treatment and immunizations.

treated for sexually transmitted diseases.

Increased usage of point of service programs to ensure all pediatric patients meeting qualifications were enrolled.

## Prior Year Accomplishments

Vaccinated over 4,000 people during a Tdap (a combination of vaccines against diphtheria, whooping cough, and tetanus) campaign.

Increased the number of patients tested and

## Budget Year Goals

Visit goals for FY 2011-12 are 3,734.

Ensure that an interface between Epic Care Ambulatory and the California State Immunization Registry is established to reduce duplicative data entry across all clinics.

Increase HPV (human papilloma virus) vaccination and age appropriate immunizations for all clinic populations.

---

**Adopted 2011 to Recommended 2012 Positions**

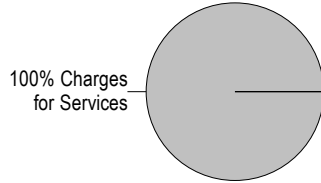
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
50U42	MEDICAL ASSISTANT	2.0	2.0	0.00
52A21	CLINIC NURSE	2.0	2.0	0.00
52A22	SENIOR CLINIC NURSE	1.0	1.0	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	2.0	2.0	0.00
	Total	7.0	7.0	0.00



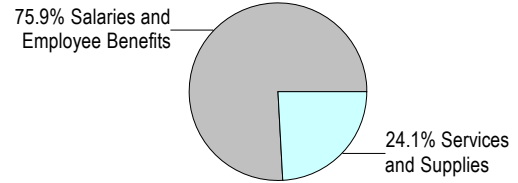
# Seaside Family Health Center

(Unit 8105— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	3,788,983	3,765,994	3,487,110	3,956,346	3,916,201	150,207
Services and Supplies	816,077	1,012,305	1,007,168	1,260,981	1,245,319	233,014
Other Charges	3,136	0	0	0	0	0
Subtotal	\$4,608,196	\$4,778,299	\$4,494,278	\$5,217,327	\$5,161,520	383,221

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	4,885,712	5,616,840	4,506,212	5,352,424	5,296,617	(320,223)
Miscellaneous Revenues	67,923	0	48,000	0	0	0
Special Items	88,000	0	182,500	0	0	0
Subtotal	\$5,041,634	\$5,616,840	\$4,736,712	\$5,352,424	\$5,296,617	(320,223)
General Fund Contributions	(\$433,439)	(\$838,541)	(\$242,434)	(\$135,097)	(\$135,097)	703,444
Total Source of Funds	\$4,608,196	\$4,778,299	\$4,494,278	\$5,217,327	\$5,161,520	383,221

## Unit Description

The Seaside Family Health Center is located on Fremont Street in Seaside, and is a large family practice clinic. Specialized services offered include OB/GYN care, cardiology, internal medicine and comprehensive perinatal and postpartum education.

Increased access to care by creating early morning and evening appointments for patients.

Utilized a central supply system to reduce supply expenditures.

## Prior Year Accomplishments

Increased healthcare access for patients requiring behavioral health services.

## Budget Year Goals

The budget year visit count goal is 34,876 visits.

In conjunction with the City of Seaside and the Resource Management department, relocate the clinic site.

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
14N11	OUTPATIENT SERVICES MANAGER II	1.0	1.0	0.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECLIST	0.0	1.0	1.00
50K19	HEALTH EDUCATION ASSISTANT	1.0	1.0	0.00
50U42	MEDICAL ASSISTANT	10.0	10.0	0.00
52A22	SENIOR CLINIC NURSE	2.0	2.0	0.00

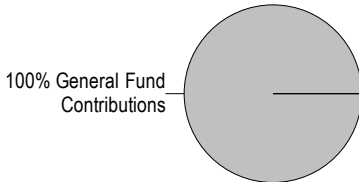
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
52A97	NURSE PRACTITIONER II	3.0	3.0	0.00
54B04	GENERAL INTERNIST	1.0	1.0	0.00
54B12	CONTRACT PHYSICIAN	3.0	4.0	1.00
54B90	CLINIC PHYSICIAN II	5.0	5.0	0.00
60B21	PSYCHIATRIC SOCIAL WORKER II	0.0	1.00	1.00
80K20	CLINIC OFFICE SUPERVISOR	1.0	1.0	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	10.0	10.0	0.00
	Total	37.0	40.0	3.00

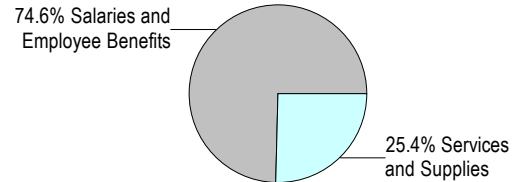
# Laurel Admin

(Unit 8107— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	418,747	469,147	428,620	739,112	739,112	269,965
Services and Supplies	359,285	178,713	171,399	251,663	251,663	72,950
Subtotal	\$778,032	\$647,860	\$600,019	\$990,775	\$990,775	342,915

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$778,032	\$647,860	\$600,019	\$990,775	\$990,775	342,915
Total Source of Funds	\$778,032	\$647,860	\$600,019	\$990,775	\$990,775	342,915

## Unit Description

Laurel Admin is responsible for the administrative functions of the four Laurel Avenue clinics and the centralized medical records area for the clinics.

Oversaw successful implementation of EpicCare Ambulatory in four clinics.

## Budget Year Goals

Develop a transition plan to retire paper medical charts at the Laurel Clinics over the next year.

## Prior Year Accomplishments

Received above average to excellent ratings on managed care quality programs.

Improve scanning functionality of the system, and reduce scanning time frames.

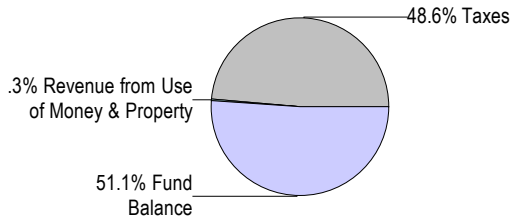
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
14H66	OUTPATIENT SERVICES DIRECTOR	1.0	1.0	0.00
14N10	OUTPATIENT SERVICES MANAGER I	1.0	1.0	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	4.0	4.0	0.00
Total		6.0	6.0	0.00

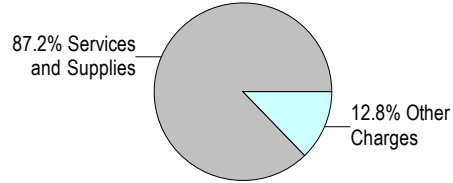
# Ambulance Service

(Unit 8108— Fund 092)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	1,011,426	4,669,766	1,100,056	2,826,855	2,826,855	(1,842,911)
Other Charges	211,392	204,564	2,293,113	413,341	413,341	208,777
Subtotal	\$1,222,818	\$4,874,330	\$3,393,169	\$3,240,196	\$3,240,196	(1,634,134)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Taxes	1,595,616	1,550,000	1,575,000	1,575,000	1,575,000	25,000
Revenue from Use of Money & Property	44,264	25,000	20,000	10,000	10,000	(15,000)
Charges for Services	43,748	0	0	0	0	0
Subtotal	\$1,683,628	\$1,575,000	\$1,595,000	\$1,585,000	\$1,585,000	10,000
Fund Balance	(460,810)	3,299,330	1,798,169	1,655,196	1,655,196	(1,644,134)
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$1,222,818	\$4,874,330	\$3,393,169	\$3,240,196	\$3,240,196	(1,634,134)

## Unit Description

The Director of Health administers County Service Area (CSA) No. 74 (Emergency Medical Services System). This CSA was created to finance a countywide paramedic emergency medical services (EMS) program. On March 7, 2000, Monterey County voters approved 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 and is used "for the purpose of funding the countywide paramedic EMS system, which will provide advanced life-saving support to victims in response to emergency calls" (Monterey County Measure A, approved by the voters on March 7,

2000). This fund is administered by the Director of Health, but is accounted for in County Service Area 74.

## Prior Year Accomplishments

Continued service and support in the local EMS system in CSA 74 Administration.

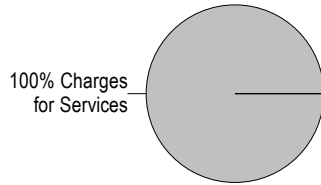
## Budget Year Goals

Continue service and support in the local EMS system in CSA 74 Administration.

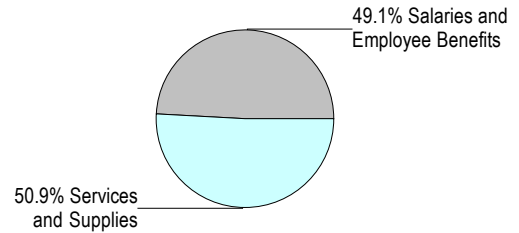
# EMS Operating

(Unit 8109— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	603,188	607,445	468,639	613,734	611,527	4,082
Services and Supplies	527,980	581,353	563,171	630,570	632,777	51,424
Other Charges	(78,780)	(17,000)	134,590	(115,195)	(115,195)	(98,195)
Capital Assets	6,284	7,000	0	0	0	(7,000)
Subtotal	\$1,058,671	\$1,178,798	\$1,166,400	\$1,129,109	\$1,129,109	(49,689)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	1,059,026	1,178,798	1,166,400	1,129,109	1,129,109	(49,689)
Subtotal	\$1,059,026	\$1,178,798	\$1,166,400	\$1,129,109	\$1,129,109	(49,689)
General Fund Contributions	(\$355)	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$1,058,671	\$1,178,798	\$1,166,400	\$1,129,109	\$1,129,109	(49,689)

## Unit Description

EMS staff budgeted in the Operating Unit plans, coordinates, and evaluates the countywide EMS System. This includes maintaining county-wide advanced-life support services, contracting for ambulance and pre-hospital care services, planning for disaster medical response, and coordinating public information and education. In addition the staff administered the funds received through the County Service Area 74 Fund and the Uncompensated Care Fund.

Continued service and support in the following areas of the local EMS system: CSA 74 administration, communications, public information and education, quality assurance, system management and development, training, ambulance services, EMS equipment for First Responders, disaster planning and special projects.

Continued to improve the existing system for the collection and analysis of EMS System data.

In conjunction with the EMCC, continued the ongoing review and annual update of the Monterey County EMS Plan.

## Prior Year Accomplishments

Administratively supported the Emergency Medical Care Committee (EMCC) and its corresponding subcommittees, the Medical Advisory Committee and EMS Operation Committee.

Updated the current Monterey County Trauma Plan, allowing the development of a process for Trauma Center designation.

Participated in community outreach, special events, and disaster preparedness activities.

## Budget Year Goals

Complete Memorandum of Understanding negotiations with participating First Responder Agencies for a one time disbursement of CSA 74 fund balance and on-going annual disbursement of funds for training and equipment.

Implement an Electronic Patient Care Report (ePCR) system for advanced life support ambulance and fire support paramedics using the AMR ePCR system.

Develop policies to implement the updated Trauma Plan, including an application process for a Level II Trauma Center.

Implement an Electronic Patient Care Report (ePCR) system for advanced life support ambulance and fire service paramedics using the AMR ePCR system.

Develop and conduct an air ambulance request for proposal.

**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14C31	MANAGEMENT ANALYST III	1.0	1.0	0.00
14K64	EMERGENCY MEDICAL SERVICES DIRECTOR	1.0	1.0	0.00
50B01	EMERGENCY MEDICAL SERVICES INSTRUCTOR	3.0	0.0	-3.00
50B12	EMERGENCY MEDICAL SERVICES ANALYST	2.0	2.0	0.00
80A31	SECRETARY	1.0	1.0	0.00
Total		8.0	5.0	-3.00

# EMS Training

(Unit 8110— Fund 001)

## Source of Funds

Intentionally Left Blank

## Use of Funds

Intentionally Left Blank

## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	217	268,044	6,139	0	0	(268,044)
Services and Supplies	6,052	1,117	6,151	0	0	(1,117)
Subtotal	\$6,268	\$269,161	\$12,290	\$0	\$0	(269,161)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	6,268	269,161	12,290	0	0	(269,161)
Subtotal	\$6,268	\$269,161	\$12,290	\$0	\$0	(269,161)
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$6,268	\$269,161	\$12,290	\$0	\$0	(269,161)

## Unit Description

The EMS Agency provides training in various aspects of pre-hospital emergency medical care. The EMS Agency tests, certifies, and accredits First Responders, Emergency Medical Technician (Basic), Paramedics, Mobile Intensive Care Nurses, and Early Defibrillation Technicians. This ensures that such training reflects the medical standards for pre-hospital care established by the local medical community.

## Prior Year Accomplishments

Prior Year Accomplishments are not available.

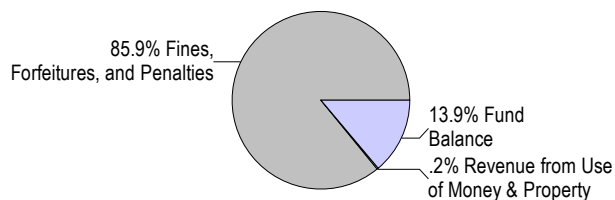
## Budget Year Goals

The EMS Training unit has been transferred to participating first responder agencies via a Memorandum of Understanding.

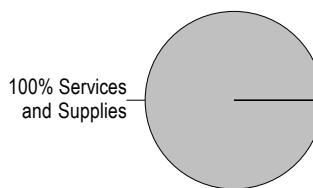
# Uncompensated Care

(Unit 8111— Fund 016)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	1,100,919	1,250,652	1,452,413	1,019,263	1,019,263	(231,389)
Subtotal	\$1,100,919	\$1,250,652	\$1,452,413	\$1,019,263	\$1,019,263	(231,389)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	959,894	950,000	1,399,056	875,572	875,572	(74,428)
Revenue from Use of Money & Property	6,002	20,000	4,500	2,500	2,500	(17,500)
Subtotal	\$965,896	\$970,000	\$1,403,556	\$878,072	\$878,072	(91,928)
Fund Balance	135,023	280,652	48,857	141,191	141,191	(139,461)
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$1,100,919	\$1,250,652	\$1,452,413	\$1,019,263	\$1,019,263	(231,389)

## Unit Description

This fund was established at the beginning of 1989 to provide for collection and distribution of fine proceeds authorized by the California State Legislature adopting Senate Bill 612. This law provides that counties may levy an assessment of \$4 per \$10 of fines for specified traffic violations. Pursuant to State law, the money in the fund shall be disbursed and utilized in the following manner:

Up to 10% of the proceeds are available to fund the program's administration. The remaining 90% is distributed to physicians and hospitals for patients who do not make payments for emergency medical services and for other emergency medical services as follows: 58% (or 52.2% of total collections) to reimburse physicians for a portion of unreimbursed indigent services/bad debt costs; 25% (or 22.5% of total collections) to reimburse hospitals which provide a disproportionate share of unreimbursed emergency medical care; and, 17% (or 15.3% of total collections) to support the Health Department Emergency Medical Services Division activities.

The distributions from the fund to hospitals and the Health Department are made during the current fiscal year. Distributions of the physician reimbursement are made on a quarterly basis. The balance of revenue is retained in the fund at year-end for payment in the following fiscal year in accordance with Health and Safety Code Div. 2.5.

## Prior Year Accomplishments

Processed a total of approximately 16,886 claims totaling \$1.1 million for payment.

## Budget Year Goals

Budget Year Goals were not available at the time of publication. County Administrative Office will work with the Department to establish unit level goals for FY 2010-11.

## Pending Issues

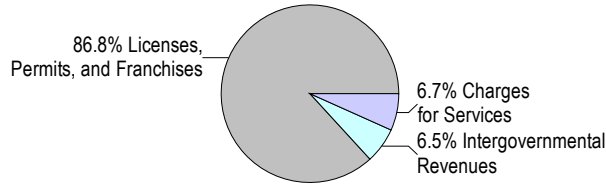
Assembly Bill 92 (pending approval) sunsets current Maddy funding from both SB 612 and SB 1773 and creates a new \$4.00 per \$10 fee that will be collected by the Courts. If approved, Counties will keep 7.5% for pediatric trauma (if applicable) and 7% for local EMS Agencies. The remainder will be transferred to a new State Maddy Fund and will be distributed as follows: 10% (up to \$10M for administration by the CDPH), 53% (up to \$55M) for Medi-Cal match, and the remaining balance will be distributed to physician claims for emergency services. This will result in a loss of revenue to the EMS Agency in the amount of approximately \$229,000 and a loss to local hospitals and Emergency Department Physician groups of \$933,750.



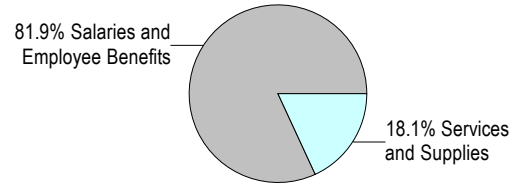
# Consumer Health Protection

(Unit 8112— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	1,920,211	1,673,392	1,830,475	1,994,735	1,961,401	288,009
Services and Supplies	200,218	420,575	413,390	447,079	433,654	13,079
Other Charges	(100,724)	(123,000)	(167,000)	(100,724)	(100,724)	22,276
Subtotal	\$2,019,706	\$1,970,967	\$2,076,865	\$2,341,090	\$2,294,331	323,364

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	2,052,781	2,120,000	2,227,000	2,050,000	2,003,241	(116,759)
Intergovernmental Revenues	65,928	42,950	42,950	149,338	149,338	106,388
Charges for Services	187,345	147,940	134,940	155,000	155,000	7,060
Miscellaneous Revenues	382	0	0	0	0	0
Subtotal	\$2,306,436	\$2,310,890	\$2,404,890	\$2,354,338	\$2,307,579	(3,311)
General Fund Contributions	(\$286,730)	(\$339,923)	(\$328,025)	(\$13,248)	(\$13,248)	326,675
Total Source of Funds	\$2,019,706	\$1,970,967	\$2,076,865	\$2,341,090	\$2,294,331	323,364

## Unit Description

Consumer Health Protection Service (CHPS) is primarily responsible for food protection, general health protection, substandard housing, recreational water quality control monitoring, public swimming pools and spas and vector control.

## Prior Year Accomplishments

Implemented a Risk Based Inspection Program using Food and Drug Administration guidelines. Under these guidelines, inspections were scaled back to one inspection per year for low and medium risk facilities.

Inspected 94% of all food facilities in the County per the risk based system requirements.

Completed one Food Safety Education Conference and implemented storm water inspections at all the inspected food facilities to comply with the County ordinance.

## Budget Year Goals

Inspect 100% of all food facilities in the County.

Implement Senate Bill 602 by providing Food Handler Training Program for food facilities.

Host a statewide Food Safety Symposium and Food Safety Conference.

Train 200 food service employees in food safety through specialized training.

Implement a Tobacco Licensing program for tobacco sales in the County.

---

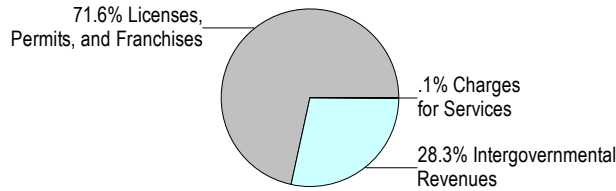
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	9.0	8.0	-1.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	2.0	2.0	0.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	3.0	3.0	0.00
80E21	OFFICE ASSISTANT II	1.0	1.0	0.00
80E22	OFFICE ASSISTANT III	1.0	1.0	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	3.0	3.0	0.00
	<b>Total</b>	<b>19.0</b>	<b>18.0</b>	<b>-1.00</b>

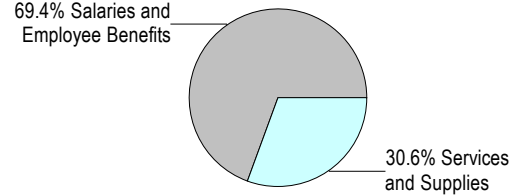
# Recycling & Resource Recovery

(Unit 8113— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	583,559	548,526	516,267	368,769	368,769	(179,757)
Services and Supplies	114,104	109,133	101,018	162,669	162,669	53,536
Other Charges	0	0	5,000	0	0	0
Subtotal	\$697,663	\$657,659	\$622,285	\$531,438	\$531,438	(126,221)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	610,715	0	0	610,000	610,000	610,000
Intergovernmental Revenues	148,792	298,000	236,041	241,267	241,267	(56,733)
Charges for Services	968	0	0	1,000	1,000	1,000
Subtotal	\$760,475	\$298,000	\$236,041	\$852,267	\$852,267	554,267
General Fund Contributions	(\$62,812)	\$359,659	\$386,244	(\$320,829)	(\$320,829)	(680,488)
Total Source of Funds	\$697,663	\$657,659	\$622,285	\$531,438	\$531,438	(126,221)

## Unit Description

The Recycling and Resource Recovery Service (RRRS) is responsible for oversight of the franchise administration, Green Business program, public education programs, and the used motor oil and oil filter grant program.

## Prior Year Accomplishments

Completed 150 waste audits at commercial facilities in the County to meet diversion goals and prolong landfill life.

Conducted five recycling outreach events.

Implemented a polystyrene ordinance.

Certified 24 businesses as green under the Monterey Bay Green Business program criteria.

Facilitated the solid waste franchise contract transition from two separate franchise contracts to one unified service contract for solid waste and recyclables.

## Budget Year Goals

Conduct 120 waste audits at commercial facilities in the county for the twin purposes of meeting the diversion goals of Assembly Bill (AB) 939 and of prolonging the useful lifetime of area landfills by diverting waste.

Certify 25 new businesses as green under the Monterey Bay Green Business program criteria.

Conduct three waste oil filter recycling events in the county.

Promote the diversion goals of AB 939 under the unified franchise agreement for solid waste services.

Complete an audit of the uniform franchise agreement with the Auditor-Controller.

---

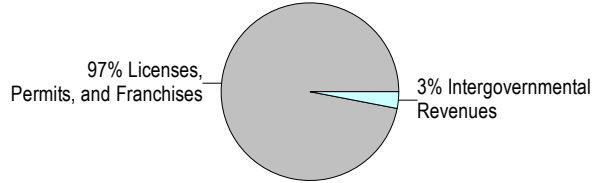
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	2.0	2.0	0.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	2.0	2.0	0.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	1.0	0.0	-1.00
80E22	OFFICE ASSISTANT III	1.0	1.0	0.00
	Total	6.0	5.0	-1.00

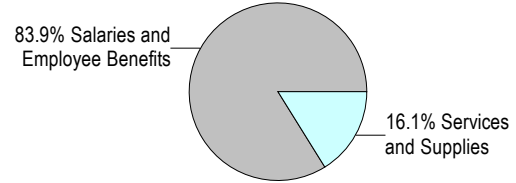
# Solid Waste Management

(Unit 8114— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	487,388	483,436	508,183	549,227	549,227	65,791
Services and Supplies	24,952	133,919	120,225	105,737	105,737	(28,182)
Other Charges	(29,707)	0	0	(29,707)	(29,707)	(29,707)
Subtotal	\$482,633	\$617,355	\$628,408	\$625,257	\$625,257	7,902

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	782,246	1,093,000	1,093,000	782,000	782,000	(311,000)
Intergovernmental Revenues	61,200	24,000	24,000	24,426	24,426	426
Charges for Services	0	2,500	2,500	0	0	(2,500)
Subtotal	\$843,446	\$1,119,500	\$1,119,500	\$806,426	\$806,426	(313,074)
General Fund Contributions	(\$360,813)	(\$502,145)	(\$491,092)	(\$181,169)	(\$181,169)	320,976
Total Source of Funds	\$482,633	\$617,355	\$628,408	\$625,257	\$625,257	7,902

## Unit Description

Solid Waste Management Service (SWMS) is responsible for oversight of body art facilities and operators; medical waste and solid waste facilities; solid waste vehicle inspections; vegetable cull feeding inspections; waste tire inspections; and liquid waste hauler inspections.

## Prior Year Accomplishments

Completed 100% of its inspection goals in all programs.

Conducted a county wide clean up event.

Participated in the first pharmaceutical take back program with the County Sheriff's Department to prevent impacts to groundwater.

## Budget Year Goals

Solid Waste Management Service will develop standards for properties adjacent to landfills for compliance with the county General Plan. SWMS will complete 100% of all program inspections, conduct a county cleanup event and work with state legislators to implement statewide body art regulations.

---

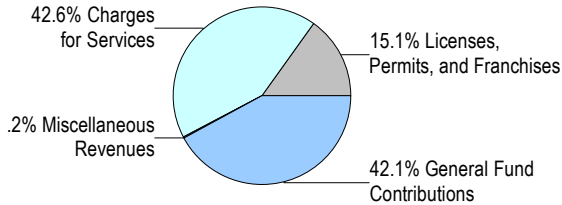
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14C30	MANAGEMENT ANALYST II	1.0	1.0	0.00
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	2.0	2.0	0.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	2.0	2.0	0.00
	Total	5.0	5.0	0.00

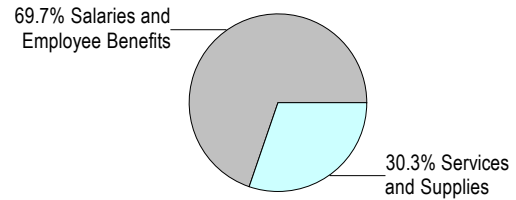
# Environmental Health Review

(Unit 8115— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	747,488	760,081	719,081	862,348	862,348	102,267
Services and Supplies	47,948	119,591	115,091	374,336	374,336	254,745
Subtotal	\$795,435	\$879,672	\$834,172	\$1,236,684	\$1,236,684	357,012

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	186,244	86,000	86,000	187,000	187,000	101,000
Charges for Services	276,548	275,000	268,060	526,600	526,600	251,600
Miscellaneous Revenues	2,590	0	0	2,600	2,600	2,600
Subtotal	\$465,382	\$361,000	\$354,060	\$716,200	\$716,200	355,200
General Fund Contributions	\$330,053	\$518,672	\$480,112	\$520,484	\$520,484	1,812
Total Source of Funds	\$795,435	\$879,672	\$834,172	\$1,236,684	\$1,236,684	357,012

## Unit Description

Environmental Health Review Service (EHRS) is responsible for review of land use projects and building permits to ensure adequate quantity and quality of water and proper sewage disposal. Additionally, this program provides annual inspections of sewage treatment and wastewater reclamation facilities.

## Prior Year Accomplishments

Participated in reviewing the Final Environmental Impact Report and development of policy for the General Plan Update, which was adopted in October 2011.

Meeting with stakeholders regarding the development of implementing ordinances as the result of the Carmel Highlands Onsite Wastewater Management Plan.

## Budget Year Goals

Work with County consultants on implementing policies of the General Plan Update 2010.

Develop ordinances that will implement policies from General Plan Update 2010.

Review and comment on Assembly Bill 885 regarding statewide mandatory regulations for onsite wastewater treatment systems.

---

**Adopted 2011 to Recommended 2012 Positions**

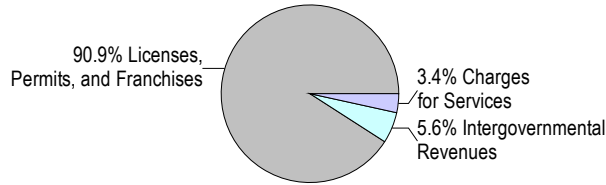
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	2.0	2.0	0.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	4.0	4.0	0.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	1.0	1.0	0.00
80E22	OFFICE ASSISTANT III	1.0	1.0	0.00
	Total	8.0	8.0	0.00



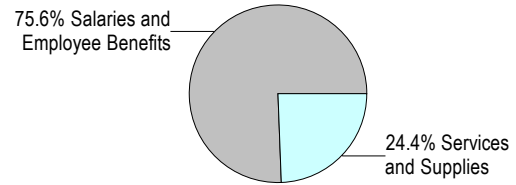
# Hazardous Materials Management

(Unit 8116— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	1,097,645	1,122,169	956,175	1,039,710	1,039,710	(82,459)
Services and Supplies	374,590	427,910	347,167	335,357	335,357	(92,553)
Other Charges	(20,299)	(20,000)	0	(20,299)	(20,299)	(299)
Subtotal	\$1,451,936	\$1,530,079	\$1,303,342	\$1,354,768	\$1,354,768	(175,311)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	1,689,080	1,555,000	1,724,000	1,691,000	1,691,000	136,000
Intergovernmental Revenues	33,571	221,004	5,009	105,000	105,000	(116,004)
Charges for Services	14,975	41,600	46,768	63,887	63,887	22,287
Miscellaneous Revenues	433,506	0	0	0	0	0
Subtotal	\$2,171,131	\$1,817,604	\$1,775,777	\$1,859,887	\$1,859,887	42,283
General Fund Contributions	(\$719,195)	(\$287,525)	(\$472,435)	(\$505,119)	(\$505,119)	(217,594)
Total Source of Funds	\$1,451,936	\$1,530,079	\$1,303,342	\$1,354,768	\$1,354,768	(175,311)

## Unit Description

Hazardous Materials Management Service (HMMS) is designated as the local Certified Unified Program Agency (CUPA) in Monterey County and is responsible for inspecting facilities in Monterey County to verify proper storage, handling and disposal of hazardous wastes. As the CUPA, HMMS is responsible for permitting and inspecting underground storage tank and aboveground petroleum storage. Additionally, HMMS provides 24/7 emergency response, oversees hazardous material spill site cleanup, and operates the pesticide exposure program.

## Prior Year Accomplishments

Implemented the aboveground petroleum storage tank inspection program per Assembly Bill (AB) 1130.

Continued transition to electronic data transfer to the State as required by AB 2286.

Held educational workshops and evening assistance for the regulated community to fill out their registration forms.

Inspected 100% of underground storage tanks (UST).

## Budget Year Goals

Expand and refine educational outreach efforts to local businesses that use hazardous materials or generate hazardous waste.

Inspect 100% of UST and facilities that use or generate hazardous materials.

Train with the Operational Hazardous Materials Emergency Response Team to ensure efficient, quick, professional, coordinated response with other agency team members to protect the public health and welfare.

---

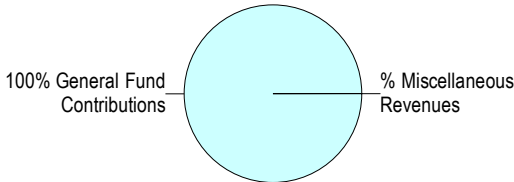
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	4.0	4.0	0.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	3.0	3.0	0.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	1.0	1.0	0.00
80E22	OFFICE ASSISTANT III	1.0	1.0	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.0	1.0	0.00
	Total	10.0	10.0	0.00

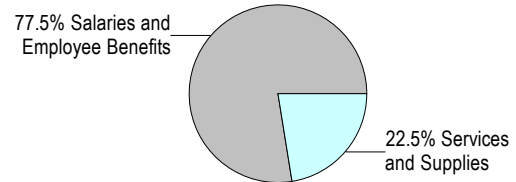
# Environmental Health Fiscal/Admin

(Unit 8117— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	1,169,234	914,754	872,237	951,477	951,477	36,723
Services and Supplies	989,700	278,752	410,932	275,919	275,919	(2,833)
Other Charges	(7,000)	0	0	(7,000)	(7,000)	(7,000)
Subtotal	\$2,151,934	\$1,193,506	\$1,283,169	\$1,220,396	\$1,220,396	26,890

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	371	0	0	0	0	0
Intergovernmental Revenues	527	0	0	0	0	0
Charges for Services	160	1,500	1,500	0	0	(1,500)
Miscellaneous Revenues	44,275	1,000	10,000	500	500	(500)
Subtotal	\$45,333	\$2,500	\$11,500	\$500	\$500	(2,000)
General Fund Contributions	\$2,106,601	\$1,191,006	\$1,271,669	\$1,219,896	\$1,219,896	28,890
Total Source of Funds	\$2,151,934	\$1,193,506	\$1,283,169	\$1,220,396	\$1,220,396	26,890

## Unit Description

Administration and Fiscal Services provides administrative and fiscal oversight for all six Environmental Health Programs; services provided include budget oversight, procurement, accounts payable, accounts receivable, information management systems and clerical support.

## Prior Year Accomplishments

Completed conversion to a new database software program. The EnvisionConnect program is a web-based version of the Envision

database program previously used by Environmental Health. The new software is more efficient and has simplified much of the data management.

## Budget Year Goals

Explore the feasibility of a Field Inspection System. Using an automated system in the field should streamline the inspection process, create efficiencies in the inspection workflow and track staff activities electronically.

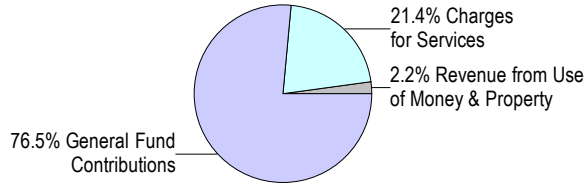
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14G02	MANAGEMENT ANALYST I	1.0	1.0	0.00
14K24	DIRECTOR ENVIRONMENTAL HEALTH	1.0	1.0	0.00
14K61	ENVIRONMENTAL HEALTH PROGRAM MANAGER	2.0	2.0	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.0	1.0	0.00
20B95	FINANCE MANAGER I	1.0	1.0	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.0	1.0	0.00
80J22	SENIOR ACCOUNT CLERK	1.0	1.0	0.00
	Total	8.0	8.0	0.00

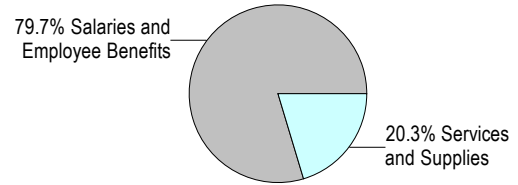
# Conservator

(Unit 8118— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	983,625	382,897	404,984	519,738	519,738	136,841
Services and Supplies	67,060	136,607	130,293	132,788	132,788	(3,819)
Other Charges	0	(3,000)	(3,000)	(3,000)	(3,000)	0
Capital Assets	40	0	0	0	0	0
Subtotal	\$1,050,724	\$516,504	\$532,277	\$649,526	\$649,526	133,022

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	1,681	37,304	680	14,000	14,000	(23,304)
Charges for Services	45,107	165,861	42,460	138,875	138,875	(26,986)
Subtotal	\$46,788	\$203,165	\$43,140	\$152,875	\$152,875	(50,290)
General Fund Contributions	\$1,003,936	\$313,339	\$489,137	\$496,651	\$496,651	183,312
Total Source of Funds	\$1,050,724	\$516,504	\$532,277	\$649,526	\$649,526	133,022

## Unit Description

The Conservator provides services to Monterey County Residents who, as a result of manifestations of a severe and persistent mental disorder, are gravely disabled and unable to provide for food, clothing, and shelter and are unwilling or incapable of consenting to treatment voluntarily.

## Prior Year Accomplishments

Pursuant to Probate Code section 2920 referrals for Probate Conservatorship services were assigned in less than 10 working days of the receipt of the referral packet.

## Budget Year Goals

All Deputy level staff will receive training and certification of competence from the California State Association of Public Administrators/Public Guardians/Public Conservators pursuant to Probate Code sections 1456.2 and 7605.

Create an internal electronic network making forms of all types and individual client files available to Division staff.

---

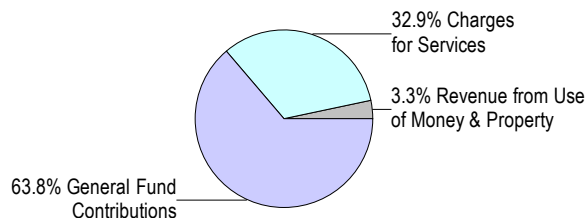
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14G02	MANAGEMENT ANALYST I	1.0	1.0	0.00
20B11	ACCOUNTANT II	1.0	0.0	-1.00
34H34	DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/CONSERVATOR II	6.0	5.0	-1.00
34H81	PUBLIC ADMINISTRATOR/GUARDIAN/CONSERVATOR	1.0	1.0	0.00
80E21	OFFICE ASSISTANT II	1.0	1.0	0.00
80J21	ACCOUNT CLERK	1.0	1.0	0.00
	<b>Total</b>	<b>11.0</b>	<b>9.0</b>	<b>-2.00</b>

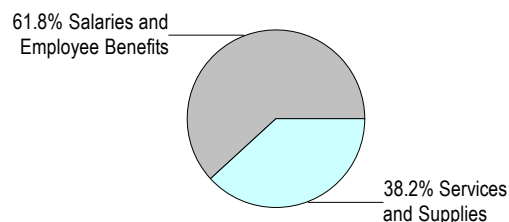
# Public Administrator

(Unit 8119— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	1,186	287,175	279,739	131,735	131,735	(155,440)
Services and Supplies	72,845	76,759	94,907	81,459	81,459	4,700
Other Charges	0	(2,250)	(2,250)	(2,250)	(2,250)	0
Capital Assets	(80)	0	0	0	0	0
Subtotal	\$73,951	\$361,684	\$372,396	\$210,944	\$210,944	(150,740)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	18,053	27,978	4,350	7,000	7,000	(20,978)
Charges for Services	44,445	124,396	0	69,437	69,437	(54,959)
Subtotal	\$62,498	\$152,374	\$4,350	\$76,437	\$76,437	(75,937)
General Fund Contributions	\$11,452	\$209,310	\$368,046	\$134,507	\$134,507	(74,803)
Total Source of Funds	\$73,951	\$361,684	\$372,396	\$210,944	\$210,944	(150,740)

## Unit Description

The Public Administrator is required by law to take charge of property/assets of individuals who have died without appointing an executor or estate administrator.

## Prior Year Accomplishments

Created an internal electronic network making forms of all types and individual client files available to Division Staff.

## Budget Year Goals

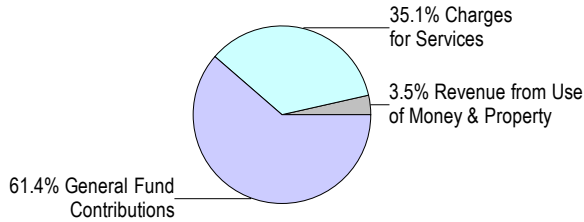
Continue to fully integrate the Public Administrator and Public Guardian functions; develop and implement policy and procedures; cross train deputy level staff to increase capacity; and create efficiencies.

Create an internal electronic network making forms of all types and individual client files available to Division staff.

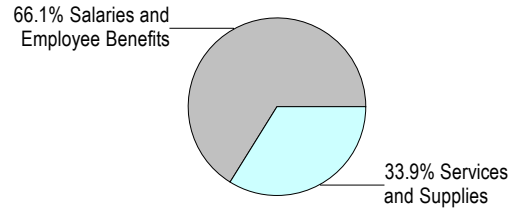
# Public Guardian

(Unit 8120— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	3,130	285,568	285,593	263,546	263,228	(22,340)
Services and Supplies	79,299	64,602	143,704	136,690	134,721	70,119
Other Charges	(7,500)	(2,250)	(2,250)	(2,250)	(2,250)	0
Capital Assets	40	0	0	0	0	0
Subtotal	\$74,969	\$347,920	\$427,047	\$397,986	\$395,699	47,779

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	19,071	27,978	11,080	14,000	14,000	(13,978)
Intergovernmental Revenues	126,689	0	244,188	0	0	0
Charges for Services	304,539	124,396	221,569	138,875	138,875	14,479
Miscellaneous Revenues	10	0	0	0	0	0
Subtotal	\$450,310	\$152,374	\$476,837	\$152,875	\$152,875	501
General Fund Contributions	(\$375,341)	\$195,546	(\$49,790)	\$245,111	\$242,824	47,278
Total Source of Funds	\$74,969	\$347,920	\$427,047	\$397,986	\$395,699	47,779

## Unit Description

The two primary areas represented in this Unit are the Public Representative Payee and the Probate Conservatorship.

The Public Representative Payee represents individuals who are deemed incapable of managing income payments from the Social Services Administration, Veteran's Administration, public and private retirement systems, and from private and public agencies.

The Probate Conservatorship provides services for elder or dependent adults with no available family or third party assistance to access various services such as arranging for placements, supervision, safeguarding their assets and access to health care and other resources.

## Prior Year Accomplishments

Pursuant to Probate Code section 2920 referrals for Probate Conservatorship services were assigned in less than 10 working days of the receipt of the referral packet.

## Budget Year Goals

Continue to fully integrate the Public Administrator and Public Guardian functions, develop and implement policy and procedures, cross train deputy level staff to increase capacity and create efficiencies.

All Deputy level staff will receive training and certification of competence from the California State Association of Public Administrators/Public Guardians/Public Conservators pursuant to Probate Code sections 1456.2 and 7605.

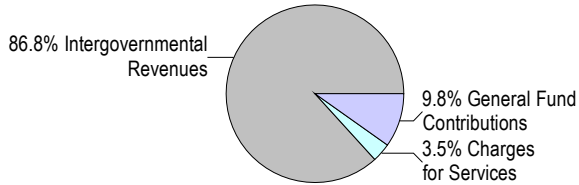
Create an internal electronic network making forms of all types and individual client files available to Division staff.



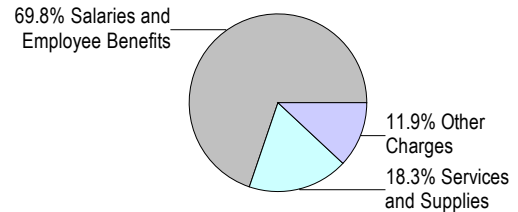
# Children's Medical Services

(Unit 8121— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	5,216,150	5,603,928	5,334,643	5,594,661	5,541,048	(62,880)
Services and Supplies	1,522,723	1,434,166	1,445,876	1,390,216	1,451,885	17,719
Other Charges	1,142,933	1,116,971	1,187,762	948,195	948,195	(168,776)
Capital Assets	7,118	0	0	0	0	0
Subtotal	\$7,888,923	\$8,155,065	\$7,968,281	\$7,933,072	\$7,941,128	(213,937)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	6,887,063	7,035,457	6,919,075	6,889,202	6,889,202	(146,255)
Charges for Services	251,507	320,000	272,444	274,000	274,000	(46,000)
Miscellaneous Revenues	142,425	0	125	0	0	0
Special Items	3,213	0	0	0	0	0
Subtotal	\$7,284,208	\$7,355,457	\$7,191,644	\$7,163,202	\$7,163,202	(192,255)
General Fund Contributions	\$604,715	\$799,608	\$776,637	\$769,870	\$777,926	(21,682)
Total Source of Funds	\$7,888,923	\$8,155,065	\$7,968,281	\$7,933,072	\$7,941,128	(213,937)

## Unit Description

Children's Medical Services provides services to improve the health status and reduce health disparities among all children in Monterey County; assists communities in adopting policies conducive to good health and in assuring access to preventive health screening, case management and medical care services. California Children's Services (CCS) and the Child Health Disability Prevention (CHDP) Program are State-mandated programs. CCS provides medical care coordination and treatment authorization for eligible children up to age 21. Direct physical and occupational therapy services are provided to children with certain orthopedic and neurological conditions through the CCS Medical Therapy Program. CHDP provides no-cost health assessments and dental screenings for Medi-Cal eligible children up to age 21 and children under 200% of the poverty level up to age 19. CHDP provides training and technical assistance to enrolled providers, and assures children receive follow-up treatment services. CHDP Foster Care nurses work with the Child and Family Services Division of the Department of Social and Employment Services and the Probation

Department to assure children in foster care have access to appropriate health care services. The Childhood Lead Poisoning Prevention Program educates medical providers in detecting and preventing lead poisoning in children, improves lead poisoning detection by assuring all at-risk children receive blood lead screening tests, case manages lead-poisoned children to assure screening follow-up, and maintains a system to collect, analyze and disseminate childhood lead poisoning data that is used for program planning, evaluation and epidemiology.

## Prior Year Accomplishments

The California Children's Service Partners for Children program was fully implemented with a current unduplicated enrollment of 10 children. Healthcare costs for children enrolled in this statewide Pilot are reduced on average \$4,800 annually per child.

The California Children's Services medical social worker assessed 182 medically vulnerable youth aged 14-20 and counseled 45

medically fragile youth aged 18-20 on transition-to-adult services readiness.

California Children's Services' Medical Therapy Program physical and occupational therapists conducted 432 Functional Improvement Assessments meeting Medi-Cal Outpatient Rehabilitation Clinic standards.

### Budget Year Goals

California Children's Services Medical Therapy Program will increase fee-for-service billable treatment services a minimum of 10%.

The Child Health Disability Prevention program will collaborate with middle and high schools to increase the number of eligible youth aged 12-18 receiving routine Child Health Disability Prevention well-child examinations.

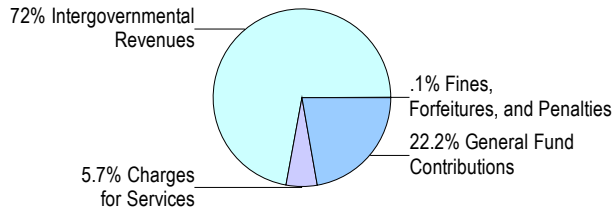
### Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
14C48	PUBLIC HEALTH PROGRAM MANAGER II	1.0	1.0	0.00
25G21	CA CHILDRENS SERVICES CASE WORKER II	7.0	7.0	0.00
25G30	CA CHILDRENS SERVICES CASE WORKER III	1.0	1.0	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.0	0.0	-1.00
50F23	OCCUPATIONAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	5.0	4.0	-1.00
50G23	PHYSICAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	6.0	5.0	-1.00
50G25	SENIOR THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	2.0	2.0	0.00
50G31	SUPERVISING THERAPIST-MED THER PROG	1.0	1.0	0.00
50J11	CHRONIC DISEASE PREVENTION SPECIALIST II	1.0	1.0	0.00
50K19	HEALTH EDUCATION ASSISTANT	1.0	1.0	0.00
50L22	PUBLIC HEALTH NUTRITIONIST II	0.5	0.5	0.00
52E22	PUBLIC HEALTH NURSE II	9.0	8.0	-1.00
52E23	PUBLIC HEALTH NURSE III	2.0	2.0	0.00
52E80	SUPERVISING PUBLIC HEALTH NURSE	2.0	2.0	0.00
54B12	CONTRACT PHYSICIAN	0.5	0.5	0.00
60C24	SOCIAL WORKER V	1.0	1.0	0.00
60P22	COMMUNITY SERVICE AIDE III	2.0	2.0	0.00
80E21	OFFICE ASSISTANT II	8.0	7.0	-1.00
80E22	OFFICE ASSISTANT III	3.0	3.0	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.0	1.0	0.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.0	1.0	0.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	2.0	2.0	0.00
Total		58.0	53.0	-5.00

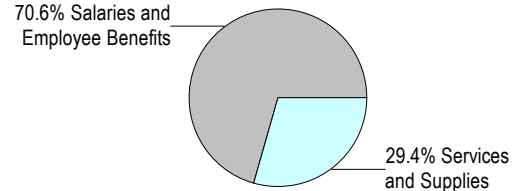
# Public Health

(Unit 8124— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	677,271	13,101,907	12,501,955	13,158,814	13,104,454	2,547
Services and Supplies	153,606	5,972,197	5,856,143	5,408,885	5,463,245	(508,952)
Other Charges	(200,408)	(1,538,797)	(1,922,465)	(1,687,078)	(1,687,078)	(148,281)
Capital Assets	0	0	158,795	0	0	0
Subtotal	\$630,469	\$17,535,307	\$16,594,428	\$16,880,621	\$16,880,621	(654,686)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	113,635	11,908,004	11,625,328	12,154,646	12,154,646	246,642
Charges for Services	68,990	1,466,906	1,202,025	955,870	955,870	(511,036)
Miscellaneous Revenues	22	0	0	0	0	0
Subtotal	\$182,646	\$13,374,910	\$12,827,353	\$13,128,016	\$13,128,016	(246,894)
General Fund Contributions	\$447,822	\$4,160,397	\$3,767,075	\$3,752,605	\$3,752,605	(407,792)
Total Source of Funds	\$630,469	\$17,535,307	\$16,594,428	\$16,880,621	\$16,880,621	(654,686)

## Unit Description

Public Health includes the County Health Officer, Public Health Laboratory, Public Health Preparedness, Epidemiology and Evaluation, Communicable Disease Surveillance, Public Health Regional Health Teams, Health Promotion Services, Nutrition Services, and Public Health Administration. Through surveillance techniques, Public Health monitors and investigates health and disease events in Monterey County, and employs intervention options and control strategies to help prevent future occurrence. Public Health plays a significant role in preparing Monterey County for natural and manmade disasters, registers all birth and death certificates, conducts program evaluations and data analyses for health policy and program development and monitoring, and provides critical laboratory analyses for communicable diseases and environmental health issues. Public Health is heavily focused on improving the health status and reducing health disparities among all residents of Monterey County through programs that inform, educate and empower individuals and communities to take responsibility for their own health. This is accomplished by assisting communities in advocating for their health, collaborating

with communities to reduce risky lifestyles, assisting in the adoption of policies conducive to good health, and assuring access to preventive health screening, case management, and medical care services.

## Prior Year Accomplishments

The Public Health Laboratory introduced and validated new molecular methods for diagnosing infectious diseases; e.g. whooping cough, which has significantly improved accuracy of diagnosis, virus culture (R-mix) testing, which improves the ability to differentiate respiratory illness' attributed to tuberculosis, valley fever, pertussis, influenza and other respiratory viruses, and increased testing to assure the safety of water diverted from the Salinas River for crop irrigation (Salinas River Disinfection Project).

The Public Health Regional Team developed community partnerships in Salinas and South County to improve population-based diabetic education, screening and treatment; 100 clients in Salinas and South County received education tailored for low literacy clients with type 2 diabetes, case management for

indigenous populations from Oaxaca initiated. Developed, in partnership with the San Ardo School Superintendent, a school-based program to reduce childhood obesity; identified severely obese children referred to their doctors for follow-up, cafeteria food analyzed for nutritional component and recommendations for improvement made, a salad bar featuring fresh fruits and vegetables established.

The Public Health Preparedness program reviewed the Monterey County Strategic National Stockpile Plan.

The Women Infants and Children (WIC) enrolled infants exclusively breastfed or breast/formula fed during the first six months of life increased from 36.7% in FY 2008-09 to 37.5%, and over 90% of the infants are exclusively breastfed while in the hospital.

The Epidemiology and Evaluation Unit provided two Public Health Regional Team evaluation plans, one Environmental Health evaluation plan, one overall Behavioral Health Mental Health Services Act evaluation plan which includes several subsections, and one Wellness Health Coach evaluation plan. The System of Care evaluation plan for the Behavioral Health Bureau was developed and the Health Profile 2009: Behavioral Health published.

**Budget Year Goals**

The Public Health Laboratory, a member of the national lab networks designed to control respiratory diseases and protect

safety of food, will migrate molecular test methods to a new instrument (ABI7500) to improve surge capacity and standardize test methods.

The Monterey County Strategic National Stockpile Plan will be rewritten to identify push partners and sites, and appropriate agreements with each partner developed.

The Public Health Regional Team Targeted Case Management workload percentage of diabetes cases will increase from the current 10% to 15%.

The percentage of pregnant and parenting teens receiving case management services will increase from 1 to 5%. Case management services will support parenting, health, infant development and school attendance.

The Women, Infant and Children (WIC) enrolled infants exclusively breastfed infants during the first six months of life will increase from the current 37.5% to 40%.

Implement a comprehensive case management service to 1,300 eligible residents that will qualify for the Monterey County's Low Income Health Program. Case management objectives are to promote linkage to a medical home, improve health self-management, health literacy, disease management compliance, increase access to chronic disease prevention, and reduce health disparities.

**Adopted 2011 to Recommended 2012 Positions**

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
14C30	MANAGEMENT ANALYST II	1.0	1.0	0.00
14C31	MANAGEMENT ANALYST III	1.0	0.0	-1.00
14C35	RESEARCH ANALYST	1.0	1.0	0.00
14C48	PUBLIC HEALTH PROGRAM MANAGER II	3.0	3.0	0.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.0	1.0	0.00
14K54	DEPUTY HEALTH OFFICER	1.0	1.0	0.00
20B11	ACCOUNTANT II	3.0	3.0	0.00
20B93	FINANCE MANAGER II	1.0	1.0	0.00
43B02	WATER QUALITY SPECIALIST	1.0	1.0	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.0	1.0	0.00
50C22	PUBLIC HEALTH MICROBIOLOGIST II	2.0	2.0	0.00
50C23	SENIOR PUBLIC HEALTH MICROBIOLOGIST	1.0	1.0	0.00
50C80	DIRECTOR PUBLIC HEALTH LABORATORY	1.0	1.0	0.00
50C81	PUBLIC HEALTH CHEMIST	1.0	1.0	0.00
50E21	LABORATORY HELPER	1.0	1.0	0.00
50E23	LABORATORY ASSISTANT	1.0	1.0	0.00
50J01	CHRONIC DISEASE PREVENTION SPECIALIST I	25.0	25.0	0.00
50J11	CHRONIC DISEASE PREVENTION SPECIALIST II	13.0	12.0	-1.00
50J21	CHRONIC DISEASE PREVENTION COORDINATOR	7.0	7.0	0.00
50K18	HEALTH PROGRAM COORDINATOR	2.0	2.0	0.00
50K23	SENIOR HEALTH EDUCATOR	3.0	3.0	0.00
50L22	PUBLIC HEALTH NUTRITIONIST II	7.0	7.0	0.00
50L80	SUPERVISING PUBLIC HEALTH NUTRITIONIST	4.0	4.0	0.00
50N11	PUBLIC HEALTH EPIDEMIOLOGIST II	1.0	1.0	0.00

**Adopted 2011 to Recommended 2012 Positions**

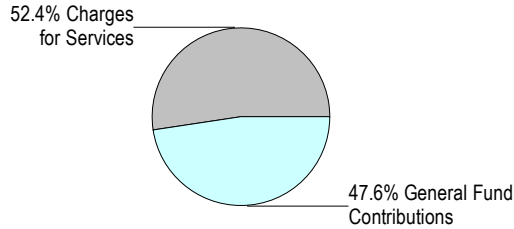
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
50N22	SUPERVISING PUBLIC HEALTH EPIDEMIOLOGIST	1.0	1.0	0.00
52E01	PUBLIC HEALTH LICENSED VOCATIONAL NURSE	10.0	10.0	0.00
52E22	PUBLIC HEALTH NURSE II	12.0	12.0	0.00
52E23	PUBLIC HEALTH NURSE III	2.0	2.0	0.00
52E80	SUPERVISING PUBLIC HEALTH NURSE	5.0	5.0	0.00
54B12	CONTRACT PHYSICIAN	0.5	0.5	0.00
54B93	HEALTH OFFICER	1.0	1.0	0.00
60B21	PSYCHIATRIC SOCIAL WORKER II	1.0	1.0	0.00
60P22	COMMUNITY SERVICE AIDE III	4.0	3.0	-1.00
60P23	COMMUNITY SERVICE AIDE IV	2.0	2.0	0.00
80A30	SECRETARIAL ASSISTANT	1.0	1.0	0.00
80A31	SECRETARY	1.0	1.0	0.00
80E21	OFFICE ASSISTANT II	1.0	1.0	0.00
80E22	OFFICE ASSISTANT III	8.0	8.0	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	2.0	2.0	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.0	1.0	0.00
80J22	SENIOR ACCOUNT CLERK	2.0	2.0	0.00
80J30	ACCOUNTING TECHNICIAN	1.0	1.0	0.00
<b>Total</b>		<b>138.5</b>	<b>135.5</b>	<b>-3.00</b>

Health

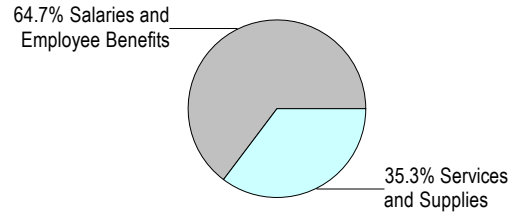
# Health Administration

(Unit 8128— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	2,290,383	2,661,890	2,824,940	2,334,676	2,326,627	(335,263)
Services and Supplies	628,019	549,769	834,080	1,355,607	1,268,498	718,729
Other Charges	(1,968,784)	(3,147,869)	(3,240,515)	(3,294,361)	(3,294,361)	(146,492)
Subtotal	\$949,618	\$63,790	\$418,505	\$395,922	\$300,764	236,974

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	0	0	90,000	157,500	157,500	157,500
Subtotal	\$0	\$0	\$90,000	\$157,500	\$157,500	157,500
General Fund Contributions	\$949,618	\$63,790	\$328,505	\$238,422	\$143,264	79,474
Total Source of Funds	\$949,618	\$63,790	\$418,505	\$395,922	\$300,764	236,974

## Unit Description

Health Department Administration provides administrative, fiscal and facilities management and oversight for all Health Department Bureaus and Budget Units. Services provided include department-wide administration and budget oversight, accounting oversight, human resources services, management information systems support, and facilities management. Bureaus served include: Animal Control, Clinic Services, Emergency Medical Services, Environmental Health, Mental Health, Public Guardian/Public Administrator, Alcohol and Drug, and Public Health.

## Prior Year Accomplishments

Responded to 67% of high priority maintenance requests were completed within two days, an increase of 10% over the previous fiscal year.

Supported Behavioral Health and Clinic Services in establishing additional/replacement facilities to assure the continued provision of critical services.

Completed the final phase of the Health Headquarters construction project, including landscaping of the new parking lot.

## Budget Year Goals

Complete 75% of high priority maintenance requests within two days utilizing the online work order system that captures more detailed and comprehensive reporting.

Support Behavioral Health and Clinic Services efforts to establish additional/replacement facilities to assure continued provision of critical services.

## Pending Issues

The Sexual Assault Response Team (SART) was transferred from the District Attorney to the Health Department at the Board of Supervisors direction in FY 2007/08. This action included a \$211,214 one-time transfer of General Fund Contribution (GFC) to Health to support the program. SART utilizes medical examiners to perform evidence gathering examinations for the local law enforcement agency where the assault occurred. The established fee of \$625 per examination no longer covers the cost to perform the examination, and Health is in discussion with local law enforcement regarding a fee increase. Due to reduced available Tobacco Settlement, Vehicle License Fee and Sales Tax Realignment funding, Health no longer has sufficient resources to

fully fund the program, and is submitting an Augmentation Request for \$50,000 to support the medical examiner costs.

**Adopted 2011 to Recommended 2012 Positions**

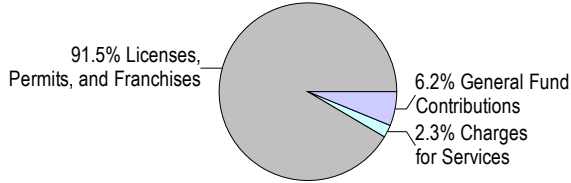
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
11A09	DIRECTOR HEALTH SERVICES	1.0	1.0	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	3.0	2.0	-1.00
14B66	DEPARTMENTAL HR MANAGER	1.0	1.0	0.00
14C30	MANAGEMENT ANALYST II	2.0	2.0	0.00
14C31	MANAGEMENT ANALYST III	0.0	1.0	1.00
14G02	MANAGEMENT ANALYST I	2.0	2.0	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	3.0	3.0	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.0	1.0	0.00
16C88	BUSINESS TECHNOLOGY ANALYST III	1.0	0.0	-1.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.0	1.0	0.00
20B94	FINANCE MANAGER III	1.0	1.0	0.00
20B95	FINANCE MANAGER I	1.0	1.0	0.00
52A97	NURSE PRACTITIONER II	1.0	1.0	0.00
60I02	PROGRAM MANAGER II	1.0	1.0	0.00
72A23	BUILDING MAINTENANCE WORKER	2.0	2.0	0.00
80A33	ADMINISTRATIVE SECRETARY	1.0	1.0	0.00
80E22	OFFICE ASSISTANT III	1.0	1.0	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.0	1.0	0.00
80J22	SENIOR ACCOUNT CLERK	1.0	1.0	0.00
80J30	ACCOUNTING TECHNICIAN	1.0	1.0	0.00
<b>Total</b>		<b>26.0</b>	<b>25.0</b>	<b>-1.00</b>



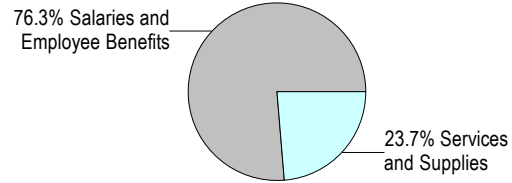
# Drinking Water Protection Service

(Unit 8272— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	716,651	820,793	769,104	836,480	836,480	15,687
Services and Supplies	133,734	240,794	232,544	259,718	259,718	18,924
Other Charges	(8,957)	(5,000)	0	(8,957)	(8,957)	(3,957)
Subtotal	\$841,428	\$1,056,587	\$1,001,648	\$1,087,241	\$1,087,241	30,654

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Licenses, Permits, and Franchises	992,788	1,020,000	1,120,000	995,000	995,000	(25,000)
Charges for Services	25,093	193,232	23,232	25,000	25,000	(168,232)
Subtotal	\$1,017,881	\$1,213,232	\$1,143,232	\$1,020,000	\$1,020,000	(193,232)
General Fund Contributions	(\$176,452)	(\$156,645)	(\$141,584)	\$67,241	\$67,241	223,886
Total Source of Funds	\$841,428	\$1,056,587	\$1,001,648	\$1,087,241	\$1,087,241	30,654

## Unit Description

Drinking Water Protection Services (DWPS) is responsible for permitting, inspecting and enforcement of over 1,250 water systems in the County. DWPS provides assistance to help systems comply with regulations and resolve water quality/quantity problems; permits all water well construction, repair and destruction activities in the County; operates a cross-connection control program and a water reuse program; permits and inspects desalination treatment facilities.

Ensured that the 954 small drinking water systems (2 to 14 connections) met State standards by sampling and reviewing the results of the test sample reports.

The California Department of Public Health (CDPH) found DWPS in compliance with the annual work plan that was submitted to CDPH despite the reduction in staff resources.

## Prior Year Accomplishments

The Board of Supervisors adopted an Urgency Ordinance that was brought forward by DWPS prohibiting the construction of wells in fractured rock on lots less than 2.5 acres in the unincorporated portion of the County that lies within the Cal Am Monterey Main Water system.

## Budget Year Goals

Develop regulations for fractured rock wells and bring them forward to the Board of Supervisors for adoption.

Sample 100% of small drinking water systems.

Comply with the annual work plan that is submitted to CDPH by DWPS.

Develop ordinances that will implement policies of the General Plan Update 2010 relating to water systems and water wells.

Streamlined work processes for better work efficiencies.



**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	5.0	5.0	0.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	2.0	2.0	0.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	1.0	1.0	0.00
	<b>Total</b>	<b>8.0</b>	<b>8.0</b>	<b>0.00</b>

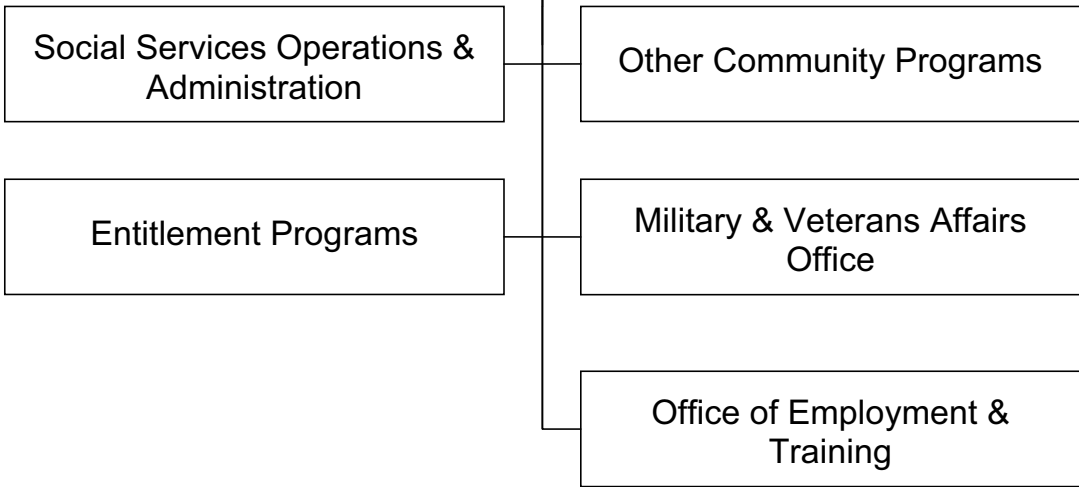


This page intentionally left blank.

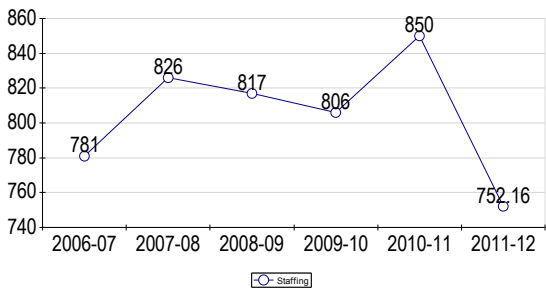
# Social & Employment Services

Operating Budget: \$159,782,846  
Positions (FTEs): 752.2

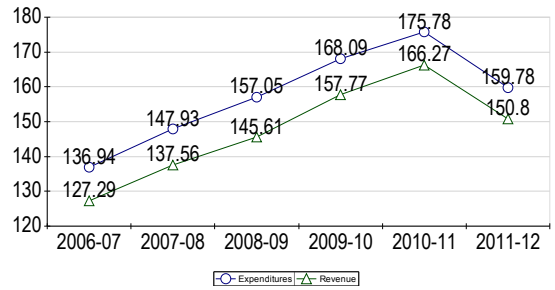
Elliott Robinson  
Director



**Staffing Trends**

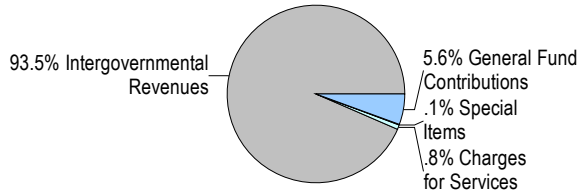


**Expenditure/Revenue History (in thousands)**

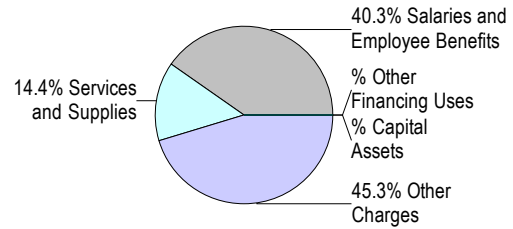


Social & Employment Services

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	63,329,396	67,457,364	65,390,859	67,682,923	64,351,865	(3,105,499)
Services and Supplies	31,250,112	28,788,468	34,133,375	24,320,744	22,995,896	(5,792,572)
Other Charges	73,267,984	75,571,745	75,983,718	72,369,550	72,369,550	(3,202,195)
Capital Assets	134,123	45,000	253,580	45,000	45,000	0
Other Financing Uses	107,133	141,043	21,435	20,535	20,535	(120,508)
Subtotal	\$168,088,748	\$172,003,620	\$175,782,967	\$164,438,752	\$159,782,846	(12,220,774)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	3,129	3,500	2,597	2,500	2,500	(1,000)
Intergovernmental Revenues	156,006,102	160,344,891	163,464,638	150,726,251	149,306,356	(11,038,535)
Charges for Services	1,014,525	1,724,370	1,718,249	1,327,596	1,327,596	(396,774)
Miscellaneous Revenues	481,413	0	2,602	0	0	0
Other Financing Sources	107,133	391,043	861,672	1,902	1,902	(389,141)
Special Items	153,174	185,547	215,829	157,000	157,000	(28,547)
Subtotal	\$157,765,477	\$162,649,351	\$166,265,587	\$152,215,249	\$150,795,354	(11,853,997)
Fund Balance	7,531	0	0	86,440	85,498	85,498
General Fund Contributions	\$10,315,740	\$9,354,269	\$9,517,380	\$12,137,063	\$8,901,994	(452,275)
Total Source of Funds	\$168,088,748	\$172,003,620	\$175,782,967	\$164,438,752	\$159,782,846	(\$12,220,774)

## Department Description

The Department of Social and Employment Services is comprised of five main divisions: Social Services Operations and Administration, Entitlement Programs, Other Community Programs, Military and Veterans' Affairs Office, and Office for Employment Training.

**STRATEGIC INITIATIVES:** The Department of Social and Employment Services is very involved in several of the Board Strategic Initiatives, most notably Public Safety, Economic Development and the Health and Human Services Initiatives. **PUBLIC SAFETY INITIATIVE:** DSES has been an active member of the Community Alliance for Safety and Peace and has been working collaboratively to support prevention and intervention efforts such as the Silver Star Gang Prevention and Intervention Program, Summer Youth Employment Programs, and Operation Ceasefire (Strategic Plan Initiative 8a). Many of the department's ongoing programs such as child welfare and public assistance are also woven in to these efforts. **ECONOMIC DEVELOPMENT**

**INITIATIVE:** DSES has worked collaboratively with the County Administrator's Office and the Redevelopment and Housing Office to support the creation of the new Economic Development Department (strategic Initiative 1a). Additionally, DSES has been a close partner with the Salinas Valley Enterprise Zone. **HEALTH AND HUMAN SERVICES:** DSES has worked with the Libraries, Health Department and Natividad Medical Center to address the initiative to create a blueprint strategy for social and cultural programs that enhance the quality of life; however it is still on hold due to resource challenges (strategic initiative 4j). Additionally, DSES has been working closely with Natividad Medical Center and the Health Department to prepare for implementation of the Low Income Health Plan, pursuant to the Affordable Care Act.

## Summary of Recommendation

The Recommended appropriations are \$159,782,846, revenues of \$150,795,354, and General Fund Contribution of \$8,987,492. This represents a decreased appropriation of \$12,220,774, decreased estimated revenue of \$11,853,997, and a decrease of General Fund

Contribution of \$366,777 from the FY 2010-11 Adopted Budget. This recommendation includes the elimination of 99 positions, 59 filled and 40 vacant positions. The estimated costs of each division are as follows:

**SOCIAL SERVICES OPERATIONS & ADMINISTRATION:** This component includes Community Benefits, Family & Children Services, Aging & Adult Services, CalWorks Employment Services, Human Resources, and Administrative Services. The recommendation is appropriations of \$75,719,219, revenues of \$75,046,961, and General Fund Contribution of \$672,258 which is a decrease of \$4,051,848 in appropriations, a decrease of \$4,290,373 in revenue, and an increase of \$238,525 of General Fund Contribution from the FY 2010-11 Adopted Budget.

The significant change is loss of the American Recovery and Reinvestment Act of 2009 (ARRA) and state funding. This recommendation includes the elimination 59 positions of which 39 are filled and 20 are vacant consisting of one Accountant II, one Business Tech Analyst II, one Community Affiliations Manager, three Department Information Systems Coordinator, one Deputy Director, two Eligibility Supervisor, one Employment & Training Supervisor, six Employment & Training Worker III, six Management Analyst II, one Management Analyst III, six Office Assistant II, two Office Assistant III, one Principal Clerk-Confidential, one Program Manager II, two Secretary, one Senior Department Information System Coordinator, one Senior Personnel Analyst, one Senior Secretary, three Social Services Aides II, one Social Work Supervisor II, four Social Worker II, two Social Worker III, one Social Worker IV, seven Social Worker V, two Staff Trainer II, one Supervising Office Assistant, and the transfer in of one Public Health Nurse and one Principal Office Assistant from Other Community Programs. Service and Supplies reduction of \$3,794,655 dollars from the FY 2010-11 Adopted Budget is also recommended.

**ENTITLEMENT PROGRAMS:** Entitlement Programs include CalWORKs, Out-of-Home Care, In-Home Support Services, and General Assistance. The recommended budget is appropriations of \$71,981,107, revenues of \$64,454,697, and General Fund Contribution of \$7,526,410. This is a \$631,436 reduction of General Fund contribution from the FY 2010-11 Adopted Budget.

The significant changes are a General Fund Contribution increase of \$104,457 in CalWORKs, an increase of \$262,709 in General Assistance, a reduction of \$331,582 in In-Home Support Services, and a reduction of \$667,020 in Out-of-Home Care. The CalWORKs and General Assistance Programs increase is a reflection of current local economic conditions and a significant increase in the number of families and single adults requiring assistance. The State has instituted a number of regulation changes to In-Home Support Services. Two significant changes are fingerprinting, and criminal background checks of care providers. These regulatory changes have resulted in a decrease in participation. The decrease in Out-of-Home Care is a combination of declining placements in Foster Care and the court imposed average increase of 32% in the cost of group home placements.

**OTHER COMMUNITY PROGRAMS:** This division includes Child Care Planning Council, Community Action Partnership, IHSS Public Authority, Area Agency on Aging, Multipurpose Senior Services Program, and Other Community Programs. The recommended budget is appropriations of \$4,288,120, revenues of \$3,814,094, and General Fund Contributions of \$388,528 and Fund Balance use of \$85,498, which is a decrease of \$3,338,163 in

appropriations, a decrease of \$3,390,388 in revenue, and a decrease of \$85,498 in 005 Fund balance from the FY 2010-11 Adopted Budget.

A significant change to Other Community Programs is the closing of the Multipurpose Senior Services Program and the transfer of Child Care Planning Council. The inadequacy of state funding for Multipurpose Senior Services Program resulted in the program being unsustainable locally. The Child Care Planning Council is being transferred to Monterey County Office of Education to appropriately align the program with education.

This recommendation includes the elimination of 11 positions of which eight are filled and three are vacant consisting of one Social Worker III, three Social Worker V, one Social Work Supervisor II, one Accountant I, one Senior Account Clerk, one Management Analyst III, one Management Analyst II, two Principal Office Assistants, and a transfer to the Social Services Unit of one Public Health Nurse II and one Principal Office Assistant.

**MILITARY AND VETERANS' AFFAIRS OFFICE:** The recommendation is appropriations of \$653,223, revenues of \$338,425, and General Fund Contribution of \$314,798. There are no significant changes to programs or General Fund Contribution.

**OFFICE FOR EMPLOYMENT AND TRAINING:** The recommendation is appropriations of \$7,141,177, revenues of \$7,141,177 million, and no General Fund Contribution, which is a \$2,858,823 decrease in appropriations.

The significant change is loss of the American Recovery and Reinvestment Act of 2009 (ARRA) and Work Investment Act funds. This recommendation includes the elimination of 29 positions of which 13 are filled and 16 are vacant consisting of one Deputy Director, one Account Clerk, one Accounting Technician, three Management Analyst II, one Management Analyst III, one Office Assistant III, two Office Maintenance Worker, one Senior Account Clerk, one Senior Storekeeper, 12 WIB Representative II, three WIB Representative III, and two WIB Supervisors.

---

### Budget Impacts

**FAMILY AND CHILDREN'S SERVICES:** Eighteen positions (a Social Work Supervisor, 11 Social Workers, a Program Manager, a Management Analyst, a Supervising Office Assistant, an Office Assistant, a Secretary and a Social Services Aide) and \$332,009 in community-based contracted services are recommended for elimination in the county's Child Welfare Services program.

For Child Protective Services, staffing reductions will cause increased caseloads for the remaining workforce. Services delivery for children and families involved in the foster care system will be more challenged, including less capacity to supervise birth families in efforts to meet requirements for reunifying with their children and support for children's success navigating foster care (assuring appropriate educational services and overseeing placement.) Reductions in support positions will reduce the Department's capacity to plan system improvements, evaluate program effectiveness and communicate with families.

For community-based services, the reduction of \$332,009 severely reduces the capacity of the Family to Family program which is an evidence-based model for engaging the community in child abuse prevention, foster parent recruitment, and individual support for families involved with foster care to assist Social Workers in

identifying the best placement options for children. These services are provided by Community Human Services and the Alisal Family Resource Center.

**OFFICE FOR EMPLOYMENT TRAINING:** Twenty-seven positions are eliminated (a Deputy Director, two Management Analysts, two WIB Supervisors, 15 WIB Representatives, an Accounting Technician, a Senior Account Clerk, an Account Clerk, a Office Assistant, a Senior Storekeeper and two Office Maintenance Workers) and subcontracted services are reduced by 30%. These reductions are a result of the end of Recovery Act funding and reduced Workforce Investment Act funding.

These reductions will require a Departmental reorganization to consolidate administration for the Office for Employment Training with CalWORKs Employment Services. They will also limit the county's capacity to provide employment and training services to low-income adults and youth and dislocated workers through the One Stop Career Centers in Monterey County. Currently, unemployment remains high and reduced resources for training will result in fewer job seekers and at-risk youth served. Additionally, due to loss of State funding for the CalLEARN program this intensive case management and support for teen parents on CalWORKs is being eliminated.

**CALWORKS EMPLOYMENT SERVICES:** Eleven positions (six Employment & Training Workers, an Employment & Training Supervisor, two Social Workers, a Management Analyst and an Office Assistant) and \$1,139,017 in funding passed through to the Health Department's Behavioral Health Bureau are eliminated. The budget also reduces \$750,000 in funding for Child Care and Transportation resources based on the States reduced time limit for welfare-to-work services and expanded waivers for participation.

As a result of these reductions, remaining Employment & Training Workers will have reduced capacity to work with families to meet welfare-to-work requirements and stay engaged with employment services. Currently, the Department does not meet Federal work participation rates, this reduction will hamper efforts to increase that participation and prevent the possibility of Federal sanction. Elimination of the Social Workers will result in the Department discontinuing its service to disabled CalWORKs recipients assisting them in applying for SSI/SSP, a more stable and appropriate resource for individuals with disability. Reductions in support positions will reduce the Department's capacity to be effective in planning and evaluating program effectiveness.

The elimination of \$1,139,017 in funding passed through to the Health Department's Behavioral Health Bureau results in reduced availability of mental health and substance abuse services to CalWORKs recipients facing these barriers to self-sufficiency. This reduction also results in lost funding for two community based programs: Door to Hope's Nuevo Esperanza program, which provides residential substance abuse treatment for pregnant and parenting mothers with their children; and, Sunstreet Center's Pueblo Del Mar program which provides therapeutic transitional housing for recovering substance abusers and their families.

**AGING AND ADULT SERVICES:** Fourteen positions are eliminated (a Deputy Director, five Social Workers, a Senior Secretary, a Management Analyst, a Social Work Supervisor, a Public Health Nurse, two Office Assistants and two Social Services Aides.) As a result of the management reductions, administration of Aging and Adult Services is consolidated with Family and Children's Services. This consolidation will result in reduced

capacity to be effective in planning and evaluating program effectiveness.

Reductions to the Multipurpose Senior Services Program (MSSP) are in follow-up to adopted FY 2010-11 Budget policies to continue the program through the current fiscal year and to give the State of California notice to issue request for proposals to identify other local providers to deliver these services. MSSP provides intensive care management services to support care for frail seniors in their homes rather than in skilled nursing facilities.

Adult Protective Services is impacted by the elimination of a Social Worker. Adult Protective Services has a small staff of six social workers and loss of this Social Worker will reduce the Department's ability to respond to reports of elder abuse, exploitation and neglect by 17%.

**COMMUNITY BENEFITS:** Three positions (two Eligibility Supervisors and a Management Analyst) are eliminated. These reductions will limit capacity to assure systems are in place for managing the work flow necessary to serve the large clientele involved in Community Benefits.

**COMMUNITY ACTION PARTNERSHIP:** Two positions (a Management Analyst and an Office Assistant) supporting the Community Action Partnership are eliminated. Elimination of these positions reduces capacity to pursue grant funding for community organizations addressing poverty and homelessness in our community.

**CHILD CARE PLANNING COUNCIL:** Four positions (two Management Analysts and two Principal Office Assistants) in the Child Care Planning Council are eliminated. Responsibility for overseeing the Child Care Planning Council is being transferred to the Monterey County Office of Education where there is closer program alignment.

**WORKFORCE INVESTMENT BOARD:** Two Management Analyst positions are recommended for elimination. These reductions will limit the planning and oversight capacity of the Workforce Investment Board.

**HUMAN RESOURCES:** Five positions are eliminated (two Staff Trainers, a Senior Personnel Analyst, a Principal Clerk and an Office Assistant.) Contracted technical training from UC Davis is also reduced by \$186,785. These reductions will limit capacity to address employee relations, employee communications and the provision of mandated training.

**ADMINISTRATIVE SUPPORT:** Fourteen positions are eliminated (three Management Analysts, a Senior Departmental Information Systems Coordinator, three Departmental Systems Coordinators, a Business Technology Analyst, a Secretary, two Accountants, a Senior Account Clerk and two Office Assistants.) Elimination of these positions reduces capacity for responding to user needs and service level support automated case management systems, developing data reports, supporting timely development of contracts, assuring fiscal accountability on state claims, and distribution of mail.

**DIRECTOR'S OFFICE:** The Community Affiliations Manager position is eliminated. The responsibilities of this position are combined with administration of the Area Agency on Aging. The Area Agency on Aging will be transferred from the Aging & Adult Services Branch to the Director's Office. This consolidation

reduces the Department's planning capacity and ability to respond to public inquiries.

---

### Prior Year Accomplishments

As President of CWDA and an Executive Board Member of APHSA, the Director of Social and Employment Services worked with staff from these associations in Sacramento and Washington DC to promote policies consistent with the Board of Supervisors legislative platform. A few key efforts included continuance of the Temporary Assistance to Needy Families Emergency Contingency Fund (TANF ECF) program that provided needed subsidized employment and emergency relief resources for low-income families; continuance of American Recovery and Reinvestment Act (ARRA) financing for Medicaid and Foster Care that provided needed fiscal relief in In-Home Supportive Services and Foster Care; and, adequacy of protections for the counties in the Governor's proposed realignment program. As of April, 2011 notable successes in these efforts included enactment of California law providing for use of CalWORKs grant funding for wage subsidies in welfare-to-work efforts. Additionally, advocacy efforts were able to achieve a short-term extension of ARRA financing from July 2010 through June 2011.

The Department received \$10.2 million in Temporary Assistance to Needy Families Emergency Contingency Funds (TANF ECF) ARRA Funds available through September 30, 2010. Subsidized employment and job training opportunities were provided for 1,643 adults and youth, CalWORKs recipients and low income individuals. Total wages paid to participants was \$5,930,000. In addition, expanded community support programs included emergency temporary shelter, eviction prevention/rental assistance, food bags, school supplies, and emergency vouchers which directly served 299 individuals and provided 9,519 bed nights of shelter and 2,908 bags of food.

---

### Budget Year Goals

Departmentwide: Continue efforts through leadership in the County Welfare Directors Association of California (CWDA) and the

American Public Human Services association (APHSA) to advocate for increased regulatory flexibility and funding to meet the needs locally of low-income families and individuals, vulnerable children, frail seniors and individuals living with disability.

---

### Pending Issues

**SOCIAL SERVICES:** Adult Protective Services and Child welfare (including related child abuse prevention and intervention programs) are part of the Governor's realignment proposal. Under the realignment proposal, the County would be responsible for all non-Federal costs with the State shifting its share of cost to new revenues from the proposed Public Safety realignment. Additionally, Federal reauthorization of the Temporary Assistance to Needy Families program is pending in Congress. It is unclear whether Congress will pursue reauthorization, continue the program at historical funding levels or seek new reductions.

**CalWORKS/TANF:** CalWORKs has been discussed as a program to be included in the realignment package. Under the realignment proposal, the County share of CalWORKs Assistance Payments would increase from 2.5% to 40% in exchange for a redirection of

funds from the 1991 realignment program. Additionally, Federal reauthorization of the Temporary Assistance to Needy Families program is pending in Congress. It is unclear whether Congress will pursue reauthorization, continue the program at historical funding levels or seek new reductions.

**IN HOME SUPPORT SERVICES (IHSS):** The State budget includes an assumption of increased Federal revenues through the Community First Choice Option, a new option under the Federal Affordable Care Act that becomes effective October 1, 2011. The outcome of California's application for approval under this new Federal Medicaid option is not known. However, consistent with State budget actions, the Department's requested budget includes savings of \$736,000 assuming implementation of this Option effective October 1, 2011. Additionally, the legislature adopted policy to implement an unspecified across-the-board reduction in hours of service in the IHSS program to take effect October 1, 2012 if savings estimates from changes adopted in the long-term care Medi-Cal program are not achieved. Since, it will not be known if these reductions will occur until after July 2012 and the impact would be in FY 2012-13, they are not included in the Department's request.

**OUT OF HOME CARE:** Foster Care and related out-of-home care programs are part of the Governor's realignment proposal. Under the realignment proposal, the County would be responsible for all non-Federal costs with the State shifting its share of cost to new revenues from the proposed Public Safety realignment. Additionally, a legal challenge to the State's established rate for Foster Family Homes is pending settlement in Federal court. Estimates of increased Foster Family Home Rates range from 21% to 37% depending on the age of the child. Should a settlement be adopted the County share of Out of Home Care costs could increase by \$250,000. This estimate is not included in the Department's requested budget.

**COMMUNITY ACTION PARTNERSHIP:** The President's budget proposal for Federal Fiscal Year 2012 recommends reducing total funds for CSBG by half. The President further proposes that the remaining funds be distributed through a competitive grant-making process, rather by formula allocation is the current law. These changes are not included in the Department's requested budget as Congressional action on the Federal Fiscal Year 2012 budget is still in early stages.

**COMMUNITY PROGRAMS:** The ARRA grant for homelessness prevention and rapid re-housing services will begin to slow down with final applications for rapid re-housing assistance being taken in October 2011 and final applications for homelessness prevention assistance being taken in January 2012. Final services will be completed by June 2012.

**OFFICE OF EMPLOYMENT TRAINING (OET):** Federal funding for WIA programs is declining. Based on the President's Federal Fiscal Year (FFY) 2012 budget request and the expiration of American Recovery and Reinvestment Act funds, the Department is anticipating a 30% reduction in funding levels for FY 2011-12. Congressional action on FFY 2012 WIA funding is still pending. Additionally, funding for WIA programs is vulnerable through the ongoing debate on the Federal Fiscal Year 2011 budget Continuing Resolution. As of early April 2011, indications are that funding through October 2011 will be reduced by somewhere between 5% and 40%.

## Policy Considerations

**SOCIAL SERVICES:** The Department's requested budget includes numerous reductions in staff, contracted services and operational expenses to address the decreased availability of County General Fund contributions, increased costs for growth in non-discretionary entitlement payments and decreased federal revenues resulting from expiration of American Recovery and Reinvestment Act. Currently, workload is extremely heavy across the Department's service areas. Requested reductions will have a negative impact on the Department's ability to meet community needs for service, planning capacity, responsiveness to emerging needs, and prevention efforts. These impacts will be heaviest in administrative support, CalWORKs employment services, Child Welfare, and Adult Protective Services.

**CalWORKS/TANF:** The grant reductions and time limits are State policy considerations and not subject to local decision-making. The department will work to contain child care costs by pursuing welfare to work exemptions for families with young children. The Department's requested budget reduces funding for Child Care and Transportation supportive services by \$750,000 as a result of exempting families with children under three years old and families with 2 children under six years old from participating in welfare to work services.

**CHILD CARE PLANNING COUNCIL (CCPC):** In order to better align oversight of the CCPC with program responsibility for educational and child development outcomes, the Department's budget request seeks to transfer administration of the CCPC to the Monterey County Office of Education. Monterey County is currently one of only nine counties where the CCPC is not administered by the County Office of Education.

**MILITARY AND VETERANS AFFAIRS OFFICE (MVAO):** The MVAO is working in partnership with the Veterans Transitions Center and the United Veterans Council to bring a Stand Down for homeless veterans to Monterey County in June 2012. In light of heavy demand for service and new efforts to meet the veterans needs (such as Stand Down) no reductions in the MVAO budget are requested.

**OFFICE OF EMPLOYMENT TRAINING (OET):** As a result of declining Federal revenues, numerous staff and service level reductions are recommended. Given the high level of current workload and ongoing high levels of unemployment, these additional reductions will have negative impacts on the Department's ability to meet community needs for service, planning capacity, and responsiveness to emerging needs.

**AREA AGENCY ON AGING:** Budget reductions in Social Services [5010\_8262] will reduce Departmental support for the Area Agency on Aging.

## Appropriation Expenditure Detail

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
CalWORKS / TANF (SOC001)	41,045,501	43,601,379	42,253,996	40,483,531	40,483,531	(3,117,848)	001	5010_8252
General Assistance (SOC002)	837,670	781,291	1,035,578	1,044,000	1,044,000	262,709	001	5010_8253
IHSS Wages / Benefits (SOC001)	9,066,656	8,081,067	9,462,621	9,328,243	9,328,243	1,247,176	001	5010_8254
Out of Home Care (SOC001)	19,335,635	21,473,267	21,007,263	21,125,333	21,125,333	(347,934)	001	5010_8255
Child Care Planning Council (SOC006)	1,251,920	1,375,920	1,251,229	0	0	(1,375,920)	001	5010_8256
Community Action Partnership (SOC007)	1,129,617	798,379	865,628	519,199	519,199	(279,180)	008	5010_8257
Community Programs (SOC004)	623,520	1,636,723	1,579,005	1,048,913	1,048,913	(587,810)	001	5010_8258
IHSS Public Authority (SOC008)	540,556	626,257	429,683	417,208	416,266	(209,991)	005	5010_8259
Military & Veterans Services (SOC003)	605,640	669,266	604,001	653,223	653,223	(16,043)	001	5010_8260
Office of Employment & Training (SOC009)	13,058,296	10,000,000	9,998,800	7,141,177	7,141,177	(2,858,823)	007	5010_8261
Social Services (SOC005)	77,578,830	79,771,067	84,117,752	80,374,183	75,719,219	(5,073,148)	001	5010_8262
Area Agency on Aging (SOC010)	2,200,681	2,167,704	2,156,111	2,303,742	2,303,742	136,038	001	5010_8268
Linkages (SOC010)	61,425	0	0	0	0	0	001	5010_8269
Multipurpose Senior Services Program (SOC010)	752,800	1,021,300	1,021,300	0	0	0	001	5010_8270
Subtotal	\$168,088,748	\$172,003,620	\$175,782,967	\$164,438,752	\$159,782,846	(12,220,774)		

## Crosswalk - Advantage Appropriation to AFIN Budget Unit

Advantage		AFIN			
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
(SOC001)	Entitlement Programs	531	CalWorks/TANF Benefits	001	General
(SOC001)	Entitlement Programs	548	IHSS Client Services	001	General
(SOC001)	Entitlement Programs	535	Out-of-Home Care	001	General



## Crosswalk - Advantage Appropriation to AFIN Budget Unit

Advantage				AFIN	
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
(SOC002)	Entitlement Programs - Gen. Assistance	551	Aid to Indigents	001	General
(SOC003)	Military & Veterans' Services	559	Military & Veterans Affairs	001	General
(SOC004)	Community Programs	592	Social Services - Other Assist	001	General
(SOC005)	Social Services	501	Social Services	001	General
(SOC006)	Child Care Planning Council	593	Child Care Planning Council	001	General
(SOC007)	Community Action Partnership	510	Community Action Partnership	008	Community Action Partnership
(SOC008)	IHSS Public Authority	591	IHSS PA-Administration	005	In-Home Support Services PA
(SOC009)	Office of Employment & Training	565	Office for Employment Training	007	Office for Employment Train.
(SOC010)	Senior & Aging Services	594	Area Agency on Aging	001	General
(SOC010)	Senior & Aging Services	595	Linkages	001	General
(SOC010)	Senior & Aging Services	596	Multipurpose Senior Svcs Prog	001	General

## Department Workload Information

### 8252 CalWORKs

	FY 2007-08	FY 2008-09	FY 2009-10	FY2010-11	FY 2011-12
Average Monthly Caseload	Actual	Actual	Actual	Estimate	Projected
Intake	733	826	819	852	895
Ongoing	4,583	5,160	5,737	6,146	6,554
Employment Services	2,538	2,883	3,244	3,371	3,541
Childcare Services	360	406	419	371	385

### 8253 General Assistance

	FY 2007-08	FY 2008-09	FY 2009-10	FY2010-11	FY 2011-12
Average Monthly Caseload	Actual	Actual	Actual	Estimate	Projected
Regular General Assistance	151	180	216	238	245
Interim General Assistance	124	149	178	195	202
Total Cases:	275	329	394	433	447

### 8254 In-Home Supportive Services

Average Monthly Caseload	FY 2007-08	FY 2008-09	FY 2009-10	FY2010-11	FY 2011-12
Paid Cases	Actual	Actual	Actual	Estimate	Projected
Personal Care Services Program	2,859	3,129	3,233	3,344	3,531
Residual /Waiver Plus	384	399	436	449	427
Total	3,243	3,528	3,669	3,793	3,958

### 8255 Out of Home Care

	FY 2007-08	FY 2008-09	FY 2009-10	FY2010-11	FY 2011-12
Average Monthly Caseload	Actual	Actual	Actual	Estimate	Projected
Foster Care-Intake	27	17	22	24	25
Foster Care-Ongoing	534	478	387	289	282
Court Dependent Children	6	4	3	3	3
Aid to Adoptions	702	731	757	731	744
Severely Emotionally Disturbed	7	15	15	11	13

**8260 Military & Veteran Affairs**

	2006	2007	2008	2009	2010
<b>CASELOAD ITEM</b>					
Claims Filed	1,745	1,793	1,409	1,544	1546
Veterans Transported to VA Medical	1,350	1,612	1,095	952	1007
Claims for VA Health Care (Vets)	343	46	28	22	310
Survivors Assistance Requests	195	229	155	168	216
New VA Benefit Award Value (M&VAO generated claims)					
					\$1,393,483
One-time payments	\$2,006,895	\$3,775,269	\$2,288,534	\$2,417,311	\$2,928,530
Recurring (monthly) payments	\$188,451	\$281,384	\$241,646	\$283,336	\$356,858
College tuition and fees waived	\$498,605	\$484,690	\$571,550	\$652,272	\$986,620

**8261 OFFICE FOR EMPLOYMENT TRAINING**

	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
<b>Enrollment Statistics</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Projected</b>
<b>Adult Disadvantaged Services</b>					
Total New Enrollments	397	949	1,059	680	450
Total Customers Served	442	971	1,174	812	700
Total Activities Recorded	1,843	6,616	9,384	7,307	6,500
<b>Adult Dislocated Worker Services</b>					
Total New Enrollments	85	674	1,296	478	450
Total Customers Served	228	711	1,419	770	750
Total Activities Recorded	524	4,970	13,327	6,040	4,500
<b>Youth Services</b>					
Total New Enrollments	198	657	631	207	250
Total Youth Served	346	799	1,257	615	450
Total Activities Recorded	1,242	2,527	5,826	3,273	2,800

**501-8262 Social Services**

	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
<b>Average Monthly Caseload</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Food Stamps</b>					
Intake	1,282	1,525	1,501	1,672	1,796
Ongoing	7,602	9,154	10,035	12,065	13,132
<b>Medi-Cal</b>					
Intake	2,733	2,075	3,949	3,466	3,548
Ongoing	25,193	26,979	28,300	30,388	31,163
<b>Child Welfare Services</b>					
Emergency Response Assessment	179	126	140	101	114
Emergency Response In-Person	221	246	210	191	161
Family Maintenance	207	174	147	125	126
Family Reunification	172	140	104	82	87

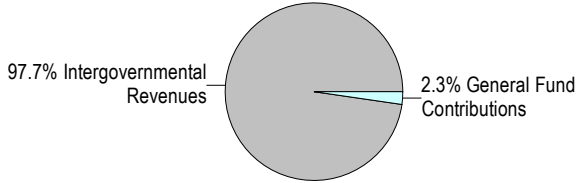
**501-8262 Social Services**

Permanent Placement	299	289	264	215	213
Adult Social Services					
In-Home Supportive Services (IHSS)	3,243	3,528	3,669	3,793	3,958
Adult Protective Services	107	90	132	125	129

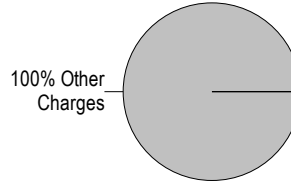
# CalWORKS / TANF

(Unit 8252— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	0	0	0	0	0	0
Other Charges	41,045,501	43,601,379	42,253,996	40,483,531	40,483,531	(3,117,848)
Subtotal	\$41,045,501	\$43,601,379	\$42,253,996	\$40,483,531	\$40,483,531	(3,117,848)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	40,366,097	42,779,246	41,457,774	39,556,941	39,556,941	(3,222,305)
Subtotal	\$40,366,097	\$42,779,246	\$41,457,774	\$39,556,941	\$39,556,941	(3,222,305)
General Fund Contributions	\$679,405	\$822,133	\$796,222	\$926,590	\$926,590	104,457
Total Source of Funds	\$41,045,501	\$43,601,379	\$42,253,996	\$40,483,531	\$40,483,531	(3,117,848)

## Unit Description

CalWORKs is the State's implementation of the Federal Temporary Assistance for Needy Families (TANF). The program is a cash aid program for low income families to meet their basic needs. It also provides education, employment, and training programs to help families secure employment and move towards self-sufficiency. Child care, transportation, work expenses and counseling are available for families in work activities. State budget decisions enacted in March 2011 will make several changes to assistance levels. Notable changes include: All grants will be reduced by 8% bringing them to the levels paid in 1984 -27 years ago; and new time limits will be placed on families where only children are aided effective July 2011. As a result of these new time limits children whose families have received aid for 60 months or more will receive an additional 5% grant reduction, if the family received aid for 72 months or more the additional reduction will be 10% and if the

family received aid for 84 months or more the additional reduction will be 15%. The only group of child only cases not impacted by these time limits is where adults in the household are receiving SSI for a disability; and

Families with children up to 3 years old may be exempted from participating in welfare to work services to reduce child care expenses.

## Prior Year Accomplishments

Accomplishments for this unit included at the department level.

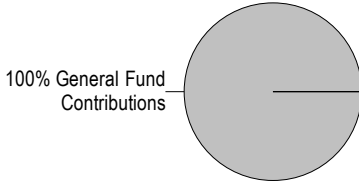
## Budget Year Goals

Goals for this unit included at the department level.

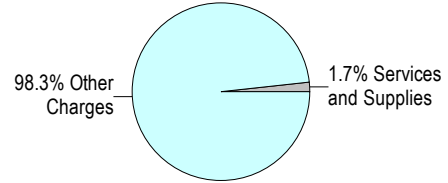
# General Assistance

(Unit 8253— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	17,625	20,000	22,675	18,000	18,000	(2,000)
Other Charges	820,045	761,291	1,012,903	1,026,000	1,026,000	264,709
Subtotal	\$837,670	\$781,291	\$1,035,578	\$1,044,000	\$1,044,000	262,709

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$837,670	\$781,291	\$1,035,578	\$1,044,000	\$1,044,000	262,709
Total Source of Funds	\$837,670	\$781,291	\$1,035,578	\$1,044,000	\$1,044,000	262,709

## Unit Description

General Assistance is a county funded program that provides cash and "in-kind" assistance to extremely low-income residents who are not eligible for other public assistance programs. There are two parts to this aid program: 1) Regular General Assistance payments for indigents who are able bodied; and 2) Interim Assistance which is paid to persons who are applying for Supplemental Security Income/State Supplementary Program (SSI/SSP) because of a disability. Adults who are able to work are required to participate in the Work Experience Program that secures work with government or non-profit agencies.

The General Assistance budget for cash assistance payments is estimated to include growth 34% over the FY 2010-11 budget as a result of the continuing recession impacting adults who do not have children.

## Prior Year Accomplishments

Accomplishments for this unit included at the department level.

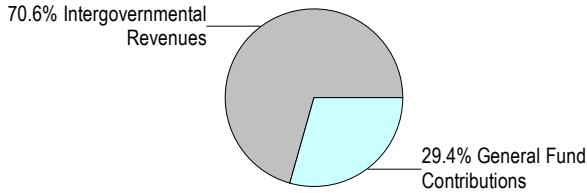
## Budget Year Goals

Goals for this unit included at the department level.

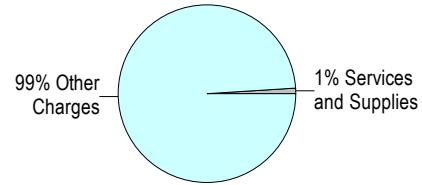
# IHSS Wages / Benefits

(Unit 8254— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	107,372	95,218	95,221	95,221	95,221	3
Other Charges	8,875,354	7,866,241	9,367,400	9,233,022	9,233,022	1,366,781
Other Financing Uses	83,929	119,608	0	0	0	(119,608)
Subtotal	\$9,066,656	\$8,081,067	\$9,462,621	\$9,328,243	\$9,328,243	1,247,176

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	5,686,441	5,008,623	6,390,177	6,587,381	6,587,381	1,578,758
Subtotal	\$5,686,441	\$5,008,623	\$6,390,177	\$6,587,381	\$6,587,381	1,578,758
General Fund Contributions	\$3,380,215	\$3,072,444	\$3,072,444	\$2,740,862	\$2,740,862	(331,582)
Total Source of Funds	\$9,066,656	\$8,081,067	\$9,462,621	\$9,328,243	\$9,328,243	1,247,176

## Unit Description

In-Home Support Services provides for the cost of home care services to support the independence of aged, blind, and disabled persons and to help them live safely in their own homes and community. Services range from personal care, meal preparation, and housekeeping. Individuals can receive IHSS if they are eligible for Supplemental Security Income/State Supplementary Program (SSI/SSP) and live independently. The appropriations are for the County share of service provider wages and the total costs of health

benefits; State and Federal shares of provider wages are appropriated at the State-level.

## Prior Year Accomplishments

Accomplishments for this unit included in the department level.

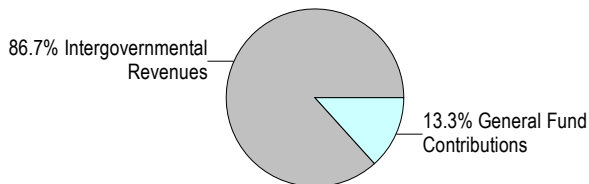
## Budget Year Goals

Goals for this unit included at the department level.

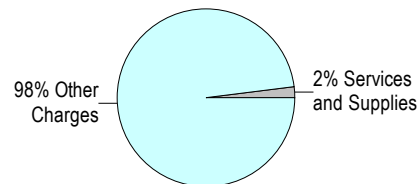
# Out of Home Care

(Unit 8255— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	1,247,584	436,379	420,538	420,538	420,538	(15,841)
Other Charges	18,088,052	21,036,888	20,586,725	20,704,795	20,704,795	(332,093)
Subtotal	\$19,335,635	\$21,473,267	\$21,007,263	\$21,125,333	\$21,125,333	(347,934)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	15,683,016	17,991,289	17,525,285	18,310,375	18,310,375	319,086
Subtotal	\$15,683,016	\$17,991,289	\$17,525,285	\$18,310,375	\$18,310,375	319,086
General Fund Contributions	\$3,652,620	\$3,481,978	\$3,481,978	\$2,814,958	\$2,814,958	(667,020)
Total Source of Funds	\$19,335,635	\$21,473,267	\$21,007,263	\$21,125,333	\$21,125,333	(347,934)

## Unit Description

This Budget Unit provides funding for the following programs:

Aid to Families with Dependent Children (AFDC) Foster Care (FC) provides the cost of foster care for children under the jurisdiction of the juvenile court as a result of parental unwillingness or inability to provide care. Foster care aid payments are on behalf of children placed in foster homes or institutions by DSES social workers as well as by Probation Officers. Department of Social and Employment Services (DSES) Social Workers and Probation Officers provide case management. Aid payments and related administrative costs in DSES and Probation are funded with Federal, State and County funds.

County Court Dependent Children provides the cost of foster care for children placed by court order that are not eligible under AFDC-FC program. This aid is funded from the County General Fund.

Aid to Adoptive Parents (AAP) supports the cost of care for families adopting children with special needs. Aid payments, as well as the related administrative costs, are funded with Federal, State and County funds.

Severely Emotionally Disturbed (SED) program provides for residential treatment services for children identified by the Monterey County Office of Education. Placements are made by the Behavioral Health Bureau of the Health Department. Funding is provided by State and County funds. For 2010-11 State funding was vetoed by the Governor and the Department collaborated with the Health Department and the Office of Education to maximize available financing to continue the services to this population in FY 2010-11. Currently, State funding for SED residential placements has been restored for FY 2011-12.

Emergency Placements provides for the cost of care for children placed in emergency short-term foster homes while court jurisdiction is established. Financial support is provided by Federal, State and County funds.

Wraparound Program funds comprehensive supportive social services to assist foster and adopted children with serious emotional challenges to live safely with their families as an alternative to residential treatment. Financial support is provided by State and County funds.

Transitional Housing Placement Program (THPP) helps participants emancipate successfully by providing a safe environment for youth to practice the skills learned in Independent Living Program (ILP). Participants may live alone, with

departmental approval, or with roommates in apartments and single-family dwellings with regular support and supervision provided by THPP agency staff, ILP Coordinators and county social workers/probation officers. Support services include regular visits to participants residences; educational guidance, employment counseling, and assistance reaching emancipation goals outlined in participants transitional independent living plans, and the emancipation readiness portion of a youths case plan.

THP-Plus is a transitional housing placement opportunity for emancipated foster youth, aged 18-24, who emancipated from the child welfare system. The goal of the program is to provide a safe

living environment while helping youth learn life skills and achieve self-sufficiency.

---

**Prior Year Accomplishments**

Accomplishments for this unit included at the department level.

---

**Budget Year Goals**

Goals for this unit included at the department level.



# Child Care Planning Council

(Unit 8256— Fund 001)

## Source of Funds

Intentionally Left Blank

## Use of Funds

Intentionally Left Blank

## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	292,263	349,529	288,918	0	0	(349,529)
Services and Supplies	928,931	1,026,391	1,090,926	0	0	(1,026,391)
Other Charges	30,725	0	(128,615)	0	0	0
Subtotal	\$1,251,920	\$1,375,920	\$1,251,229	\$0	\$0	(1,375,920)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	440,124	397,543	269,844	0	0	(397,543)
Charges for Services	900,851	977,338	980,346	0	0	(977,338)
Miscellaneous Revenues	6,895	0	0	0	0	0
Subtotal	\$1,347,870	\$1,374,881	\$1,250,190	\$0	\$0	(1,374,881)
General Fund Contributions	(\$95,950)	\$1,039	\$1,039	\$0	\$0	(1,039)
Total Source of Funds	\$1,251,920	\$1,375,920	\$1,251,229	\$0	\$0	(1,375,920)

## Unit Description

Child Care Planning Council provides support of childcare planning efforts and promotes the retention of child care professionals. The central component includes the Monterey County Child Care Planning Council (CCPC) that was established by the Board of Supervisors in June 1991, in accordance with mandates outlined in the California Education Code, Section 8499.3. In FY 2010-11, the State reduced support for local CCPCs by 50%.

The CCPC is comprised of volunteer members who research, prioritize, and communicate child care needs in Monterey County to the Board of Supervisors, the Superintendent of Schools, and to the State Department of Education for their use in allocation of Federal and State funds in Monterey County.

In FY 2001-02, the CCPC became responsible for the allocation of funds authorized through the passing of Assembly Bill 212,

California Compensation and Retention Encourage Stability (C.A.R.E.S.), designed to promote the retention of child care professionals. The annual allocation is administered through the California Department of Education; however, a collaborative approach at the local level translates the specific program details within Monterey County. Contributions for C.A.R.E.S. are also provided with a grant from Monterey County First 5 Commission; however, beginning in FY 2011-12 Monterey County First 5 Commission funding for C.A.R.E.S. is no longer administered by the CCPC.

## Prior Year Accomplishments

Accomplishments for this unit included at the department level.

## Budget Year Goals

Goals for this unit included at the department level.

---

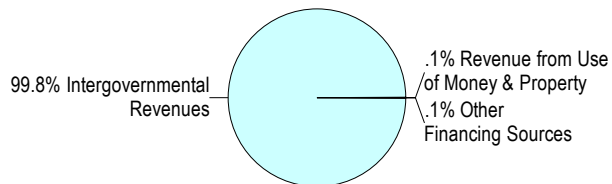
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14C30	MANAGEMENT ANALYST II	1.0	0.0	-1.00
14C31	MANAGEMENT ANALYST III	1.0	0.0	-1.00
80E80	PRINCIPAL OFFICE ASSISTANT	2.0	0.0	-2.00
	Total	4.0	0.0	-4.00

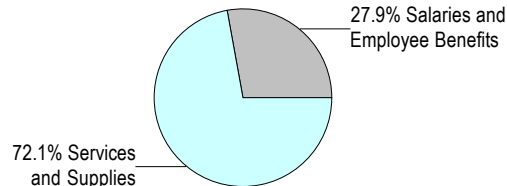
# Community Action Partnership

(Unit 8257— Fund 008)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	133,338	155,356	148,432	151,529	150,900	(4,456)
Services and Supplies	983,479	623,060	697,181	389,909	390,538	(232,522)
Other Charges	12,800	19,963	20,015	(22,239)	(22,239)	(42,202)
Subtotal	\$1,129,617	\$798,379	\$865,628	\$519,199	\$519,199	(279,180)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	1,681	500	597	500	500	0
Intergovernmental Revenues	1,093,191	797,123	864,275	518,246	518,246	(278,877)
Other Financing Sources	780	756	756	453	453	(303)
Subtotal	\$1,095,652	\$798,379	\$865,628	\$519,199	\$519,199	(279,180)
Fund Balance	33,965	0	0	0	0	0
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$1,129,617	\$798,379	\$865,628	\$519,199	\$519,199	(279,180)

## Unit Description

Community Action Partnership administers the Federal Community Services Block Grant (CSBG). CAP contracts with community organizations to provide programs to advance and advocate for low-income and vulnerable populations. The 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 Children and Youth, Family Services, Food Access, and Homeless/Housing services.

## Prior Year Accomplishments

Through the Community Action Partnership, the Department received \$819,410 in Community Services Block Grant (CSBG) ARRA funds available through September 30, 2010. These funds were used to augment services provided through existing contracts with community support program agencies. Additionally, the Community Action Partnership administers \$1,600,000 in Homeless Prevention and Rapid Re-Housing (HPRP) program

ARRA funds through September 30, 2012. HPRP provides financial assistance, housing stabilization services, and data collection through existing community support program agencies.

In partnership with the Department and the Community Action Partnership, the Monterey-San Benito Ten Year Planning Committee has made significant initial steps to develop a strategic Ten Year Plan towards ending homelessness in Monterey and San Benito Counties. The Planning Committee hired a consultant, HomeBase from San Francisco, a well known organization specializing in the development of policies applicable to homelessness. This consultant is working in an advisory role to both the Working Group and the newly formed Leadership Council. The Ten-Year Plan will be developed in three phases:

Phase 1 -Pre-Development (August-January 2011)

Phase 2- Plan Development (February-June 2011)

Phase 3- Plan Adoption/Implementation (July 2011-June 2012).

Through the Community Action Partnership and the Workforce Investment Board, the Department continues to promote and build the county's VITA program through participation on the 15-member VITA Consortium, assistance with developing funding for the program and recruiting volunteers, and provision of space to provide services.

Results achieved for the 2009 tax year (2010 calendar year) exceeded goals and served 670 clients who received over \$833,000 in refunds. The Tax Year 2009 program was driven by nearly 80 dedicated volunteers who prepared tax returns at seven sites including Marina, Seaside, Salinas, Castroville, Soledad, and King City. Part of the Tax Year 2009 program was funded by a proposal submitted by the Department to the California Community

Services and Development (CSD) Department for the Earned Income Tax Credit.

To fund the Tax Year 2010 (calendar year 2011) effort, a grant was received from Rabobank for \$10,000. The Department is working with the United Way to seek additional funding. The Tax Year 2010 tax return goal is to serve over 800 clients with 95 volunteers and achieve \$1,000,000 in tax returns.

### Budget Year Goals

Depending on the results of proposed changes at the federal level that will negatively impact funding of the Community Action Partnership, prepare to reduce the footprint of services supported with CSBG funds in Monterey County.

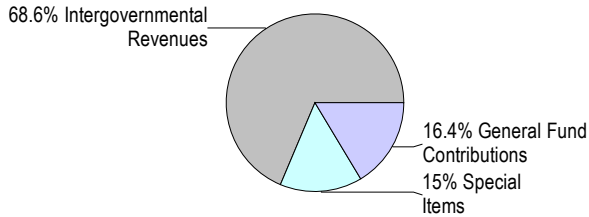
### Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label		Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
60X01	COMMUNITY AFFILIATION MANAGER		1.0	1.0	0.00
		Total	1.0	1.0	0.00

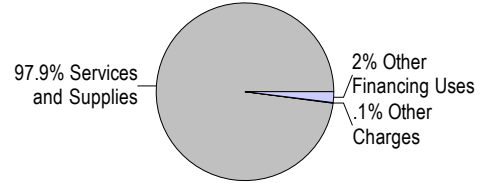
# Community Programs

(Unit 8258— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	599,332	1,611,288	1,556,554	1,027,378	1,027,378	(583,910)
Other Charges	984	4,000	1,016	1,000	1,000	(3,000)
Other Financing Uses	23,204	21,435	21,435	20,535	20,535	(900)
Subtotal	\$623,520	\$1,636,723	\$1,579,005	\$1,048,913	\$1,048,913	(587,810)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	215,320	1,265,000	1,177,000	720,000	720,000	(545,000)
Miscellaneous Revenues	84,812	0	0	0	0	0
Special Items	153,174	185,547	215,829	157,000	157,000	(28,547)
Subtotal	\$453,306	\$1,450,547	\$1,392,829	\$877,000	\$877,000	(573,547)
General Fund Contributions	\$170,214	\$186,176	\$186,176	\$171,913	\$171,913	(14,263)
Total Source of Funds	\$623,520	\$1,636,723	\$1,579,005	\$1,048,913	\$1,048,913	(587,810)

## Unit Description

Other Community Programs provides services within the community using restricted revenues and County General Fund discretionary revenues. The contracts are primarily with private nonprofit community-based organizations to purchase services such as child care, respite care, sexual assault counseling, conflict resolution, and homeless prevention and re-housing services. The services and programs in this budget are financed by Restricted Trust Funds, American Recovery and Reinvestment Act of 2009 (ARRA) funds, and the County General Fund. The County's

commitment to homeless services was established by Board of Supervisors' action in FY 1987-88. The ARRA grant is specifically for homeless prevention and re-housing services.

## Prior Year Accomplishments

Accomplishments for this unit included at the department level.

## Budget Year Goals

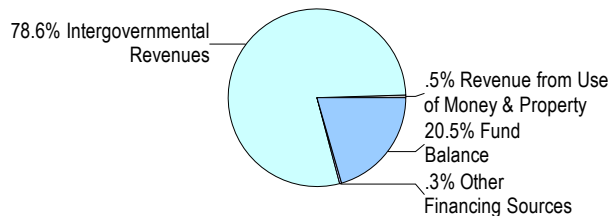
Goals for this unit included at the department level.

Social & Employment Services

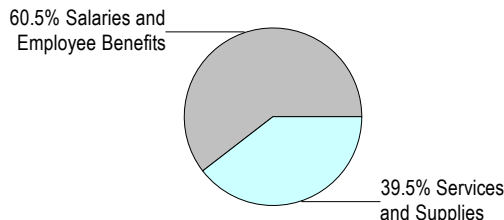
# IHSS Public Authority

(Unit 8259— Fund 005)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	342,804	371,053	346,030	304,020	303,078	(67,975)
Services and Supplies	201,982	240,944	202,482	198,284	198,284	(42,660)
Other Charges	(4,230)	14,260	(118,829)	(85,096)	(85,096)	(99,356)
Subtotal	\$540,556	\$626,257	\$429,683	\$417,208	\$416,266	(209,991)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	1,448	3,000	2,000	2,000	2,000	(1,000)
Intergovernmental Revenues	480,150	502,233	426,267	327,319	327,319	(174,914)
Other Financing Sources	85,392	121,024	1,416	1,449	1,449	(119,575)
Subtotal	\$566,990	\$626,257	\$429,683	\$330,768	\$330,768	(295,489)
Fund Balance	(26,434)	0	0	86,440	85,498	85,498
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$540,556	\$626,257	\$429,683	\$417,208	\$416,266	(209,991)

## Unit Description

The In-Home Supportive Services (IHSS) Public Authority assists IHSS recipients in locating providers by recruiting, performing background checks, and maintaining availability lists from which the recipients can hire providers. The Public Authority also assists providers in accessing training opportunities to enhance their caregiver skills.

## Prior Year Accomplishments

Accomplishments for this unit included at the department level.

## Budget Year Goals

Goals for this unit included at the department level.

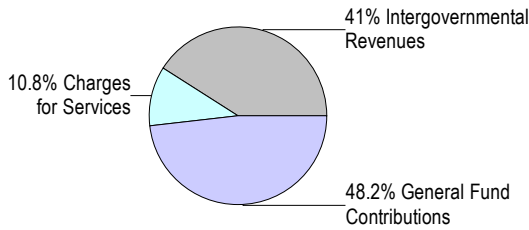
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
14C30	MANAGEMENT ANALYST II	1.0	1.0	0.00
60C24	SOCIAL WORKER V	1.0	1.0	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	2.0	2.0	0.00
Total		4.0	4.0	0.00

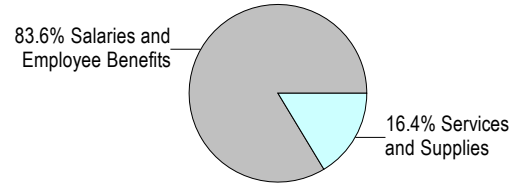
# Military & Veterans Services

(Unit 8260— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	506,651	571,817	503,041	545,282	546,356	(25,461)
Services and Supplies	98,990	97,449	100,960	107,941	106,867	9,418
Subtotal	\$605,640	\$669,266	\$604,001	\$653,223	\$653,223	(16,043)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	339,074	268,377	268,377	267,590	267,590	(787)
Charges for Services	64,267	60,000	60,000	70,835	70,835	10,835
Subtotal	\$403,341	\$328,377	\$328,377	\$338,425	\$338,425	10,048
General Fund Contributions	\$202,300	\$340,889	\$275,624	\$314,798	\$314,798	(26,091)
Total Source of Funds	\$605,640	\$669,266	\$604,001	\$653,223	\$653,223	(16,043)

## Unit Description

The Military and Veterans' Affairs Office provides assistance with veterans administration claims, discharge upgrades, access to job counseling and placement services and drug and alcohol recovery programs. Services are available in four locations in Monterey County (Salinas, Monterey, King City and the Veterans Affairs Medical Clinic at Ft. Ord). The MVAO also has a contract with San Benito County to provide services in Hollister. The Department also operates passenger van service for local veterans to the Department of Veterans Affairs (VA) Medical Center in Palo Alto, assists with placement in VA and State medical and domiciliary facilities, and approves waiver of tuition and fees at State funded colleges and universities for children of disabled veterans. Other activities include survivor assistance for the families of military personnel, verification of benefit payments for Medi-Cal and other programs. The MVAO provides administrative support to the County of Monterey Military & Veterans Affairs Advisory Commission and the Fort Ord Veterans' Cemetery Citizens' Advisory Committee. The office is also involved, along with other County programs, community non-profit programs, local colleges and the Veterans Affairs, in the development of a collaborative service and resource program for returning combat veterans.

and County - involved in job development, housing, physical and mental health, as well as Social Services and the VA. The Collaborative has made progress insofar as the arrangement of a scheduled presence in Monterey County for the US Department of Veterans Affairs mobile health van and mobile drop-in center. Additionally, progress is being made in the establishment of a Drop-In-Center (DIC) for returning current war veterans. The purpose of the DIC is to assist returning veterans of the current wars to adjust to integrating back into society and provide services needed to accomplish that. Status of the DIC effort is currently narrowing down a site - preview of sites is ongoing in coordination with County Facilities management.

## Budget Year Goals

Continue to work with Behavioral Health, Office for Employment Training, and community partners to develop a collaborative program, with the US Department of Veterans Affairs, to provide counseling and other services to returning combat veterans.

Continue pursuing the partnership with the Veterans Transition Center, United Veterans Affairs Council, and other community partners to bring a Stand Down for homeless veterans to Monterey County in June 2012.

## Prior Year Accomplishments

A Veterans' Collaborative was established with membership including all agencies operating in the County - non-profits, State

---

**Adopted 2011 to Recommended 2012 Positions**

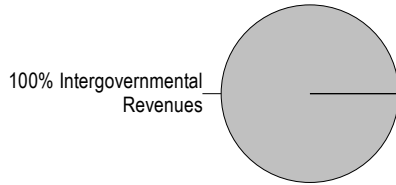
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14C30	MANAGEMENT ANALYST II	1.0	1.0	0.00
60U20	MILITARY & VETERAN AFFAIRS OFFICER	1.0	1.0	0.00
60U21	MILITARY & VETERANS REPRESENTATIVE III	3.0	3.0	0.00
80E21	OFFICE ASSISTANT II	1.0	1.0	0.00
	Total	6.0	6.0	0.00



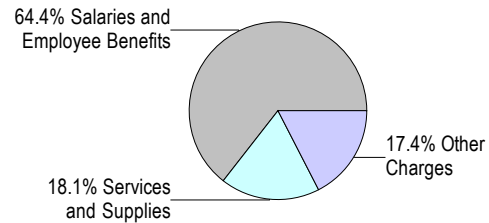
# Office of Employment & Training

(Unit 8261— Fund 007)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	5,101,332	5,890,954	5,314,776	4,588,855	4,602,101	(1,288,853)
Services and Supplies	2,864,715	1,512,564	1,514,632	1,306,864	1,293,618	(218,946)
Other Charges	5,092,249	2,596,482	3,169,392	1,245,458	1,245,458	(1,351,024)
Subtotal	\$13,058,296	\$10,000,000	\$9,998,800	\$7,141,177	\$7,141,177	(2,858,823)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	13,021,239	9,980,737	9,976,935	7,141,177	7,141,177	(2,839,560)
Charges for Services	8,882	0	0	0	0	0
Miscellaneous Revenues	7,214	0	2,602	0	0	0
Other Financing Sources	20,961	19,263	19,263	0	0	(19,263)
Subtotal	\$13,058,296	\$10,000,000	\$9,998,800	\$7,141,177	\$7,141,177	(2,858,823)
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$13,058,296	\$10,000,000	\$9,998,800	\$7,141,177	\$7,141,177	(2,858,823)

## Unit Description

The Monterey County Office for Employment Training and the Monterey County Workforce Investment Board services are funded through the Federal Workforce Investment Act (WIA) and other grant funds. These programs are subject to detailed regulations by State and Federal agencies. The Office for Employment Training provides for employment and training services to Disadvantaged Adults and Youth, as well as Dislocated Workers through the One-Stop Career Center System. Specialized services for the hardest to serve, including the homeless, ex-offenders, court-involved youth, and the disabled, are augmented through subcontractors.

During Fiscal Year 2011-12 the budget and administration for the Workforce Investment Board will be separated from the Department of Social and Employment Services and be established as part of the new Economic Development Department.

## Prior Year Accomplishments

Through the Office for Employment Training, the Department received \$5,718,045 in ARRA Workforce Investment funds to promote economic recovery in the county through expanded community support programs, subsidized employment and job training opportunities.

Through the Office for Employment Training, the Department expanded Summer Youth Employment Services in 2010 to provide nearly 1,300 young adults with summer job opportunities.

The Office for Employment Training continued partnership with the Community Alliance for Safety and Peace, the Probation Department and the City of Salinas to support the Silver Star Gang Prevention and Intervention Program and Operation Ceasefire to provide employment services to at-risk individuals.

Through the Community Action Partnership and the Workforce Investment Board, the Department continues to promote and build the County's VITA program through participation on the 15-

member VITA Consortium, assistance with developing funding for the program and recruiting volunteers, and provision of space to provide services.

Results achieved for the 2009 tax year (2010 calendar year) exceeded goals and served 670 clients who received over \$833K in refunds. The Tax Year 2009 program was driven by nearly 80 dedicated volunteers who prepared tax returns at seven sites including Marina, Seaside, Salinas, Castroville, Soledad, and King City. Part of the Tax Year 2009 program was funded by a proposal submitted by the Department to the California Community Services and Development (CSD) Department for the Earned Income Tax Credit.

To fund the Tax Year 2010 (calendar year 2011) effort, a grant was received from Rabobank for \$10,000. The Department is working with the United Way to seek additional funding. The Tax Year 2010 tax return goal is to serve over 800 clients with 95 volunteers and achieve \$1 million in tax returns.

## Budget Year Goals

The Office for Employment Training will continue partnering with the Community Alliance for Safety and Peace, the Probation Department, and the Cities across the County to support the Silver Star Gang Prevention and Intervention Program and Operation Ceasefire to provide employment services to at-risk individuals.

With declining Workforce Investment Act revenues, the Office for Employment Training will focus efforts to continue pursuing grant opportunities to maximizing service delivery capacity and access.

The Office for Employment Training will partner with the Community Alliance for Safety and Peace to identify summer opportunities for youth. This effort is needed to address community needs to offer at-risk youth opportunities for summer activities as funding for the expanded summer jobs program is no longer available with expiration of the American Recovery and Reinvestment Act on 2009 funding.

The Department will work with the new Economic Development Department to facilitate a smooth transition of the Workforce Investment Board to the new Department.

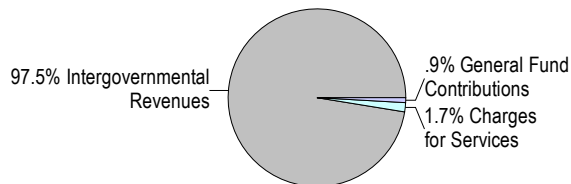
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
12E16	WIB EXECUTIVE DIRECTOR	1.0	1.0	0.00
14C30	MANAGEMENT ANALYST II	7.0	4.0	-3.00
14C31	MANAGEMENT ANALYST III	2.0	1.0	-1.00
20B12	ACCOUNTANT III	1.0	1.0	0.00
20B93	FINANCE MANAGER II	1.0	1.0	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.0	1.0	0.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.0	1.0	0.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	32.0	20.0	-12.00
60G33	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III	7.0	4.0	-3.00
60G43	WIB EMPLOYMENT PROGRAMS SUPERVISOR	5.0	3.0	-2.00
60I01	DEPUTY DIRECTOR SOCIAL SERVICES	1.0	0.0	-1.00
60I02	PROGRAM MANAGER II	1.0	1.0	0.00
70F80	SENIOR STOREKEEPER	1.0	0.0	-1.00
70N01	OFFICE MAINTENANCE WORKER	2.0	0.0	-2.00
80A32	SENIOR SECRETARY	2.0	2.0	0.00
80E21	OFFICE ASSISTANT II	2.0	2.0	0.00
80E22	OFFICE ASSISTANT III	3.0	2.0	-1.00
80J21	ACCOUNT CLERK	1.0	0.0	-1.00
80J22	SENIOR ACCOUNT CLERK	1.0	0.0	-1.00
80J30	ACCOUNTING TECHNICIAN	2.0	1.0	-1.00
Total		74.0	45.0	-29.00

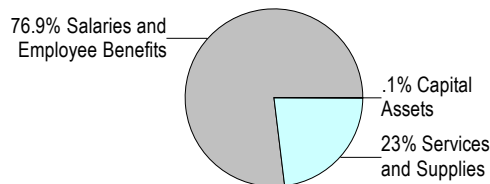
# Social Services

(Unit 8262— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	56,004,407	58,710,078	57,869,291	61,674,389	58,338,373	(371,705)
Services and Supplies	22,250,891	21,240,011	26,306,287	18,764,304	17,445,356	(3,794,655)
Other Charges	(810,591)	(224,022)	(311,406)	(109,510)	(109,510)	114,512
Capital Assets	134,123	45,000	253,580	45,000	45,000	0
Subtotal	\$77,578,830	\$79,771,067	\$84,117,752	\$80,374,183	\$75,719,219	(5,073,148)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	75,948,457	78,650,302	82,415,879	75,210,095	73,790,200	(5,631,402)
Charges for Services	40,525	687,032	677,903	1,256,761	1,256,761	569,729
Miscellaneous Revenues	349,099	0	0	0	0	0
Other Financing Sources	0	0	590,237	0	0	0
Subtotal	\$76,338,082	\$79,337,334	\$83,684,019	\$76,466,856	\$75,046,961	(4,290,373)
General Fund Contributions	\$1,240,748	\$433,733	\$433,733	\$3,907,327	\$672,258	238,525
Total Source of Funds	\$77,578,830	\$79,771,067	\$84,117,752	\$80,374,183	\$75,719,219	(5,073,148)

## Unit Description

Through this budget the Department administers a variety of programs including: CalWORKs cash payments and welfare-to-work services to low-income families; General Assistance cash payments to individuals; CalFresh (formerly known as Food Stamps) nutrition assistance; Medi-Cal eligibility; In-Home Supportive Services; Child welfare, foster family licensing, and adoption services; and Adult Protective Services.

These programs are primarily funded by the California Department of Social Services, and the California Department of Health Services. State and Federal governments contribute to the funding of most of these programs under sharing formulas, which vary from program to program. Generally, the State cost reimbursements are capped while most Federal funding, with the exception of CalWORKs, is open-ended. The operation of the various programs is subject to State and Federal mandates, which may impose fiscal or other sanctions for non-compliance. Social

Services Operation and Administration consists of the following main areas:

**COMMUNITY BENEFITS:** CalFresh, Medi-Cal, CalWORKs/Temporary Assistance for Needy Families Eligibility, Foster Care Eligibility, Quality Control, and Fraud Prevention;

**FAMILY AND CHILDREN'S SERVICES:** Child Protective Services, Emergency Response, Family Maintenance, Family Reunification, Permanent Foster Care Placement, Adoptions, Foster Family Home Licensing, Promoting Safe and Stable Families Program, and Transitional Services for Former Foster Youth;

**AGING AND ADULT SERVICES:** In-Home Supportive Services Assessments, Adult Protective Services, Supplemental Security Income (SSI) Advocacy, Information and Referral;

**CALWORKS EMPLOYMENT SERVICES:** Welfare to Work Services for CalWORKs recipients;

**HUMAN RESOURCES:** Employee relations, recruitment, retention, payroll, complaint investigations, civil rights compliance, 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.

---

### **Prior Year Accomplishments**

Program changes scheduled to become effective in July 2011 have been rescinded. However, new laws and budget actions enacted to become effective in July 2011 reduce overall funding for CalWORKs operations and shorten time limits for adult welfare recipients from 60 months to 48 months. Due to these changes and reduced CalWORKs funding levels in FY2010-11, the department was unable to build new welfare-to-work initiatives. However, ongoing efforts to engage customers and promote skill building and career goals as well as efforts to strengthen community partnerships continue.

The Community Benefits Branch, the CalWORKs Employment Services Branch and the Administrative Services Branch successfully implemented the C-IV automation upgrade. This includes the imaging of all active public assistance case records. Efforts continue in the areas of marketing the online public assistance application tool "C-IV Yourself" and the interactive voice response tools for customer self-service for case inquiries with full implementation expected in FY 2011-12.

Community Benefits Branch continued efforts to implement a Service Center to streamline workload and sustain service delivery in the face of heavy workload pressures. An RFP for a vendor to assist with planning was issued in February 2011. Currently this effort is being assessed for viability given the numerous programmatic changes enacted by the State in March 2011 and anticipated funding reductions.

The Aging and Adult Services Branch advocated through the County Welfare Director's Association and C4A Director's group for restoration of the proposed FY2010-11 cuts for Adult and Aging Services. The efforts to restore funding were only partially successful. There continues to be a funding gap that will require reductions that are yet to be determined. Notice was given to the California Department of Aging to inform them that Monterey County would be terminating the Multi-Purpose Senior Services Program due to insufficient funding. The process for transitioning out MSSP began in January of 2011.

Aging and Adult Services Branch has begun a process of strategic planning. This process is being initiated to help the Branch determine how it will continue to provide services to the elderly and disabled population in light of the budget challenges. This process will require greater partnerships with the community to ensure continued services to the elderly and disabled population.

Family and Children's Services Branch completed the County Self Assessment process. The Peer Quality Case Review directed the efforts in the County Self Assessment. This process included input from community and agency stakeholders. The County Self Assessment was utilized to develop the State required Systems Improvement Plan (SIP) that was adopted by the Board of Supervisors in March 2011. The SIP will be used to focus the Branches efforts on challenges with "Stability in Placement" for our youth in foster care.

---

### **Budget Year Goals**

As part of the Department's three year Child Welfare Systems Improvement Plan the Family and Children's Services Branch will focus its efforts on ensuring "Stability in Placement" for our foster youth in care. In addition, Family and Children's Services Branch will attempt to reduce the level of care necessary for children in group home placements.

The Aging and Adult Services Branch will continue efforts to work closely with the community to ensure ongoing services to the elderly and disabled members of our community. A strategic planning process was initiated in 2011 to develop strategies to serve the growing population of seniors in light of declining resources.

The Community Benefits Branch will be tasked with implementing many challenging new benefit reductions in CalWORKs. These service level reductions include an 8% reduction in grants, a reduction in the time limit for adults from 60 months to 48 months, and new time limits for child-only cases (an additional 5% reduction after 60 months of aid, 10% after 72 months of aid and 15% after 84 months of aid.)

The Community Benefits Branch will continue implementing tools to support workload management and self-directed customer service. This includes implementing an automated voice response system for Community Benefits customers and promoting use of the C4Yourself internet-based on-line application. Planning for implementation of a Service Center continues, however an assessment of capacity in light of the numerous new program regulations and decreased planning resources needs to be conducted.

To the extent that program funding continues, staff will continue to support development of a Continuum of Care Ten Year Strategic Plan to address homeless prevention and intervention in partnership with the Coalition of Homeless Service Providers and key public, private and community stakeholders by June 2011.

With enactment of SB 72, the State of California is allowing counties the option of using CalWORKs grants to fund a wage subsidy program. The CalWORKs Employment Services branch will implement this new subsidized employment program in an effort to support the productive employment of CalWORKs families.

**Adopted 2011 to Recommended 2012 Positions**

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
11A12	DIRECTOR SOCIAL SERVICES	1.0	1.0	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	3.0	3.0	0.00
14B32	SENIOR PERSONNEL ANALYST	2.0	1.3	-0.67
14B51	DEPARTMENTAL HR MANAGER-MERIT SYSTEMS	1.0	1.0	0.00
14C30	MANAGEMENT ANALYST II	16.0	9.0	-7.00
14C31	MANAGEMENT ANALYST III	12.0	11.0	-1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	2.0	2.0	0.00
14C72	ADMINISTRATIVE SERVICES MANAGER	1.0	1.0	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	3.0	3.0	0.00
14H70	STAFF TRAINER II	10.0	8.0	-2.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.0	0.0	-1.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.0	1.0	0.00
20B10	ACCOUNTANT I	2.0	2.0	0.00
20B11	ACCOUNTANT II	2.0	1.0	-1.00
20B93	FINANCE MANAGER II	1.0	1.0	0.00
20B94	FINANCE MANAGER III	1.0	1.0	0.00
20B95	FINANCE MANAGER I	2.0	2.0	0.00
25E21	ELIGIBILITY WORKER II	139.0	139.0	0.00
25E22	ELIGIBILITY WORKER III	94.0	94.0	0.00
25E80	ELIGIBILITY SUPERVISOR	34.0	32.0	-2.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	7.0	4.6	-2.42
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	5.0	4.3	-0.75
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.0	2.0	0.00
52E22	PUBLIC HEALTH NURSE II	1.0	1.0	0.00
60C21	SOCIAL WORKER II	5.0	1.0	-4.00
60C22	SOCIAL WORKER III	16.0	14.0	-2.00
60C23	SOCIAL WORKER IV	1.0	0.0	-1.00
60C24	SOCIAL WORKER V	73.0	66.0	-7.00
60C81	SOCIAL WORK SUPERVISOR II	17.0	16.0	-1.00
60D11	SOCIAL SERVICES AIDE II	41.0	38.0	-3.00
60H11	EMPLOYMENT & TRAINING WORKER II	4.0	4.0	0.00
60H21	EMPLOYMENT & TRAINING WORKER III	37.0	31.0	-6.00
60H31	EMPLOYMENT & TRAINING SUPERVISOR	7.0	6.0	-1.00
60H32	SUPERVISING STAFF TRAINER	1.0	1.0	0.00
60I01	DEPUTY DIRECTOR SOCIAL SERVICES	4.0	3.0	-1.00
60I02	PROGRAM MANAGER II	12.0	11.0	-1.00
60X01	COMMUNITY AFFILIATION MANAGER	1.0	0.0	-1.00
70A21	CUSTODIAN	1.0	1.0	0.00
70F79	WAREHOUSE WORKER	1.0	1.0	0.00
70F82	SUPERVISING WAREHOUSE WORKER	1.0	1.0	0.00
70N01	OFFICE MAINTENANCE WORKER	2.0	2.0	0.00
80A31	SECRETARY	12.0	10.0	-2.00
80A32	SENIOR SECRETARY	5.0	4.0	-1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.0	1.0	0.00
80E21	OFFICE ASSISTANT II	91.0	85.0	-6.00
80E22	OFFICE ASSISTANT III	30.0	28.0	-2.00
80E80	PRINCIPAL OFFICE ASSISTANT	15.0	15.0	0.00
80E81	SUPERVISING OFFICE ASSISTANT I	15.0	14.0	-1.00

Social & Employment Services

---

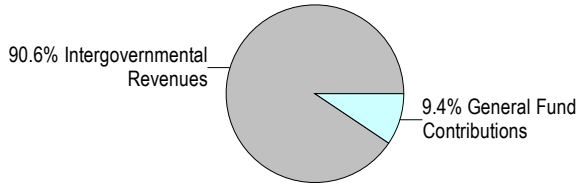
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
80E82	SUPERVISING OFFICE ASSISTANT II	1.0	1.0	0.00
80E98	PRINCIPAL CLERK-CONFIDENTIAL	3.0	2.0	-1.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	2.0	2.0	0.00
80J22	SENIOR ACCOUNT CLERK	4.0	4.0	0.00
80J30	ACCOUNTING TECHNICIAN	3.0	3.0	0.00
80W21	WORD PROCESSOR	1.0	1.0	0.00
99ZXX	ALLOCATION ON LOAN XX	0.0	1.0	1.00
	Total	750.0	692.2	-57.80

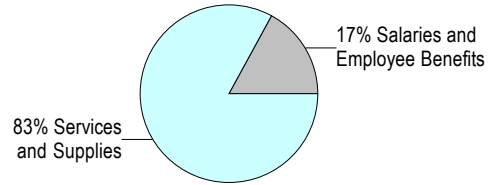
# Area Agency on Aging

(Unit 8268— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	287,919	387,277	299,812	418,848	411,057	23,780
Services and Supplies	1,912,761	1,885,164	1,856,299	1,992,305	2,000,096	114,932
Other Charges	0	(104,737)	0	(107,411)	(107,411)	(2,674)
<b>Subtotal</b>	<b>\$2,200,681</b>	<b>\$2,167,704</b>	<b>\$2,156,111</b>	<b>\$2,303,742</b>	<b>\$2,303,742</b>	<b>136,038</b>

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	2,024,830	1,933,118	1,921,525	2,087,127	2,087,127	154,009
Miscellaneous Revenues	33,392	0	0	0	0	0
<b>Subtotal</b>	<b>\$2,058,222</b>	<b>\$1,933,118</b>	<b>\$1,921,525</b>	<b>\$2,087,127</b>	<b>\$2,087,127</b>	<b>154,009</b>
General Fund Contributions	\$142,458	\$234,586	\$234,586	\$216,615	\$216,615	(17,971)
<b>Total Source of Funds</b>	<b>\$2,200,681</b>	<b>\$2,167,704</b>	<b>\$2,156,111</b>	<b>\$2,303,742</b>	<b>\$2,303,742</b>	<b>136,038</b>

## Unit Description

The Area Agency on Aging 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. Led by a 15 member advisory council, planning efforts focus upon the home and community based care. Annually, the AAA allocates funds to local nonprofit organizations serving seniors and their family caregivers with the objective of improving their physical and social well-being. Among the program services provided through contracts with various agencies are the Health Insurance Counseling and Advocacy Program (HICAP), Ombudsman, family caregiver support, home-delivered and congregate meals, information and referral, legal assistance, and adult day care programs. These activities are funded by the Older American Act and the Older Californians Act with State and Federal revenues, supplemented by a County share for administrative expenses.

## Prior Year Accomplishments

Accomplishments for this unit included at the department level.

## Budget Year Goals

The Area Agency on Aging will conduct a community wide assessment of senior services needs and service gaps. The findings from the needs assessment will be instrumental for the development of the FY 2012-13 to FY 2015-16 Four Year Area Plan.

The Area Agency on Aging will convene community-wide stakeholder groups to assess, evaluate and plan for federal health care reform Community Based Long Term Services and Supports as well as for implementation of the Federal Older Justice Act.

---

**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14C31	MANAGEMENT ANALYST III	1.0	1.0	0.00
20B11	ACCOUNTANT II	1.0	1.0	0.00
60102	PROGRAM MANAGER II	1.0	1.0	0.00
	Total	3.0	3.0	0.00



# Multipurpose Senior Services Program

(Unit 8270— Fund 001)

## Source of Funds

Intentionally Left Blank

## Use of Funds

Intentionally Left Blank

## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	616,587	769,374	620,559	0	0	0
Services and Supplies	25,330	120,805	269,620	0	0	0
Other Charges	110,884	131,121	131,121	0	0	0
Subtotal	\$752,800	\$1,021,300	\$1,021,300	\$0	\$0	0

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	666,865	771,300	771,300	0	0	0
Other Financing Sources	0	250,000	250,000	0	0	0
Subtotal	\$666,865	\$1,021,300	\$1,021,300	\$0	\$0	0
General Fund Contributions	\$85,935	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$752,800	\$1,021,300	\$1,021,300	\$0	\$0	0

## Unit Description

The Multipurpose Senior Service Program (MSSP) provides case management services for approximately 165-175 MediCal individuals age 65 and over who are certified to need skilled nursing level of care, but are able to remain at home with supportive services/goods arranged, purchased, and monitored by a social work and nurse case manager. Without home based supportive services, there will be an increase in placements into skilled nursing facilities. Of the 13 skilled nursing facilities in Monterey County 10 are rated as average or below by the Medicare Nursing Home Compare rating. Due to the limited number of

MediCal beds available in this County, individuals often are placed into facilities out of county. For those individuals maintained at home by family without the support of MSSP, there often is an increase in Emergency Room utilization, an increase in Adult Protective Services referrals as crises arise and an increase in caregiver stress for families attempting to meet the 24/7 care needs of the frail, aged and infirmed family member.

Due to the severe budget challenge faced by the County and State underfunding of program costs, the Department is recommending that it no longer operate this program. The State may seek another partner to operate this important program.

---

**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
20B10	ACCOUNTANT I	1.0	0.0	-1.00
52E22	PUBLIC HEALTH NURSE II	1.0	1.0	0.00
60C22	SOCIAL WORKER III	1.0	0.0	-1.00
60C24	SOCIAL WORKER V	3.0	0.0	-3.00
60C81	SOCIAL WORK SUPERVISOR II	1.0	0.0	-1.00
80J22	SENIOR ACCOUNT CLERK	1.0	0.0	-1.00
	<b>Total</b>	<b>8.0</b>	<b>1.0</b>	<b>-7.00</b>

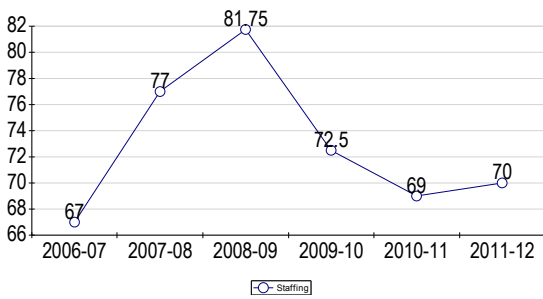
# Library

Operating Budget: \$7,777,138  
Positions (FTEs): 70.0

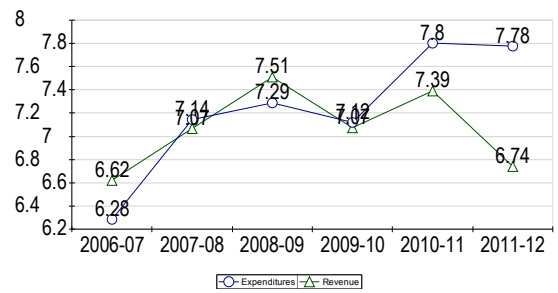
Jayanti Addleman  
County Librarian

Library

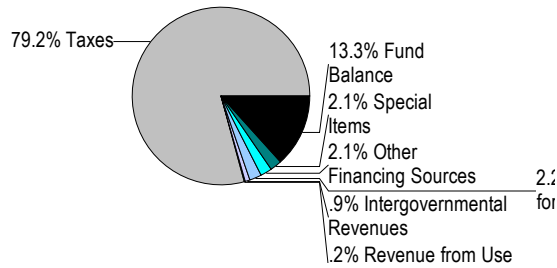
**Staffing Trends**



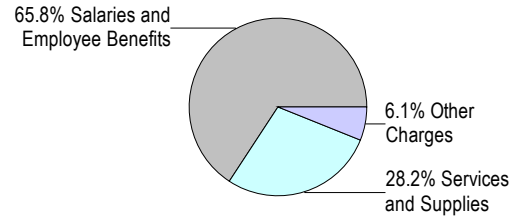
**Expenditure/Revenue History (in thousands)**



## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	4,325,878	4,770,169	4,539,076	5,113,752	5,113,752	343,583
Services and Supplies	1,954,432	2,250,665	2,210,328	2,191,544	2,191,544	(59,121)
Other Charges	813,063	807,446	807,446	471,842	471,842	(335,604)
Capital Assets	26,515	0	245,938	0	0	0
Subtotal	\$7,119,888	\$7,828,280	\$7,802,788	\$7,777,138	\$7,777,138	(51,142)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Taxes	6,254,154	6,137,956	6,238,694	6,161,259	6,161,259	23,303
Revenue from Use of Money & Property	35,473	30,000	25,132	15,000	15,000	(15,000)
Intergovernmental Revenues	167,046	155,140	293,560	67,043	67,043	(88,097)
Charges for Services	140,437	143,100	169,993	170,000	170,000	26,900
Miscellaneous Revenues	79	671	671	0	0	(671)
Other Financing Sources	179,622	162,468	162,468	162,468	162,468	0
Special Items	297,368	278,000	500,235	165,000	165,000	(113,000)
Subtotal	\$7,074,179	\$6,907,335	\$7,390,753	\$6,740,770	\$6,740,770	(166,565)
Fund Balance	45,709	920,945	412,035	1,036,368	1,036,368	115,423
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$7,119,888	\$7,828,280	\$7,802,788	\$7,777,138	\$7,777,138	(51,142)

## Department Description

The Monterey County Free Libraries (MCFL) is a network of information centers serving the diverse communities of Monterey County by offering opportunities for all to succeed in school, work and in their personal lives. This is the mission of MCFL, which it fulfills by offering various services and programs to the public. Details of these services and programs are available at [montereycountyfreelibraries.org/services.html](http://montereycountyfreelibraries.org/services.html).

MCFL actively addresses the following Board Strategic Initiatives: Plan and develop a sustainable physical infrastructure that improves the quality of life for County residents; promote the use of alternative energy sources and related best practices that benefit the environment; and streamline operations for greater accountability and efficiency of service delivery and cost savings.

Monterey County Free Libraries 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.

Public Services (80%) includes access to library services through 17 branches, 3 bookmobiles, a virtual branch/website, and Library by Mail; borrowing print and AV materials; reference and reader advisory; children's and teen services; programs for adults and youth; homework assistance for K-12 students; literacy programs for adults and families; and free access to computers, the Internet, downloadable e-books and audiobooks, and several subscription databases.

Support Services (14%) includes selection, acquisition, cataloging, and physical preparation, and distribution of library materials; database management; loan of materials between library systems; and maintenance and management of the Library's automated library information system and the public access computers.

Administrative Services (6%) includes planning; policy formation and implementation; fiscal, personnel, and organizational management; staff development and training; public information; community relations and participation in the local library

consortium (MOBAC); and library system infrastructure and facilities management.

---

### Summary of Recommendation

The Fiscal Year (FY) 2011-12 County Library Recommended Budget appropriations decreased by (\$51,142), an approximately (0.7%) decrease from FY 2010-11.

Salaries and Benefits increased by \$343,583, a 7.2% increase over FY 2010-11. The increase is due primarily to increased costs in employee benefits such as worker's compensation, health insurance, and annual salary step increases. Services and Supplies decreased by \$59,121, a 2.70% decrease from FY 2010-11. Decreases in Services and Supplies were achieved in the areas of janitorial services, office supplies and internal and external communication expenditures. Other Charges decreased by \$335,604, a 71% decrease from the prior fiscal year. The primary reason for the decrease was a reduction in Cost Plan charges.

The FY 2011-12 County Library Recommended Budget revenue decreased by \$166,565, a 2.5% decrease from FY 2010-11. No increase in the Library's main revenue source, taxes, is anticipated. However, Intergovernmental Revenue decreased by \$88,097 and Special Items, such as donations decreased by \$113,000. Other Financing Sources, which is a General Fund allocation, remains constant.

The imbalance between expenditures and revenues results in a significant use of fund balance to maintain operations at the current level. The Library is working on a "Financial Plan" to ensure the Library Fund maintains a positive cash balance.

---

### Budget Impacts

To minimize the impact of the imbalance between expenditures and revenues, the Library has reduced the use of on-call staff to cover employee vacancies and sick leave, and, decreased the purchase of Library materials to minimal levels. Additionally, there may be pending expenditures to address two major unforeseen issues with branch facilities. Both factors may result in the Library executing a Financial Plan that may see reductions in services, hours, access points and other opportunities to align expenditures with revenues and meet fund balance requirements.

The improvement of the Prunedale library, which was part of the approved Capital Projects for FY 2009-10, is on hold until funds are released.

---

### Prior Year Accomplishments

General economic conditions and the fiscal challenges faced by the Library have not resulted in a lowering of demand for the County Library's resources. The Library has continued to work toward finding economic, efficient and effective processes to meet demand.

The County Library implemented main components of its long-term strategic plan and a prioritization of core services through the following:

Expanded the availability of the Internet and Wi-Fi through additional branches and implemented virtual reference services, online chat and texting.

Digitized 200 county historical photo images and implemented a genealogy database.

Upgraded the integrated library system through the introduction of a state-of-the-art Polaris Library System.

Collaborated with the City of Seaside and the City of Gonzales as they respectively plan a new Branch Library as part of their redevelopment plans.

Expanded the Library by Mail program through a pilot project that targeted three areas within the County. The pilot produced approximately 104 additional bags handled, which represents a 27% increase.

Increased the number of students using the library for homework help by an estimated 1,970 students. Participation in library programs increased by an estimated 491, a 1% increase. The Adult Learning Literacy Instruction increased by approximately 7%.

The County Library has traditionally depended on grant funding for the homework centers, summer programs and the literacy programs. The Foundation for Monterey Free Libraries, the local Friends of the Library groups, and the MCFL have been very successful in seeking new funding opportunities and grant awards, such as:

Received an American Recovery and Reinvestment Act (ARRA) grant of \$105,000 for a new bookmobile, with a matching amount of \$195,000 received through the Foundation from a private donor.

Broadband Technology Opportunities Program (BTOP) provided \$163,000 through a partnership with the County Office of Education, which partially funded the hiring of a Technology Librarian and the purchase of digital content management software.

Several smaller in-kind grants were received, including \$20,000 from the Community Hospital of Monterey Peninsula for medical information collection and the receipt of a 72% discount on telecommunication services through the Federal E-Rate program. This is the thirteenth consecutive year the library has successfully applied for E-Rate funds.

---

### Budget Year Goals

During FY 2011-12, MCFL will continue to meet the Board of Supervisors Strategic Initiatives and Key Objectives through meeting the following goals:

Celebrate the Library's centennial in FY 2011-12 with special programs and events throughout the county.

Complete the Library's strategic plan.

Complete the renovation/replacement of the San Lucas and Parkfield libraries.

Implement new hours that broaden and improve service delivery to end users.

Re-evaluate and revamp bookmobile services for improved and more efficient service delivery.

Re-evaluate and revamp Library-by-Mail services for improved and more efficient service delivery.

Work with the cities of Gonzales and Seaside in their pursuit of new library buildings.

Review and revamp the County Library website.

issues have arisen that may result in the need for a new facility. Determining the cost of the project and a source of funding is necessary in order to open the library and serve the Parkfield community.

Due to the current condition of the real estate market, the sale of the old administration building at 26 Central Avenue in Salinas is pending. The proceeds from the sale, less County costs associated with the facility, are earmarked for the City of Marina.

### Pending Issues

The San Lucas branch library is currently closed. Funding was previously allocated in the Capital Fund to address construction and maintenance issues. Additional issues have arisen with the facility that may result in the need for a new facility. Determining the cost of the project and a source of funding is necessary in order to open the library and serve the San Lucas community.

The Parkfield branch library, currently closed. This library facility was under consideration for construction maintenance, however,

### Policy Considerations

There are no policy considerations.

### Appropriation Expenditure Detail

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Library (LIB001)	7,119,888	7,828,280	7,802,788	7,777,138	7,777,138	(51,142)	003	6110_8141
Subtotal	\$7,119,888	\$7,828,280	\$7,802,788	\$7,777,138	\$7,777,138	(51,142)		

### Crosswalk - Advantage Appropriation to AFIN Budget Unit

Advantage		AFIN			
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
(LIB001)	Library	611	County Library	003	County Library Fund

### Department Workload Information

LIBRARY SERVICES	2009-2010 Actual	2010-2011 Estimated
<b>Program: Public Services</b>		
Customers visiting the library	996,045	963,703*
Items borrowed by library customers	804,648	825,356
Information requests filled for library customers	130,309	135,572
Students receiving homework assistance	19,703	21,673
Children and adults attending library programs	71,509	72,000
Customers using library computers	275,344	242,660*
Number of registered library card holders	133,172	134,292
Adult learners who received literacy instruction	89	95
Volunteer Literacy tutors	81	87
<b>Program: Technical Support Services</b>		
Items processed and added to the library collection	30,645	28,247
Titles added to the collection	14,881	12,726
Items borrowed from other libraries for County residents	3,690	3,274
Items loaned to residents of other library jurisdictions	2,390	2,817
Items for County customers transferred between branches	135,396	115,392

**LIBRARY SERVICES**

**2009-2010  
Actual**

**2010-2011  
Estimated**

**Service Delivery through other methods**

Number of online catalog searches	948,937	1,014,761
Customers served through the bookmobiles	5,749	6,612
Bags mailed out through Library by Mail	381	485

\*Reduction in numbers is in part due to the extended closure of the San Lucas and Parkfield branches.

**Adopted 2011 to Recommended 2012 Positions**

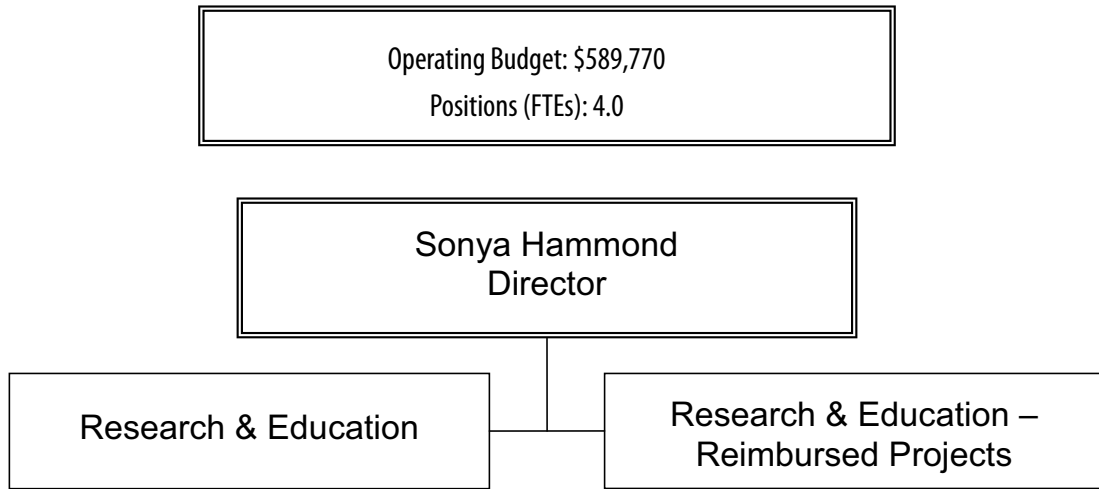
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
11A05	COUNTY LIBRARIAN	1.0	1.0	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.0	1.0	0.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECLIST	1.0	1.0	0.00
65A10	LITERACY PROGRAM ASSISTANT	1.0	1.0	0.00
65A11	LITERACY PROGRAM SPECIALIST	1.0	1.0	0.00
65A31	LIBRARIAN	1.0	1.0	0.00
65A33	SUPERVISING LIBRARIAN	10.0	11.0	1.00
65A40	PRINCIPAL LIBRARIAN	3.0	3.0	0.00
65A85	MANAGING LIBRARIAN	3.0	3.0	0.00
80C01	LIBRARY ASSISTANT I	12.0	12.0	0.00
80C21	LIBRARY ASSISTANT II	22.5	22.5	0.00
80C22	LIBRARY ASSISTANT III	10.5	10.5	0.00
80J21	ACCOUNT CLERK	1.0	1.0	0.00
80J22	SENIOR ACCOUNT CLERK	1.0	1.0	0.00
<b>Total</b>		<b>69.0</b>	<b>70.0</b>	<b>1.00</b>



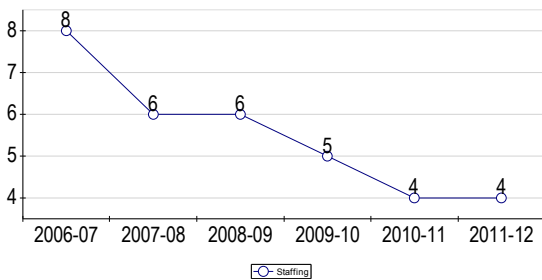
This page intentionally left blank.



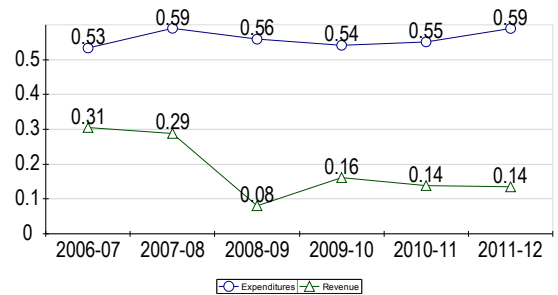
# Cooperative Extension Service



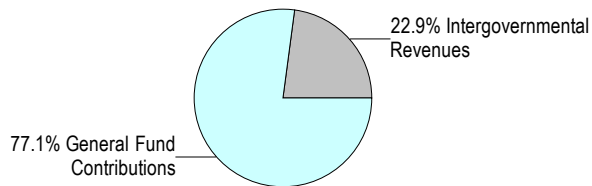
**Staffing Trends**



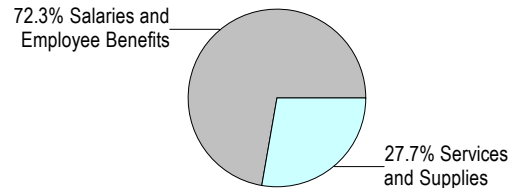
**Expenditure/Revenue History (in thousands)**



## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	421,324	460,350	400,436	560,623	426,229	(34,121)
Services and Supplies	120,032	148,148	150,738	156,030	163,541	15,393
Subtotal	\$541,356	\$608,498	\$551,174	\$716,653	\$589,770	(18,728)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	161,548	193,196	138,699	135,670	135,059	(58,137)
Subtotal	\$161,548	\$193,196	\$138,699	\$135,670	\$135,059	(58,137)
General Fund Contributions	\$379,808	\$415,302	\$412,475	\$580,983	\$454,711	39,409
Total Source of Funds	\$541,356	\$608,498	\$551,174	\$716,653	\$589,770	(18,728)

## Department Description

Cooperative Extension is one of the oldest departments in the County. At the request of Monterey County, the University of California and the County of Monterey started the local Cooperative Extension office in 1918 for the betterment of the County's economy and quality of life. Cooperative Extension is a national program under the USDA and the land grant university of each state. Cooperative Extension was authorized in 1914 by the Federal Smith Lever Act to bring the research and knowledge of the land grant universities directly to counties. Cooperative Extension (Agricultural Extension) is a department that is jointly supported by Monterey County, the University of California and the United States Department of Agriculture. It is considered to be a part of the statewide educational arm of the University of California, Division of Agriculture and Natural Resources. The Department in Monterey County conducts research and educational programs in five principal areas: agriculture, 4-H youth development and leadership training, nutrition, natural resources, and marine issues.

Board Strategic Initiatives that Cooperative Extension actively addresses: Active engagement in appropriate economic development, promoting the use of alternative energy sources and related best practices that benefit the environment, and creating new approaches aimed at increasing the overall well-being and quality of life for Monterey County residents.

Agricultural Program: The Agricultural Program is conducted by the Farm Advisors (U.C. paid academics) who were selected because of their expertise and degrees in their disciplines, in addition to their abilities to teach and work with people. Their mission is to provide local actionable research and education that is

geared to protecting and promoting Monterey County's farm-based economy, the number one industry. Over the years, the Advisors and their areas of expertise have changed in response to the changing needs of the agricultural industry. Programs include research and education in integrated pest management, invasive species, food safety, sustainability and agriculture-urban edge interface. The Agricultural Program has five Farm Advisors with programs in Entomology; Irrigation; Water Quality and Water Policy; Plant Pathology and Food Safety; Viticulture; Weed Science and Vegetable Crops; and cross-county assignments in Strawberries; Ornamental Horticulture; Agricultural Economics and Farm Management; Natural Resources; Pomology; and Rangeland Management. The advisors also have commodity assignments so that virtually every type of crop grown in Monterey County is covered. The programs promote the economic viability of the four billion dollar agricultural industry and the protection of environmental resources.

4-H Youth Program: The mission of the 4-H Youth Development Program is to instill leadership, citizenship and life skills in our youth through hands-on learning and community service. In Monterey County there are 14 clubs serving 604 young people, ages 5 through 19, with updated and dynamic projects in areas such as health and leisure, leadership, family and consumer science, engineering, computer science, and resource science, as well as the ever-popular animal science and plant science programs, enabling youth to reach their fullest potential. Approximately 317 adult volunteer leaders assist the University-staffed Youth Development Advisor and Program Representative. The program is open to all children and offers diverse programs to meet different needs and interests. University-backed research and publications provide the curriculum for the 4-H projects. The Youth Development Advisor

provides research-based programs and training to schools and youth-serving agencies to promote youth resiliency, leadership, and environmental and science learning. Adult volunteers receive professional training. The local Cooperative Extension has acquired special state funding in support of 4-H for military youth. Based on research that shows the United States is significantly trailing other nations in science education, Monterey County is now participating in the national 4-H SET initiative (Science, Engineering and Technology).

Natural Resources Program: Advisors work to solve local issues such as pine pitch canker, Monterey pine tree health, Sudden Oak Death (SOD), rangeland management, water quality, soil conservation, and land use. Cross-county Advisors add to the in-County expertise, and UC campus specialists are contacted to collaborate and bring additional knowledge to bear on specific County issues as they arise.

Advisor Assistant III would have increased agricultural productivity and jobs; provided evaluations needed for new agricultural technology start-up businesses; better positioned Cooperative Extension to acquire a new UC-paid advisor; and restored the nutrition programs.

### Prior Year Accomplishments

Accomplishments are included under the unit level narratives.

### Budget Year Goals

Goals are included under the unit level goals.

### Pending Issues

There are no pending issues.

### Budget Impacts

Because an additional Farm Advisor Assistant III position was not authorized, new grants will be restricted. The addition of a Farm

### Policy Considerations

There are no policy considerations.

### Appropriation Expenditure Detail

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Cooperative Extension (EXT001)	424,355	415,302	412,475	580,983	454,711	39,409	001	6210_8021
Cooperative Ext -Reimbursed Projects (EXT001)	117,000	193,196	138,699	135,670	135,059	(58,137)	001	6210_8022
Subtotal	\$541,356	\$608,498	\$551,174	\$716,653	\$589,770	(18,728)		

### Crosswalk - Advantage Appropriation to AFIN Budget Unit

Advantage			AFIN		
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
(AGR001)	Agriculture Commissioner	281	Agricultural Commissioner	001	General
(AGR001)	Agriculture Commissioner	282	Produce Inspection	001	General
(EXT001)	Cooperative Extension Service	621	Cooperative Extension Service	001	General
(EXT001)	Cooperative Extension Service	622	Coop Extension - Reimb Projects	001	General

### Department Workload Information

	FY 2008-09	FY 2009-10	FY 2010-11
<b>EDUCATION</b>			
Seminars Organized			
Entomology	0	2	1
Irrigation/Water Quality & Policy	6	6	6
Nutrition	4	4	4
Plant Pathology	2	2	2
Viticulture	2	2	2
Weed Science/Vegetable Crops	3	3	3
TOTAL	17	19	18
Presentations			
County Director	8	7	12
Entomology	0	5	3
Irrigation/Water Quality & Policy	35	36	35
Nutrition	27	20	30

Plant Pathology	13	12	9
Viticulture	11	12	14
Weed Science/Vegetable Crops	15	21	18
<b>TOTAL</b>	<b>109</b>	<b>113</b>	<b>121</b>

#### UC RESEARCH PROJECTS/GRANTS

County Director	9	15	3
Entomology	3	3	7
Irrigation/Water Quality & Policy	8	11	9
Nutrition	2	1	1
Plant Pathology	9	16	9
Viticulture	3	4	4
Weed Science/Vegetable Crops	11	19	14
<b>TOTAL</b>	<b>45</b>	<b>69</b>	<b>47</b>
<b>DOLLAR AMOUNT</b>	<b>\$2,621,089</b>	<b>\$2,435,708</b>	<b>\$2,306,860</b>

#### NEWSLETTERS/PUBLICATIONS

Crop Notes	6,852	1,920	2,304
4-H News Notes	10,386	9,744	8,628
Edible Express	1,100	952	952
Favorite Family Food	1,590	1,638	1,638
Central Coast Vineyard News	420	442	880
<b>TOTAL</b>	<b>20,348</b>	<b>14,696</b>	<b>14,402</b>

#### CONSULTATIONS

County Director	122	81	142
Farm Advisors	6,725	6,807	6,552
Nutrition	5,668	3,500	2,995
<b>TOTAL</b>	<b>12,515</b>	<b>10,388</b>	<b>9,689</b>

#### 4-H YOUTH DEVELOPMENT

Activities (# youth)	3,796	4,100	4,108
Consultations	300	314	322
Events	73	70	73
Visitations	20	23	30
County Fair meetings	12	12	12
<b>TOTAL</b>	<b>4,201</b>	<b>4,519</b>	<b>4,545</b>

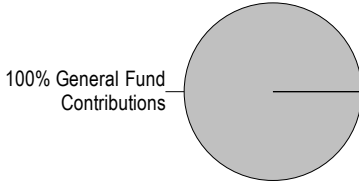
#### ADMINISTRATIVE/CLERICAL SUPPORT

# Budget Units (developed/ managed)	2	2	2
# Contracts, Grants, Expenditure Funds supported	45	69	70
Telephone calls	54,178	56,200	55,300
Counter calls	17,250	18,650	18,300
# staff personnel supported (HR/ Payroll/etc.)	22	26	23
# UC Academic Staff supported	6	6	6

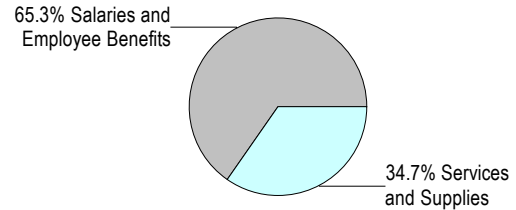
# Cooperative Extension

(Unit 8021— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	313,159	280,645	273,329	430,740	296,957	16,312
Services and Supplies	111,196	134,657	139,146	150,243	157,754	23,097
Subtotal	\$424,355	\$415,302	\$412,475	\$580,983	\$454,711	39,409

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$424,355	\$415,302	\$412,475	\$580,983	\$454,711	39,409
Total Source of Funds	\$424,355	\$415,302	\$412,475	\$580,983	\$454,711	39,409

## 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.

## Prior Year Accomplishments

General: Brought to the County for the betterment of its economy, people and natural resources: \$1,008,589 in non-restricted research grants, 46 specific research grant projects, managing up to \$1,298,271 for these specific grants. Provided volunteer services (at \$25.25, as published by the Independent Sector, 2009 National Average for value of volunteer time) worth approximately \$1,377,797 for youth development and community plant beautification and restoration projects. Provided 950 diagnostic tests/identifications (insects, plant diseases, weeds, other plant disorders) to the agricultural industry, pest management industry and homeowners. Made 9,689 contacts in classes and consultations to extend research-based information to primary clientele of agricultural and industry-related people.

Entomology Research Program: Researched control methods for Light Brown Apple Moth to prevent crop losses. Studied Lygus bug ecology, developmental biology and determined the migration patterns between wide hosts and strawberries in order to develop

an area-wide Lygus bug management program for strawberry growers. Tested novel insecticides with reduced risk for control of aphid, worm and leafminer pests in lettuce crops. Tested natural resistance levels of available lettuce and spinach breeding lines to leafminers and investigated the biochemical mechanisms.

Plant Pathology Research Program: Field studies indicated that *E. coli* survived for a fairly long time (over 100 days) on large amounts of crop residues that are disked into the field; growers might therefore need to examine management practices to encourage *E. coli* die out. This is a departure from other findings that showed *E. coli* dies quickly in soil and on young plant surfaces. Our pathology team discovered that the new plant collapse pathogens that were previously found in Ventura and Santa Barbara counties now occur in our central coast region (Monterey and Santa Cruz counties). We are warning growers and helping them determine if the new problems are in their particular ranches. Spinach downy mildew continues to threaten quality and yields of spinach. We provide race identification services to farmers and find new races that damage the commonly used cultivars.

Irrigation and Water Quality Research Program: Our research showed that strawberry growers are causing much less nitrate contamination of the ground water than was previously believed by the Regional Water Quality Control Board. We demonstrated how to use weather data to minimize nitrate leaching in lettuce production. We demonstrated that *E. coli* O157 survived only a few

days when inoculated on drip and sprinkler irrigated lettuce leaves. We demonstrated that low biomass cover crops can be used to reduce storm run-off from fallow vegetable fields.

**Vegetable and Weed Science Research Program:** Conducted trials with growers to help them better understand and manage nitrogen fertilization to improve nitrogen use efficiency and reduce nitrate losses. Conducted trials on mechanical cultivators that can help reduce weeding costs and improve the efficiency of weed removal. Completed trials on low residue cover crops to reduce sediment and nutrient loss from winter fallow production fields. Also produced a video of the trials that is posted on YouTube ([http://www.youtube.com/watch?v=k0oVVJ\\_BA7s](http://www.youtube.com/watch?v=k0oVVJ_BA7s)). Conducted research on weed control in spinach, lettuce and peppers to provide growers with tools to more effectively and economically control weeds.

**Viticulture Research Program:** Completed a five year study that evaluated in-row cover cropping as a management tool in vineyards. The use of in-row cover cropping improved soil health parameters such as organic matter content and biological activity. Yields were improved in the last year of the study by the in-row cover cropping. Powdery mildew management is the number one pest problem in Monterey County. Studies have evaluated new control practices to improve current management practices. Evaluation of grape plant material for central coast vineyards is important for the unique growing conditions in the County. Research has provided performance knowledge for a wide range of local site conditions. A long-term evaluation of rootstocks on a winter cold damage prone site has been established to demonstrate the growth and yield suppression, and time of recovery differences for newly released rootstocks.

Research-based information has been produced for the invasive insect pests light brown apple moth and the European grapevine moth. This information has been produced in English and Spanish with a goal of assisting in the field identification of these pests by vineyard workers.

Provided nutrition curriculum and support countywide to 4,644 students in 19 schools and brought in \$100,000 in Federal matching funds for nutrition education. Improved the eating habits of class participants, showing a 64% increase in the amount of vegetables and fruits in family meals and a 19% decrease in fat in meals of attendees. Developed a network bringing together consumers and professionals for the purpose of promoting and exchanging nutrition-related information and news. Provided 317 adult volunteers who offered activities and supervision for the youth of Monterey County. Supported 4-H youth groups who provided community service projects to the County, such as volunteering at Dorothy's Kitchen, donating money they had raised to Ag Against Hunger, conducting a celebration and ceremony to honor the County's community heroes. Promoted and rewarded youth leadership by providing scholarships, sending youth to leadership conferences locally and as far away as Washington D.C.

---

## 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 the latest research information on new invasive species and work with appropriate groups and agencies to prevent local outbreaks. Provide diagnostic services that lead to the discovery of new diseases that can be stopped before they spread. Develop economic data that promotes good business decisions. Provide anti-bioterrorism diagnostic

services for the agricultural industry. Maintain and enhance the resources of the region by conducting food safety (E. coli) research for local growing conditions.

**Entomology Research Program:** Develop information on the biology and ecology of insect pests and devise management strategies. Develop naturally resistant lettuce and spinach crops. Develop an integrated Lygus bug insecticide resistance management program in strawberries. Evaluate novel insecticides with reduced risk for control of insect pests in lettuce.

**Plant Pathology Research Program:** Investigate ways to reduce survival of E. coli on post-harvest crop residues in the soil. New strawberry pathogens in Monterey and Santa Cruz counties: Study the biology and host range of damaging soil borne pathogens (Macrophomina, Fusarium) and seek ways for growers to control them. New diseases of minor crops: Investigate and characterize new diseases of parsley and fennel. Spinach downy mildew: Seek and identify the new races, as well as identify new, resistant cultivars of spinach for growers to use.

**Irrigation and Water Quality Research Program:** Improve Water Quality and Quantity by: Develop a web-based application for growers to improve irrigation scheduling of leafy greens using weather data. Identify lettuce varieties that are tolerant to drought and low nitrogen conditions. Evaluate the use of denitrification bioreactors for reducing nitrate concentrations in tile drainage water. Evaluate the use of organic materials for sequestering pesticides in irrigation run-off.

**Vegetable and Weed Science Research Program:** Develop information on the efficient nitrogen fertilization of spinach and lettuce to assist growers' compliance with new restrictions on the use of fertilizer by the Regional Water Quality Control Board. Develop an effective last season weed control system for peppers to reduce weeding costs and safeguard yield. Evaluate the effectiveness of winter crop management systems to reduce nitrate leaching. Evaluate an effective system for reducing the nitrate content of tile drain water that flows to the Marine Sanctuary.

**Viticulture Research Program:** Begin evaluations on a long-term study of the sustainability of increased mechanization of coastal vineyards to improve profitability. Evaluate monitoring tools for the early detection of powdery mildew in coastal vineyards. Evaluate grape rootstocks and control practices to reduce the impact of nematode pests in vineyards. Improve the awareness of local grape growers to assist in the early detection of invasive insect pests of coastal vineyards.

Improve the quality of life for the County's youth, seniors and families by: Training adult volunteers to work directly with youth. Provide opportunities for youth to become engaged in positive, research-based activities and to develop responsibility and leadership through community service. Train Master Gardener volunteers who conduct community enhancement service projects.

Maintain and enhance the natural resources of the County by: Providing information through classes, workshops, newsletters, personal consultations and web-site that leads to the use of softer or less chemicals for pest control or effective alternatives to chemical controls. Provide farmers and policy makers unbiased, research-based information regarding water usage. Extend information to farmers about practices that can lead to decreased nitrogen leaching and cleaner water runoff. Develop alternatives to pesticides that might degrade water quality or air quality.

**Adopted 2011 to Recommended 2012 Positions**

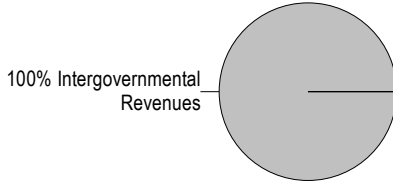
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.0	1.0	0.00
80A31	SECRETARY	1.0	1.0	0.00
80J30	ACCOUNTING TECHNICIAN	1.0	1.0	0.00
<b>Total</b>		<b>3.0</b>	<b>3.0</b>	<b>0.00</b>

Cooperative Extension Service

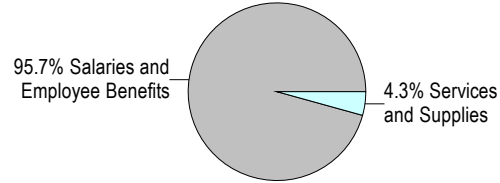
# Cooperative Ext -Reimbursed Projects

(Unit 8022— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	108,164	179,705	127,107	129,883	129,272	(50,433)
Services and Supplies	8,836	13,491	11,592	5,787	5,787	(7,704)
Subtotal	\$117,000	\$193,196	\$138,699	\$135,670	\$135,059	(58,137)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	161,548	193,196	138,699	135,670	135,059	(58,137)
Subtotal	\$161,548	\$193,196	\$138,699	\$135,670	\$135,059	(58,137)
General Fund Contributions	(\$44,548)	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$117,000	\$193,196	\$138,699	\$135,670	\$135,059	(58,137)

## Unit Description

This Budget Unit supports the Agriculture 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/cultural practices, weed science, viticulture, insect control, natural resources, irrigation, water quality and water policy.

## Prior Year Accomplishments

This unit serves a specific, defined financial purpose in that all expenditures are reimbursed by the University of California. Accomplishments for Cooperative Extension can be found under Unit 8021.

## Budget Year Goals

This unit serves a specific, defined financial purpose in that all expenditures are reimbursed by the University of California. Goals for Cooperative Extension can be found under Unit 8021.

## Adopted 2011 to Recommended 2012 Positions

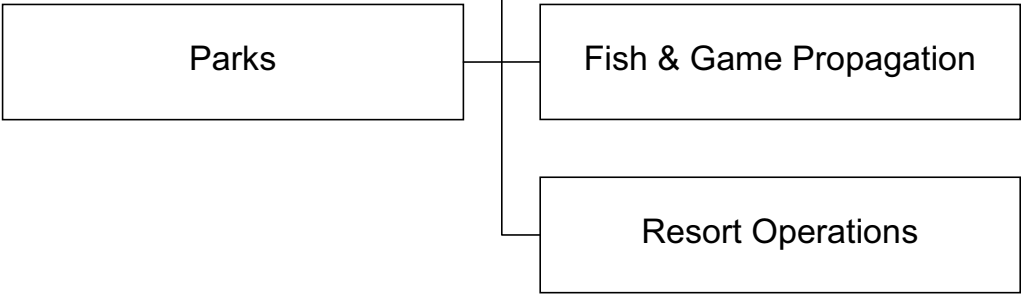
Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
43T23	FARM ADVISOR ASSISTANT III	1.0	1.0	0.00
Total		1.0	1.0	0.00



# Parks

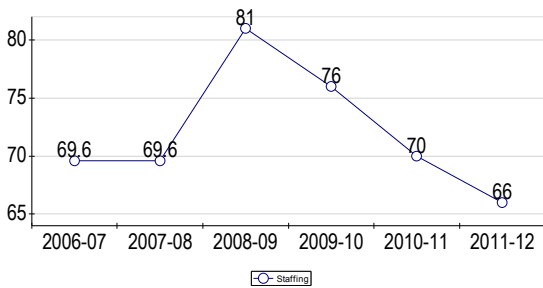
Operating Budget: \$14,633,525  
Positions (FTEs): 66.0

John Pinio  
Director

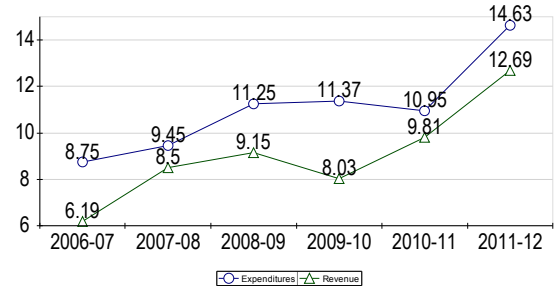


Parks

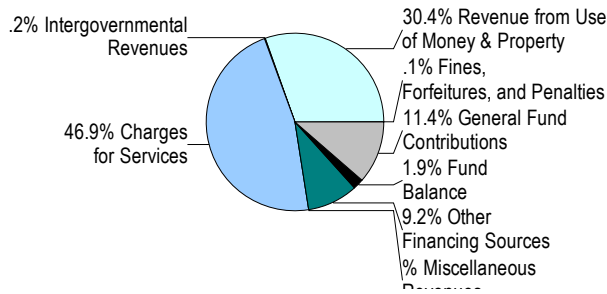
**Staffing Trends**



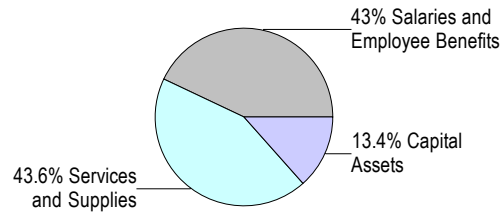
**Expenditure/Revenue History (in thousands)**



## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	5,893,979	6,352,250	6,024,980	6,960,547	6,412,270	60,020
Services and Supplies	4,581,223	4,169,904	4,448,554	6,550,487	6,510,175	2,340,271
Other Charges	48,558	106,100	106,100	136,100	(293,920)	(400,020)
Capital Assets	848,509	1,020,089	372,000	2,005,000	2,005,000	984,911
Subtotal	\$11,372,269	\$11,648,343	\$10,951,634	\$15,652,134	\$14,633,525	2,985,182

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	12,844	2,900	5,900	8,400	8,400	5,500
Revenue from Use of Money & Property	835,712	2,364,696	2,253,696	4,445,002	4,445,002	2,080,306
Intergovernmental Revenues	662,013	351,000	576,000	25,000	25,000	(326,000)
Charges for Services	5,674,614	6,793,562	6,182,406	6,857,708	6,857,708	64,146
Miscellaneous Revenues	46,365	625	625	625	625	0
Other Financing Sources	801,240	787,074	787,074	2,064,383	1,350,786	563,712
Subtotal	\$8,032,788	\$10,299,857	\$9,805,701	\$13,401,118	\$12,687,521	2,387,664
Fund Balance	1,790,529	(521,086)	(504,688)	406,673	279,106	800,192
General Fund Contributions	\$1,548,952	\$1,869,572	\$1,650,621	\$1,844,343	\$1,666,898	(202,674)
Total Source of Funds	\$11,372,270	\$11,648,343	\$10,951,634	\$15,652,134	\$14,633,525	2,985,182

## Department Description

The Parks Department budget consists of three Funds: Fund 001-General Fund; Fund 452- Lakes Resorts Enterprise Fund; and Fund-006 Fish & Game Commission Fund.

Board Strategic Initiatives that the Monterey County Parks Department actively addresses: Active management and stewardship over a system of county parks that provide for outdoor recreation which improves the quality of life for County residents and supports the local economy. These outdoor recreation resources are managed to preserve, promote, and interpret the natural, historical, and cultural values of Monterey County. They are operated to provide opportunities for the public enjoyment, inspiration, education, personal and physical development, and cultural enrichment.

MAJOR DEPARTMENT PROGRAMS/DIVISIONS: North County Parks - Toro Regional, Jacks Peak, Royal Oaks and Manzanita Parks. The four day-use parks cover 6,900 acres and are located near Salinas. The parks include over 52 miles of riding,

hiking and biking trails, family picnic areas, playgrounds, horseshoe pits, tennis courts, basketball and volleyball courts, and ball fields. Group picnic areas can accommodate company and family gatherings of up to 500 people. The parks also have popular youth camping areas. These areas host various youth activities, including school field trips, high school league and division cross country meets, Scout day camps, nature study classes, BMX track, and others.

Laguna Seca Recreation Area - Located between Monterey and Salinas on Monterey-Salinas Highway 68 is Laguna Seca Recreation Area, home of the world famous Mazda Raceway at Laguna Seca. This unique 500-acre park also includes a campground with 175 developed sites, large group picnic areas, group meeting rooms, festival area and rifle and pistol range. The Parks Department coordinates both major and minor events, such as the automobile racing events in conjunction with the Sports Car Racing Association of the Monterey Peninsula, Cherry's Jubilee, Sea Otter Classic Sports Festival, Spirit West Coast, and 24 Hours of Adrenalin.

**SOUTH COUNTY PARKS AND LAKES:** San Lorenzo Park - San Lorenzo Park is located just outside King City along the Salinas River and is the home of the Monterey County Agricultural and Rural Life Museum. The historic museum includes antique farm equipment, a working blacksmith shop, Spreckels Farmhouse, La Gloria (a one room, 19th century schoolhouse), King City train depot, exhibit barn and the Salinas Valley irrigation museum. The 200-acre park also has a campground with 99 developed sites, group picnic areas, and developed day-use facilities including playgrounds, horseshoe pits, volleyball courts, soccer and other ball fields. Several group-meeting rooms are available along with a Victorian-style gazebo. The Department coordinates the Monterey County Heritage Education Program and Valley Heritage Days in conjunction with the Monterey County Agricultural and Rural Life Museum.

**LAKES RESORT PARKS:** Lake San Antonio North Shore and South Shore, Lake Nacimiento - At the southernmost end of the County is Lake San Antonio North Shore and South Shore, and across the border in San Luis Obispo County is Lake Nacimiento. These three parks offer camping, fishing, hiking, equestrian trails, swimming, picnicking, boating and water skiing. North Shore has shoreline camping, an activity area, boat launching facilities and an outdoor amphitheater. Group facilities are maintained for family reunions, retreats and equestrian outings. The South Shore has three developed campgrounds with 482 improved and 500

unimproved campsites, two marinas, a museum, a visitor center, a youth activity area, a group building and barbecue areas. The Parks Department coordinates special events including the Wildflower Festival/Triathlon and Eagle Watch Tours. The Parks Department conducts boat patrol and lake navigation maintenance on both lakes to maintain safe boating operating conditions.

**Summary of Recommendation**

See each Park fund section for recommendations related to fund operations.

**Budget Impacts**

See each Park fund section for budget impacts related to fund operations.

**Pending Issues**

Pending issues are presented at each fund level.

**Policy Considerations**

There are no policy considerations.

**Appropriation Expenditure Detail**

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Jacks Peak (PAR001)	45,278	24,438	24,438	25,817	25,817	1,379	001	7500_8143
Laguna Seca Park (PAR001)	676,530	861,628	741,500	830,673	712,041	(149,587)	001	7500_8144
Laguna Seca Rifle Range (PAR001)	62,711	122,132	106,105	134,668	134,668	12,536	001	7500_8145
Laguna Seca Track (PAR001)	652,544	1,182,029	1,162,873	1,183,393	1,183,393	1,364	001	7500_8146
Manzanita Park (PAR001)	16,951	16,202	16,202	16,201	16,201	(1)	001	7500_8147
Royal Oaks (PAR001)	156,768	158,555	178,989	183,682	183,682	25,127	001	7500_8148
San Lorenzo County Park (PAR001)	412,626	325,631	311,563	365,385	365,385	39,754	001	7500_8149
Special Events (PAR001)	115,139	215,162	216,471	219,250	219,250	4,088	001	7500_8150
Toro Park (PAR001)	617,472	558,143	490,149	540,663	540,663	(17,480)	001	7500_8151
Historian (PAR001)	185,313	250,474	252,367	220,153	220,153	(30,321)	001	7500_8152
Marketing (PAR001)	59,694	15,500	3,158,941	20,500	20,500	5,000	001	7500_8153
Park Administration (PAR001)	1,406,650	1,575,077	1,304,950	1,058,389	999,576	(575,501)	001	7500_8154
Fish & Game Propagation (PAR002)	21,809	12,261	24,125	19,785	19,785	7,524	006	7500_8155
North County Administration (PAR001)	186,446	178,187	174,000	185,601	185,601	7,414	001	7500_8278
Resort at Nacimiento Lake (PAR004)	2,038,301	2,726,288	2,227,206	4,372,374	4,087,374	1,361,086	452	7500_8385
Resort at San Antonio Lake (PAR004)	709,351	575,000	561,755	2,494,401	2,494,401	1,919,401	452	7500_8386
Nacimiento Boat Patrol (PAR004)	1,259,225	227,809	0	237,482	237,482	9,673	452	7500_8387
North Shore Lake San Antonio (PAR004)	679,126	643,403	0	797,843	797,843	154,440	452	7500_8388
South Shore Lake San Antonio (PAR004)	1,015,068	885,722	0	953,944	953,944	68,222	452	7500_8389
Lakes Events (PAR004)	41,624	45,918	0	50,002	50,002	4,084	452	7500_8390
Lakes Administration (PAR004)	1,013,642	1,048,784	0	1,741,928	1,185,764	136,980	452	7500_8391
Subtotal	\$11,372,269	\$11,648,343	\$10,951,634	\$15,652,134	\$14,633,525	2,985,182		

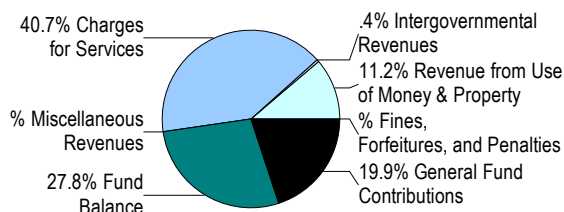
---

**Crosswalk - Advantage Appropriation to AFIN Budget Unit**

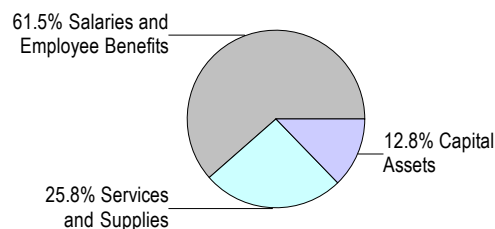
<b>Advantage</b>		<b>AFIN</b>			
<b>Appropriation Code</b>	<b>Appropriation Name</b>	<b>Budget Unit</b>	<b>Budget Unit Name</b>	<b>Fund</b>	<b>Fund Name</b>
(PAR001)	Parks	750	Parks	001	General
(PAR001)	Parks	755	Parks	001	General
(PAR003)	Resort Operations	759	Lake Nacimiento	004	Parks South County Lakes
(PAR003)	Resort Operations	758	Lake San Antonio	004	Parks South County Lakes
(PAR002)	Fish & Game Propagation	297	Fish and Game Propagation	006	Fish & Game Propagation Fund

# Parks (General Fund)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	2,998,408	3,153,983	5,120,150	3,381,055	3,203,922	49,939
Services and Supplies	1,566,060	1,640,075	2,622,298	1,344,220	1,343,908	(296,167)
Other Charges	(11,937)	24,100	24,100	(405,900)	(405,900)	(430,000)
Capital Assets	41,592	665,000	372,000	665,000	665,000	0
Subtotal	\$4,594,123	\$5,483,158	\$8,138,548	\$4,984,375	\$4,806,930	(676,228)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	343	900	900	900	900	0
Revenue from Use of Money & Property	446,991	733,996	627,996	672,800	672,800	(61,196)
Intergovernmental Revenues	(38,885)	351,000	576,000	25,000	25,000	(326,000)
Charges for Services	2,626,916	2,527,065	5,282,406	2,440,707	2,440,707	(86,358)
Miscellaneous Revenues	9,806	625	625	625	625	0
Subtotal	\$3,045,171	\$3,613,586	\$6,487,927	\$3,140,032	\$3,140,032	(473,554)
General Fund Contributions	1,548,952	1,869,572	1,650,621	1,844,343	1,666,898	(202,674)
Total Source of Funds	\$4,594,123	\$5,483,158	\$8,138,548	\$4,984,375	\$4,806,930	(676,228)

## Unit Description

The Parks Department administers, maintains and operates a 12,500 acre county park system, six of nine park units are in the General Fund: Lake San Antonio North Shore, Lake San Antonio South Shore, Lake Nacimiento, Royal Oaks, Jacks Peak, San Lorenzo, Laguna Seca, Toro and Manzanita. The Department markets and advertises the County Parks and its special events, develops and runs interpretive programs, completes park planning, and facilitates the restoration of historic properties associated with park operations and development.

The Parks Department also has several Grant-In-Aid Programs for park acquisition and development projects that are financed by funding sources other than the General Fund. Typical grant programs are State Bond Acts, Urban Grant Programs, Land and Water Grant Funds, Boating and Waterways and State Fish and Game Grants. Projects include day use park improvements, structures, roadways, landscaping, and water systems, launch ramps and group areas. Grant funds can also provide for the acquisition of parkland for recreational purposes.

## Summary of Recommendation

For Fiscal Year (FY) 2011-12 the Parks Department General Fund Contribution was reduced by approximately 11%. The Recommended Budget decrease in General Fund Contribution is approximately \$197,674, bringing the FY 2011-12 General Fund Contribution to \$1,671,898. Appropriations are \$4,806,930 a decrease of \$676,228. Revenues are \$3,135,032 a decrease of \$478,554 over the same General Fund park units in the prior year.

The rising cost of doing business while striving to provide top quality recreational opportunities for the patrons of Monterey County Parks continues to be a challenge. Critical staff allocations have been reduced to mitigate the County's overall budget gap.

In addition, Proposition 12 and Boating & Waterways grants have ended causing significant decreases to both appropriations and revenues.

---

## Budget Impacts

Fiscal Year 2011-12 reductions to General Fund Contribution and the deletion of additional maintenance positions continue to reduce and impact the amount of available staff to support the Department's core services. Possible impacts include: shifting staff duties to offset the shortfall in personnel; decreases in hours of operation; and increased difficulty maintaining sufficient service levels throughout the Park system. Seasonal employee hiring schedules would be adjusted where possible to off-set the proposed staff reduction. Other alternatives to mitigate the reduced staffing levels include increasing active recruitment for live-on volunteers and working with other County Departments that offer collaborative opportunities.

---

## Prior Year Accomplishments

Acquired 624 acre portion of the Marks Ranch parcel adjacent to Toro Park with 100% funding in the amount of \$2.185 million from the State of California Wildlife Conservation Board.

Despite reduced funding, continued the Parks advertising campaign targeted at County residents, tourists and visitors to Monterey County.

Maintained standards and continued to implement improvements that provided top quality customer service throughout the Parks system.

Ensured that the County values were incorporated into all aspects of the Departmental policies, procedures and employee training.

Continued to research grant sources to help fund infrastructure improvements.

Investigated and developed new revenue resources to further reduce the Department's dependency on the County General Fund.

---

## Budget Year Goals

Seek alternative marketing strategies to spotlight day-use & camping in the General Fund parks to attain increased revenue levels. The target audience includes county residents, tourists and visitors to Monterey County. Marketing will include expansion of information and tools on website and more modern and collaborative strategies.

Maintain standards and continue to implement improvements that provide top quality customer service throughout the Parks System and ensure that the County values are incorporated in all aspects of the Department policies, procedures and employee training.

Collaboration with the Big Sur Land Trust & Ventana Wilderness Society to acquire additional acreage of the Marks Ranch property adjacent to Toro Park.

Investigate and develop new revenue resources to further reduce the Department's dependency on the County General Fund.

Research alternative resources to fund major maintenance and infrastructure improvements throughout the Parks system.

---

## Pending Issues

The economy appears to continue toward an up-turn, but there may still be significant impact to special event revenue and recreation activities at the parks. Positive indicators may result in increased revenues to the park's facilities although concerns over rising fuel costs may detract from overall visitor numbers.

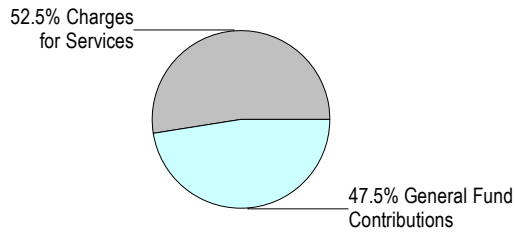
---

## Policy Considerations

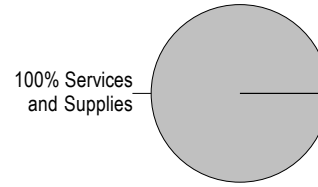
There are no policy considerations.

**Jacks Peak**  
(Unit 8143— Fund 001)

**Source of Funds**



**Use of Funds**



**Use of Funds**

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	25,215	0	0	0	0	0
Services and Supplies	21,268	24,438	24,438	25,817	25,817	1,379
Other Charges	(1,205)	0	0	0	0	0
Subtotal	\$45,278	\$24,438	\$24,438	\$25,817	\$25,817	1,379

**Source of Funds**

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	17,933	0	0	0	0	0
Charges for Services	20,848	17,854	17,854	13,554	13,554	(4,300)
Miscellaneous Revenues	5	0	0	0	0	0
Subtotal	\$38,785	\$17,854	\$17,854	\$13,554	\$13,554	(4,300)
General Fund Contributions	\$6,493	\$6,584	\$6,584	\$12,263	\$12,263	5,679
Total Source of Funds	\$45,278	\$24,438	\$24,438	\$25,817	\$25,817	1,379

**Unit Description**

Jacks Peak Park overlooks the spectacular Monterey Peninsula, and is located about two miles from Scenic Highway 68. A natural preserve, the park's 525 acres of ridge-top is set amidst native Monterey Pines. The abundance of trees, flowers, and wildlife found at Jacks Peak make it the destination for any nature enthusiast. Almost 8.5 miles of riding and hiking trails wind through cathedral-like forests, and breathtaking vistas make it a unique experience in outdoor recreation.

**Prior Year Accomplishments**

Continued maintenance of the park in spite of budget challenges and decrease in the department's staffing levels. Provided a safe and friendly environment for our patrons to recreate.

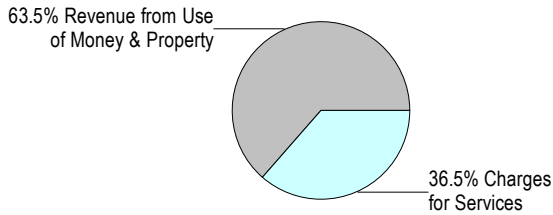
**Budget Year Goals**

Continue to maintain the facility in the best manner possible with the available resources in FY 2011-12.

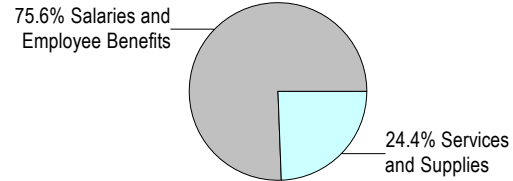
# Laguna Seca Park

(Unit 8144— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	506,020	705,916	585,788	656,563	538,243	(167,673)
Services and Supplies	176,875	155,712	155,712	174,110	173,798	18,086
Other Charges	(6,364)	0	0	0	0	0
Subtotal	\$676,530	\$861,628	\$741,500	\$830,673	\$712,041	(149,587)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	422,023	711,196	600,196	650,000	650,000	(61,196)
Intergovernmental Revenues	(102,491)	0	0	0	0	0
Charges for Services	1,087,809	472,699	310,699	372,829	372,829	(99,870)
Miscellaneous Revenues	1,847	0	0	0	0	0
Subtotal	\$1,409,188	\$1,183,895	\$910,895	\$1,022,829	\$1,022,829	(161,066)
General Fund Contributions	(\$732,658)	(\$322,267)	(\$169,395)	(\$192,156)	(\$310,788)	11,479
Total Source of Funds	\$676,530	\$861,628	\$741,500	\$830,673	\$712,041	(149,587)

## Unit Description

At the Laguna Seca Recreation Area, visitors can camp on the surrounding hillsides for a serene view of the Salinas Valley. Both RV and tent camping are available in a clean, friendly environment. The park is just a short drive from the Monterey Peninsula, Salinas Valley, Carmel Valley and Big Sur. The Track View Pavilion (Red Bull Energy Center) is available for rent and is a unique venue for weddings, corporate events, etc. The Laguna Seca Recreation Area is also home to the world famous Mazda Raceway Laguna Seca, Skip Barber Racing School, Sea Otter Classic Sports Festival, Spirit West Coast, and Cherry's Jubilee.

## Prior Year Accomplishments

Continued maintenance of the park in spite of budget challenges and decrease in the department's staffing levels. Numerous racing and special events attracted approximately 450,000 visitors from all over the world and generated over \$150 million of economic impact to the local economy.

## Budget Year Goals

Continue to maintain the facility in the best manner possible with the available resources.



**Adopted 2011 to Recommended 2012 Positions**

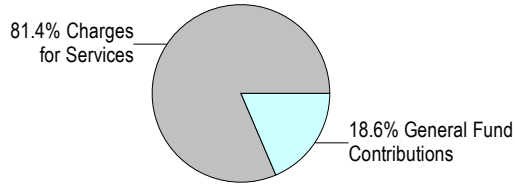
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
68A41	COUNTY PARK RANGER II	1.0	1.0	0.00
68A42	COUNTY PARK RANGER III	1.0	1.0	0.00
68A43	COUNTY PARK RANGER SUPERVISOR	1.0	1.0	0.00
72B31	PARKS BUILDING & GROUNDS WORKER II	3.0	0.0	-3.00
72B32	PARKS BUILDING & GROUNDS WORKER SUPERVISOR	1.0	1.0	0.00
80E21	OFFICE ASSISTANT II	1.0	1.0	0.00
<b>Total</b>		<b>8.0</b>	<b>5.0</b>	<b>-3.00</b>

Parks

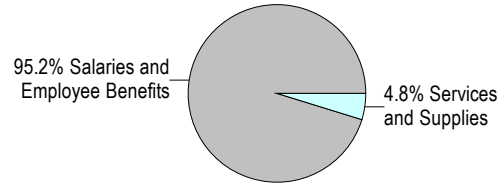
# Laguna Seca Rifle Range

(Unit 8145— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	57,713	115,985	99,958	128,239	128,239	12,254
Services and Supplies	4,998	6,147	6,147	6,429	6,429	282
Subtotal	\$62,711	\$122,132	\$106,105	\$134,668	\$134,668	12,536

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	150	0	0	0	0	0
Charges for Services	114,183	90,458	110,458	109,662	109,662	19,204
Miscellaneous Revenues	(96)	0	0	0	0	0
Subtotal	\$114,237	\$90,458	\$110,458	\$109,662	\$109,662	19,204
General Fund Contributions	(\$51,526)	\$31,674	(\$4,353)	\$25,006	\$25,006	(6,668)
Total Source of Funds	\$62,711	\$122,132	\$106,105	\$134,668	\$134,668	12,536

## Unit Description

Laguna Seca Rifle and Pistol Range offers a safe shooting environment all year round. The range includes 15 rifle shooting stalls and 20 pistol shooting stalls with various target frames. Ammunition can be purchased through the Parks Foundation at the range counter. Paper and reactive steel targets are available.

## Prior Year Accomplishments

Continued maintenance of the facility and ability to maintain consistent operating hours in spite of budget challenges and decrease in the department's staffing levels.

## Budget Year Goals

Continue to maintain the facility in the best manner possible with the available resources in FY 2011-12.

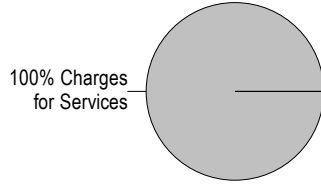
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
68A30	RANGE MASTER	1.0	1.0	0.00
68C02	RANGE AIDE	1.0	1.0	0.00
Total		2.0	2.0	0.00

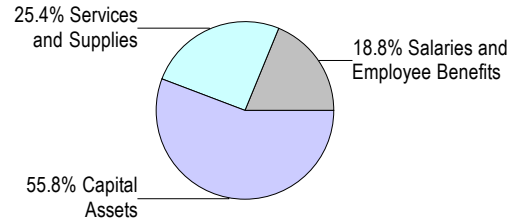
# Laguna Seca Track

(Unit 8146— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	138,121	208,044	188,888	222,337	222,337	14,293
Services and Supplies	472,933	313,985	613,985	301,056	301,056	(12,929)
Other Charges	(103)	0	0	0	0	0
Capital Assets	41,592	660,000	360,000	660,000	660,000	0
Subtotal	\$652,544	\$1,182,029	\$1,162,873	\$1,183,393	\$1,183,393	1,364

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	660,564	1,182,029	1,162,873	1,184,140	1,184,140	2,111
Subtotal	\$660,564	\$1,182,029	\$1,162,873	\$1,184,140	\$1,184,140	2,111
General Fund Contributions	(\$8,020)	\$0	\$0	(\$747)	(\$747)	(747)
Total Source of Funds	\$652,544	\$1,182,029	\$1,162,873	\$1,183,393	\$1,183,393	1,364

## Unit Description

In 1974, Monterey County acquired 542 acres from the federal government, which was formerly part of Fort Ord to create the Laguna Seca Recreation Area. This resulted in establishing the Laguna Seca Track Rental Program. Per the grant deed, all proceeds from the rental of the track are to be used in the operation and maintenance of the raceway and park facility. The County and SCRAM, under contract, have the joint duty to operate and maintain the existing raceway and park facilities, utility systems and maintenance programs from the proceeds of the track rental fund.

## Prior Year Accomplishments

Continued maintenance of the park in spite of budget challenges and decrease in the department's staffing levels.

## Budget Year Goals

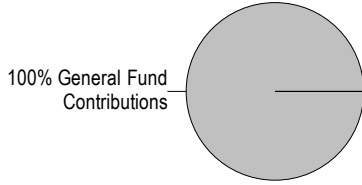
Continue to maintain the facility in the best manner possible with the available resources in FY 2011-12.

## Adopted 2011 to Recommended 2012 Positions

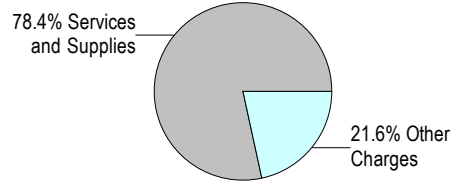
Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
68A41	COUNTY PARK RANGER II	1.0	1.0	0.00
72B31	PARKS BUILDING & GROUNDS WORKER II	2.0	2.0	0.00
	Total	3.0	3.0	0.00

**Manzanita Park**  
(Unit 8147— Fund 001)

**Source of Funds**



**Use of Funds**



**Use of Funds**

<b>Expenditures</b>	<b>Prior Year 2009-2010</b>	<b>Adopted Budget 2010-2011</b>	<b>CY Estimate 2010-2011</b>	<b>Requested Budget 2011-2012</b>	<b>Recommended Budget 2011-2012</b>	<b>Recommended Change from Adopted</b>
Services and Supplies	13,847	12,702	12,702	12,701	12,701	(1)
Other Charges	3,104	3,500	3,500	3,500	3,500	0
Subtotal	<u>\$16,951</u>	<u>\$16,202</u>	<u>\$16,202</u>	<u>\$16,201</u>	<u>\$16,201</u>	<u>(1)</u>

**Source of Funds**

<b>Revenues</b>	<b>Prior Year 2009-2010</b>	<b>Adopted Budget 2010-2011</b>	<b>CY Estimate 2010-2011</b>	<b>Requested Budget 2011-2012</b>	<b>Recommended Budget 2011-2012</b>	<b>Recommended Change from Adopted</b>
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	<u>\$16,951</u>	<u>\$16,202</u>	<u>\$16,202</u>	<u>\$16,201</u>	<u>\$16,201</u>	<u>(1)</u>
Total Source of Funds	<u><u>\$16,951</u></u>	<u><u>\$16,202</u></u>	<u><u>\$16,202</u></u>	<u><u>\$16,201</u></u>	<u><u>\$16,201</u></u>	<u><u>(1)</u></u>

**Unit Description**

Manzanita Park is operated under Concession Agreement by the North County Youth Recreation Association (NCYRA). The development, operation, and maintenance of the grounds and structural facilities on the premises are the sole responsibility of NCYRA except for park infrastructure and oversight of the Park Volunteers in the Turf Maintenance Program.

**Prior Year Accomplishments**

Continued maintenance of the park in spite of budget challenges and decrease in the department's staffing levels.

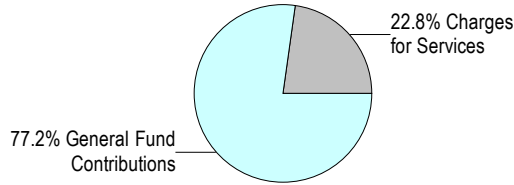
**Budget Year Goals**

Continue to maintain the facility in the best manner possible with the available resources in FY 2011-12.

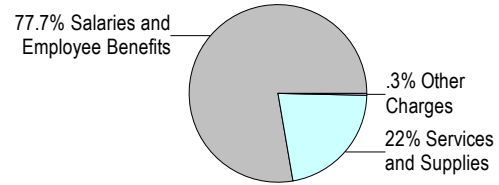
# Royal Oaks

(Unit 8148— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	121,088	121,507	141,941	142,718	142,718	21,211
Services and Supplies	38,652	36,448	36,448	40,364	40,364	3,916
Other Charges	(2,971)	600	600	600	600	0
Subtotal	\$156,768	\$158,555	\$178,989	\$183,682	\$183,682	25,127

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	41,786	40,179	40,179	41,855	41,855	1,676
Miscellaneous Revenues	493	0	0	0	0	0
Subtotal	\$42,279	\$40,179	\$40,179	\$41,855	\$41,855	1,676
General Fund Contributions	\$114,490	\$118,376	\$138,810	\$141,827	\$141,827	23,451
Total Source of Funds	\$156,768	\$158,555	\$178,989	\$183,682	\$183,682	25,127

## Unit Description

Royal Oaks Park is located in North Monterey County. Established in 1966 Royal Oaks is the oldest park in the Monterey County Park system. The 122 acre day-use facility is situated in a small valley studded with Coast Live Oaks. The country setting makes it the ideal place for family outings, a fun venue for group functions, or overnight camping for organized youth groups. Royal Oaks Park is a popular place for the surrounding community to enjoy a day in the park. Individual picnic sites or group picnic areas accommodate small and large groups alike. The facility also offers

a softball field, playground equipment, basketball, volleyball and tennis courts, as well as several miles of hiking trails.

## Prior Year Accomplishments

Continued maintenance of the park in spite of budget challenges and decrease in the department's staffing levels.

## Budget Year Goals

Continue to maintain the facility in the best manner possible with the available resources in FY 2011-12.

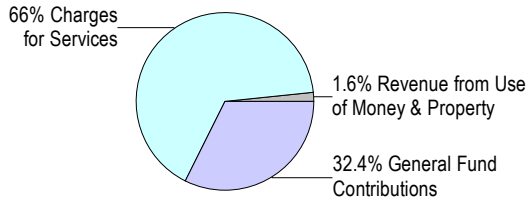
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
72B31	PARKS BUILDING & GROUNDS WORKER II	2.0	2.0	0.00
Total		2.0	2.0	0.00

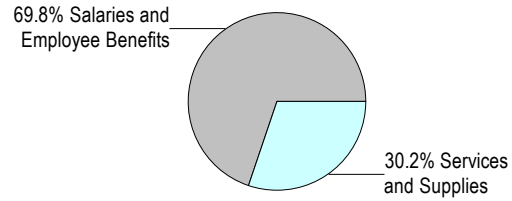
# San Lorenzo County Park

(Unit 8149— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	306,842	231,150	217,082	254,973	254,973	23,823
Services and Supplies	107,993	94,481	94,481	110,412	110,412	15,931
Other Charges	(2,208)	0	0	0	0	0
Subtotal	\$412,626	\$325,631	\$311,563	\$365,385	\$365,385	39,754

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	6,000	6,000	6,000	6,000	6,000	0
Intergovernmental Revenues	19,911	0	0	0	0	0
Charges for Services	179,652	250,211	200,211	241,130	241,130	(9,081)
Miscellaneous Revenues	(23)	0	0	0	0	0
Subtotal	\$205,541	\$256,211	\$206,211	\$247,130	\$247,130	(9,081)
General Fund Contributions	\$207,085	\$69,420	\$105,352	\$118,255	\$118,255	48,835
Total Source of Funds	\$412,626	\$325,631	\$311,563	\$365,385	\$365,385	39,754

## Unit Description

San Lorenzo Park is centrally located in King City. This camping park offers a shaded campground for tent camping, RV hook-ups and pull-through sites. Amenities include laundry facilities, a putting green, three group buildings and an inter-net access kiosk. Immaculate day-use facilities include group and individual areas, a gazebo, playgrounds, horseshoe pits, volleyball courts, softball areas and a walking trail along the banks of the Salinas River. San Lorenzo Park is also home to the Monterey County Agricultural & Rural Life Museum which acquires, preserves, and interprets

artifacts, equipment and buildings related to Monterey County's agricultural heritage.

## Prior Year Accomplishments

Continued maintenance of the park in spite of budget challenges and decrease in the department's staffing levels.

## Budget Year Goals

Continue to maintain the facility in the best manner possible with the available resources in FY 2011-12.

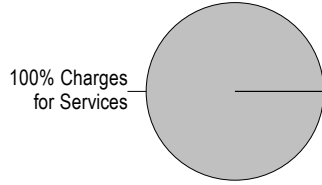
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
68A41	COUNTY PARK RANGER II	1.0	1.0	0.00
72B31	PARKS BUILDING & GROUNDS WORKER II	3.0	2.0	-1.00
Total		4.0	3.0	-1.00

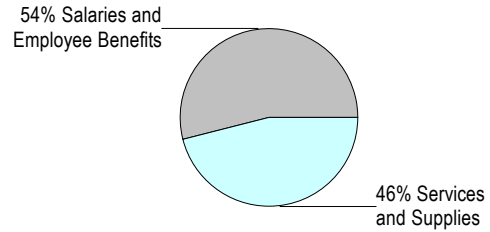
## Special Events

(Unit 8150— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	114,959	114,362	115,671	118,294	118,294	3,932
Services and Supplies	180	100,800	100,800	100,956	100,956	156
Subtotal	\$115,139	\$215,162	\$216,471	\$219,250	\$219,250	4,088

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	311,690	310,772	210,772	250,372	250,372	(60,400)
Subtotal	\$311,690	\$310,772	\$210,772	\$250,372	\$250,372	(60,400)
General Fund Contributions	(\$196,551)	(\$95,610)	\$5,699	(\$31,122)	(\$31,122)	64,488
Total Source of Funds	\$115,139	\$215,162	\$216,471	\$219,250	\$219,250	4,088

### Unit Description

Budgeted in this unit are the cost of administrative functions relating to a variety of special event activities intended to maximize the park's facilities usage and increase potential revenues.

Special events continued to have positive economic impact to the community at a time when the hospitality industry continues to experience significant reduction in patronage.

### Prior Year Accomplishments

In spite of decreased attendance attributed to the down-turn in the economy, the Parks Department worked closely in coordinating special events with the promoters. Continued to collaborate and assist in streamlining the inter-agency coordination, planning and oversight during events in order to have a successful event season.

### Budget Year Goals

Continue to work with current special event promoters to develop efficiencies and strategies in order to reduce cost and maximize the revenue to the County.

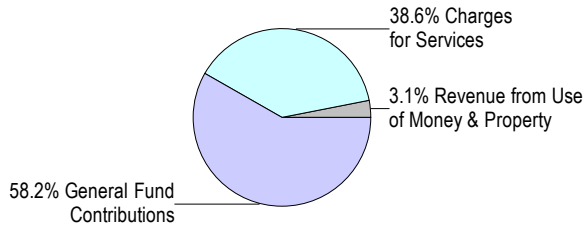
Partner with Sports Car Racing Association of the Monterey Peninsula (SCRAMP) to explore expansion to the utilization of the Laguna Seca footprint to increase potential for events and thereby increase the revenue to the County.

### Adopted 2011 to Recommended 2012 Positions

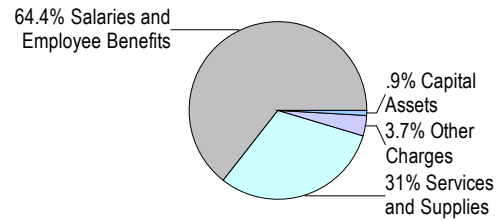
Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
68B02	SPECIAL EVENTS MANAGER	1.0	1.0	0.00
Total		1.0	1.0	0.00

**Toro Park**  
(Unit 8151— Fund 001)

**Source of Funds**



**Use of Funds**



**Use of Funds**

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	451,429	386,333	318,339	348,265	348,265	(38,068)
Services and Supplies	149,311	146,810	146,810	167,398	167,398	20,588
Other Charges	16,732	20,000	20,000	20,000	20,000	0
Capital Assets	0	5,000	5,000	5,000	5,000	0
Subtotal	\$617,472	\$558,143	\$490,149	\$540,663	\$540,663	(17,480)

**Source of Funds**

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	18,800	16,800	16,800	16,800	16,800	0
Charges for Services	198,448	149,663	149,663	208,965	208,965	59,302
Miscellaneous Revenues	1,735	0	0	0	0	0
Subtotal	\$218,983	\$166,463	\$166,463	\$225,765	\$225,765	59,302
General Fund Contributions	\$398,488	\$391,680	\$323,686	\$314,898	\$314,898	(76,782)
Total Source of Funds	\$617,472	\$558,143	\$490,149	\$540,663	\$540,663	(17,480)

**Unit Description**

Toro Park covers 4,756 acres located six miles from downtown Salinas and 13 miles from the Monterey Peninsula. Toro's beautiful and peaceful pastoral setting makes it the ideal place for family outings or group functions such as weddings, corporate picnics, family reunions, etc. The park offers many amenities including softball fields, playgrounds, volleyball courts, horseshoe pits, and over 20 miles of trails that can be accessed for hiking, horseback riding, or mountain biking. The youth overnight area can be reserved by organized youth groups and contains a covered patio area with tables, restroom/shower facility, full kitchen, and a fishing pond with a pier.

**Prior Year Accomplishments**

Continued maintenance of the park in spite of budget challenges and decrease in the department's staffing levels. Continued to host the Scottish Highland Games and Concours de Le Mons.

**Budget Year Goals**

Continue to maintain the facility in the best manner possible with the available resources in FY 2011-12.



**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
68A41	COUNTY PARK RANGER II	2.0	2.0	0.00
68A42	COUNTY PARK RANGER III	1.0	0.0	-1.00
68A43	COUNTY PARK RANGER SUPERVISOR	1.0	1.0	0.00
72B31	PARKS BUILDING & GROUNDS WORKER II	2.0	2.0	0.00
	<b>Total</b>	<b>6.0</b>	<b>5.0</b>	<b>-1.00</b>

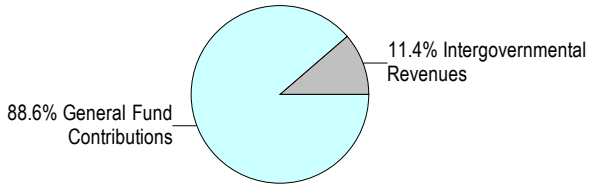


Parks

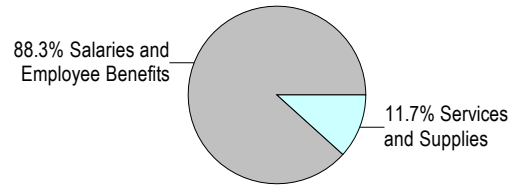
# Historian

(Unit 8152— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	192,893	188,693	190,586	194,391	194,391	5,698
Services and Supplies	7,885	61,781	61,781	25,762	25,762	(36,019)
Other Charges	(15,465)	0	0	0	0	0
Subtotal	\$185,313	\$250,474	\$252,367	\$220,153	\$220,153	(30,321)

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	0	51,000	51,000	25,000	25,000	(26,000)
Subtotal	\$0	\$51,000	\$51,000	\$25,000	\$25,000	(26,000)
General Fund Contributions	\$185,313	\$199,474	\$201,367	\$195,153	\$195,153	(4,321)
Total Source of Funds	\$185,313	\$250,474	\$252,367	\$220,153	\$220,153	(30,321)

## Unit Description

The Historian unit manages Monterey County's historic preservation program and the preservation and interpretation of the County's collection of archives and artifacts. The Historian oversees both historic and natural history education programs in the County Parks. This unit oversees the operations of the Monterey County Agricultural and Rural Life Museum (MCARLM) and the Toro Park Environmental Center, and provides staff support to a variety of historic and cultural boards and commissions and serving as cultural resources advisor and primary contract for issues related to Monterey County's history, historic facilities and cultural resources.

## Prior Year Accomplishments

Completed Historic Context Statement for the North County Planning Area with grant funding from the California State Office of Historic Preservation (SOHP).

Successfully sought, applied, and was award grant funding for the development of Marks Ranch 624 acre parcel adjacent to Toro Park.

Coordinated the design and installation of three new interpretive exhibits at San Lorenzo Park: including a remodel of the Salinian Indian exhibit, Orchards in Monterey County exhibit, and an

interactive exhibit for younger children.

Worked with California State University Monterey Bay (CSUMB) interns to complete a "Hands-on-History" Traveling Trunk program for teachers to take into their classrooms.

## Budget Year Goals

Complete a synthesis of Monterey County's historic context statements to finalize this grant funded project.

Develop an Agricultural Resources Evaluation Handbook which will serve as a model for assessing the significance of historic agricultural properties in the State of California. The project is grant funded through SOHP.

Draft a new historic preservation ordinance as part of the General Plan update of County Ordinances, as directed by the Board of Supervisors.

Seek grant funding for two new interpretive exhibits at San Lorenzo Park including: "From the Ground Up: How do Plants Grow" and "From Here to There: Shipping in Monterey County".

Continue to research grant funding for trails and the development of a nature center at Marks Ranch.

---

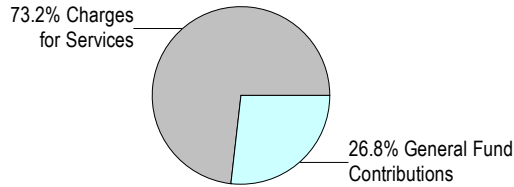
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
65C10	PARKS MUSEUM ASSISTANT	1.0	1.0	0.00
65C23	HISTORIC & CULTURAL AFFAIRS MANAGER	1.0	1.0	0.00
	Total	2.0	2.0	0.00

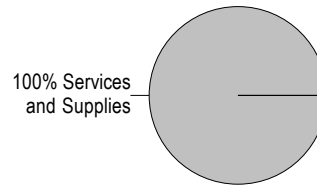
## Marketing

(Unit 8153— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	2,195,360	0	0	0
Services and Supplies	59,694	15,500	956,581	20,500	20,500	5,000
Capital Assets	0	0	7,000	0	0	0
Subtotal	<u>\$59,694</u>	<u>\$15,500</u>	<u>\$3,158,941</u>	<u>\$20,500</u>	<u>\$20,500</u>	<u>5,000</u>

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	0	0	5,000	0	0	0
Intergovernmental Revenues	0	0	525,000	0	0	0
Charges for Services	11,933	10,000	3,076,497	15,000	15,000	5,000
Miscellaneous Revenues	457	0	0	0	0	0
Subtotal	<u>\$12,391</u>	<u>\$10,000</u>	<u>\$3,606,497</u>	<u>\$15,000</u>	<u>\$15,000</u>	<u>5,000</u>
General Fund Contributions	<u>\$47,303</u>	<u>\$5,500</u>	<u>(\$447,556)</u>	<u>\$5,500</u>	<u>\$5,500</u>	<u>0</u>
Total Source of Funds	<u><u>\$59,694</u></u>	<u><u>\$15,500</u></u>	<u><u>\$3,158,941</u></u>	<u><u>\$20,500</u></u>	<u><u>\$20,500</u></u>	<u><u>5,000</u></u>

### Unit Description

This unit contains the resources to develop an annual marketing campaign to spotlight the recreational opportunities available at all County Park facilities

### Prior Year Accomplishments

Due to the reduction in a marketing budget for the department, the maintenance to the department's website and some media was accomplished.

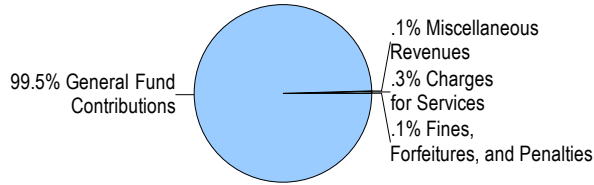
### Budget Year Goals

Explore the possibilities of utilizing inter-based social media for developing a low-cost marketing program.

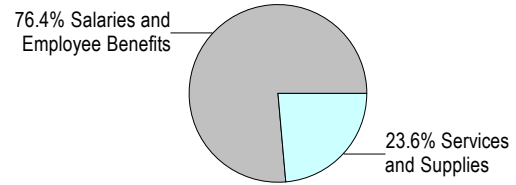
## Park Administration

(Unit 8154— Fund 001)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	922,816	924,846	913,577	1,151,118	1,092,305	167,459
Services and Supplies	487,291	650,231	391,373	337,271	337,271	(312,960)
Other Charges	(3,457)	0	0	(430,000)	(430,000)	(430,000)
Subtotal	\$1,406,650	\$1,575,077	\$1,304,950	\$1,058,389	\$999,576	(575,501)

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	343	900	900	900	900	0
Revenue from Use of Money & Property	18	0	0	0	0	0
Intergovernmental Revenues	25,762	300,000	0	0	0	(300,000)
Charges for Services	2	3,200	3,200	3,200	3,200	0
Miscellaneous Revenues	5,388	625	625	625	625	0
Subtotal	\$31,513	\$304,725	\$4,725	\$4,725	\$4,725	(300,000)
General Fund Contributions	\$1,375,137	\$1,270,352	\$1,300,225	\$1,053,664	\$994,851	(275,501)
Total Source of Funds	\$1,406,650	\$1,575,077	\$1,304,950	\$1,058,389	\$999,576	(575,501)

### Unit Description

The Parks Administration unit is responsible for all aspects of administration, management, and support of all County Park's operations, functions, program activities, departmental personnel, law enforcement and safety, budgets, accounting, fiscal management, facilities operations, and for coordination of community and commission/advisory body participation in establishing department programs and activities.

### Prior Year Accomplishments

The administrative office provided support and administrative oversight to all functions of the park units.

### Budget Year Goals

Continue to provide excellent customer service to all internal and external customers and assist the park units in meeting individual goals for FY 2011-12.

### Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
11A11	CHIEF RANGER/PARKS DIRECTOR	1.0	1.0	0.00
20B10	ACCOUNTANT I	1.0	1.0	0.00
20B95	FINANCE MANAGER I	1.0	1.0	0.00
41F85	PARKS PLANNING MANAGER	1.0	1.0	0.00

---

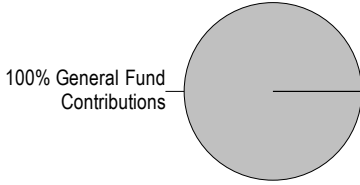
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
80A31	SECRETARY	1.0	1.0	0.00
80E21	OFFICE ASSISTANT II	1.0	1.0	0.00
80J21	ACCOUNT CLERK	1.0	1.0	0.00
99ZXX	ALLOCATION ON LOAN XX	0.0	1.0	1.00
	Total	7.0	8.0	1.00

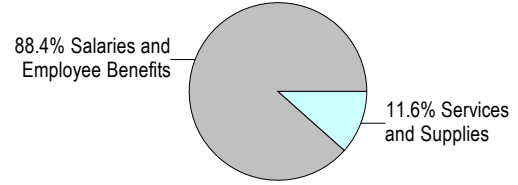
# North County Administration

(Unit 8278— Fund 001)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	161,313	157,147	152,960	164,157	164,157	7,010
Services and Supplies	25,133	21,040	21,040	21,444	21,444	404
Subtotal	\$186,446	\$178,187	\$174,000	\$185,601	\$185,601	7,414

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$186,446	\$178,187	\$174,000	\$185,601	\$185,601	7,414
Total Source of Funds	\$186,446	\$178,187	\$174,000	\$185,601	\$185,601	7,414

## Unit Description

Under administrative direction of the Parks Director, plans, organizes and manages the operational and maintenance aspects of multi-park operations in the Northern areas of the County. Multi-park duties includes routine park operations, maintenance and improvement, recreation services, special events, safety and code enforcement, utilities and concessionaires.

## Prior Year Accomplishments

Successfully organized and managed the operational and maintenance aspects of multi-park operations in the Northern areas of the County.

## Budget Year Goals

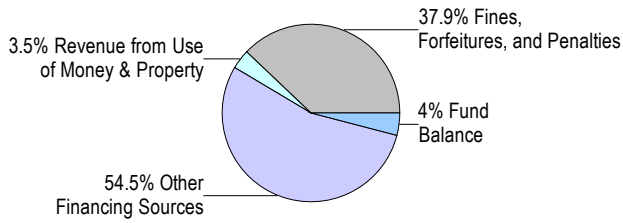
Continue to plan, organize and manage the operational and maintenance aspects of multi-park operations in the Northern areas of the County in Fiscal Year 2011-12

## Adopted 2011 to Recommended 2012 Positions

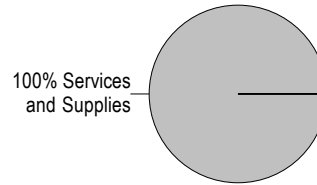
Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
68E21	DEPUTY CHIEF RANGER/PARKS OPERATIONS MANAGER	1.0	1.0	0.00
Total		1.0	1.0	0.00

# Parks (Fish and Game)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Services and Supplies	21,809	12,261	24,125	19,785	19,785	7,524
Subtotal	\$21,809	\$12,261	\$24,125	\$19,785	\$19,785	7,524

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	12,501	2,000	5,000	7,500	7,500	5,500
Revenue from Use of Money & Property	299	700	700	700	700	0
Other Financing Sources	10,000	10,786	10,786	10,786	10,786	0
Subtotal	\$22,800	\$13,486	\$16,486	\$18,986	\$18,986	5,500
Fund Balance	(990)	(1,225)	7,639	799	799	2,024
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$21,810	\$12,261	\$24,125	\$19,785	\$19,785	7,524

## Unit Description

This budget provides for the administration of the County's Fish and Game Commission, which consists of fifteen members, three from each supervisorial district, who are appointed for three staggered terms. 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. The Monterey County Parks Department acts as support staff to the Commission.

grant requests annually for grants ranging from \$1,000 to \$8,000. Reduced budget for grants may impact the Commission's ability to fund viable applicant's programs.

## Summary of Recommendation

The Recommended Budget of \$19,785 is an increase of \$7,414 from the previous year. The anticipated available Fund Balance for use by the Commission will be utilized to off-set the increase in appropriations.

## Prior Year Accomplishments

The Commission considered eligible grant projects for the Board of Supervisors' approval, consistent with its goal of making recommendations for the preservation and propagation of fish and wildlife.

## Budget Impacts

The Commission meets bi-monthly to discuss issues relating to fish and game enforcement, preservation and enhancement. Each April, the Commission meets to consider funding requests from organizations that promote projects to enhance fish and game conservation. The Commission generally receives five to eight

## Budget Year Goals

The Commission will consider eligible grant projects for the Board of Supervisors' approval, consistent with its goal of making recommendations for the preservation and propagation of fish and wildlife.

## Pending Issues

There are no pending issues.

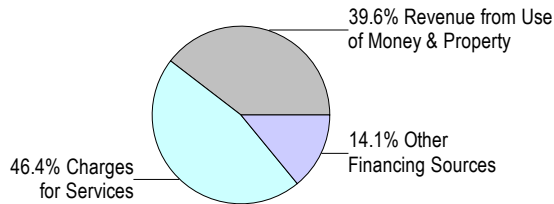
## Policy Considerations

There are no policy considerations.

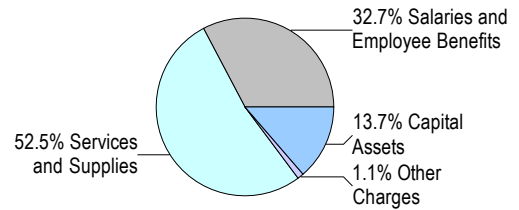


# Parks Resorts

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	2,895,571	3,198,267	904,830	3,579,492	3,208,348	10,081
Services and Supplies	2,993,354	2,517,568	1,802,131	5,186,482	5,146,482	2,628,914
Other Charges	60,495	82,000	82,000	542,000	111,980	29,980
Capital Assets	806,917	355,089	0	1,340,000	1,340,000	984,911
Subtotal	\$6,756,336	\$6,152,924	\$2,788,961	\$10,647,974	\$9,806,810	3,653,886

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	388,422	1,630,000	1,625,000	3,771,502	3,771,502	2,141,502
Intergovernmental Revenues	700,898	0	0	0	0	0
Charges for Services	3,047,698	4,266,497	900,000	4,417,001	4,417,001	150,504
Miscellaneous Revenues	36,559	0	0	0	0	0
Other Financing Sources	791,240	776,288	776,288	2,053,597	1,340,000	563,712
Subtotal	\$4,964,818	\$6,672,785	\$3,301,288	\$10,242,100	\$9,528,503	2,855,718
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Fund Balance	\$1,791,519	(\$519,861)	(\$512,327)	\$405,874	\$278,307	\$798,168
Total Source of Funds	\$6,756,336	\$6,152,924	\$2,788,961	\$10,647,974	\$9,806,810	3,653,886

## Unit Description

Recreation at the Lake San Antonio Dam began in 1967 and its operation is contingent upon the annual weather cycle; the need to increase water conservation and flood protection in the Salinas Valley; proper maintenance of the Salinas River; recreational benefits; compliance with state and federal regulations. When Lake San Antonio is at full capacity (elevation 780 feet), it is 16 miles long and has about 100 miles of shoreline. The lake is a major recreational attraction, with visitation concentrated in a 100-day season beginning Memorial Day and extending to Labor Day. The facilities are open year-round. The location of the lake is in a highly attractive rural setting among oak-studded hillsides. It features one of the state's largest camping facilities, with over 2,000 sites. The lake's appeal includes excellent bass fishing, availability of shoreline camping on the North Shore, and minimal intrusion of man-made structures obstructing the view shed.

The Nacimiento Dam was completed in 1957. When the lake is at full capacity (elevation 800 feet), it is 18 miles long and has about

165 miles of shoreline. Lake Nacimiento is also a multi-use facility operated for flood control, water conservation, and recreation. The lake covers over 5,000 surface acres surrounded by unspoiled wilderness, mountains, river canyons, oak and pine forests, spring waterfalls and abundant wildlife.

Both lakes offer a spectrum of recreational opportunities for visitors. Recreational opportunities available to visitors include camping, day-use, fishing, furnished lodging, boat launch ramps, boating and water sport rentals, full-service marinas, general stores, restaurant, snack bar, and ancillary services are provided. The County will operate camping, day use, and Ranger security. The County has contracted with a management firm to run the marina, store, service station, restaurant, and condominium units and lake view lodges.

## Summary of Recommendation

The recommended budget of \$9,806,810 for the Lakes Enterprise Fund 452 is the total for all lakes operations for Fiscal Year 2011-12.

The increase in budgeted Expenditures/Revenue is due to the conversion of the lakes units previously supported by the General Fund 001

---

### **Budget Impacts**

Although both Lake San Antonio Resort and Lake Nacimiento Resort operations require significant capital improvements, it is undetermined how to fund all the immediate repairs that may be health and safety concerns.

In the FY 2009-10 Adopted and FY 2010-11 Recommended Budget, the County General Fund provided loans of approximately \$706,000, each year, to the Parks Resorts Fund to offset the cost for the annual debt service. Once the resort operations become profitable, funds will be utilized to repay the County General Fund after all operations costs of the Lakes Resorts are off-set (including annual deferred maintenance); and Productivity Loan payments (to commence FY 2011-12 through FY 2015-16) are met.

---

### **Prior Year Accomplishments**

Completed major capital project funded by the CA State Dept of Boating and Waterways including the Lake Nacimiento parking lot, fish cleaning station and new Ranger office.

The department has maintained standards and continued to implement improvements that provided top quality customer service throughout the Parks System.

Ensured that County values were incorporated into all aspects of Departmental policies, procedures and employee training.

Investigated and developed new revenue resources to ensure financial self-sustainability.

---

### **Budget Year Goals**

Establish an aggressive marketing campaign to spotlight the Resorts and increase revenue levels. Target audience is county residents, tourists and visitors from San Luis Obispo, the northern region of Los Angeles County, Ventura, Santa Barbara, and

Monterey Counties. Marketing will include collaboration with management firm marketing team.

Maintain standards and continue to implement improvements that provide top quality customer service throughout the Parks System and ensure that the County values are incorporated in all aspects of the Department policies, procedures and employee training.

Prioritize major maintenance and infrastructure improvements throughout the Resort system. The majority of these improvements will be funded with revenue generated from operations.

Research and obtain grant sources to help fund infrastructure improvements; investigate and develop new revenue resources to maximize the profitability of the resort operation.

Work in collaboration with the contracted management firm to upgrade facilities, promote the resort activities, and maximize profits and operating efficiency.

---

### **Pending Issues**

Although the economy appears headed for an up-turn, there may still be significant impact to revenue and recreation activities at the lakes due to rising gas prices or other unforeseen factors.

Positive indicators including significant rain and the completion of major capital improvements including the new state-of-the-art marina are anticipated to increase visitor attendance at the park's lake facilities.

The Lakes Enterprise Fund 452 was established to maintain a high quality resort and recreational facility that generates sufficient revenue to recover all operational overhead costs. It is undetermined whether profit will also be sufficient to fund all the required capital improvements necessary to stay competitive; pay back the Productivity Investment Fund; retain a percentage toward a deferred maintenance reserve; and repay loans from the General Fund for debt service of the acquisition cost and unreimbursed fuel spill clean up costs owed to the Water Resources Agency.

---

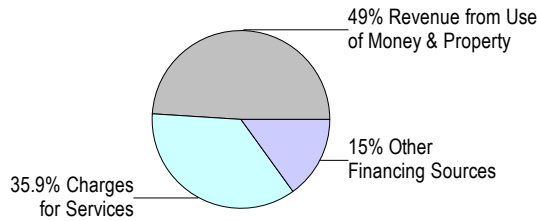
### **Policy Considerations**

There are no policy considerations.

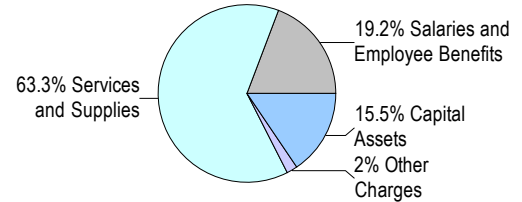
## Resort at Nacimiento Lake

(Unit 8385— Fund 452)

### Source of Funds



### Use of Funds



### Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	510,432	1,004,969	853,976	786,280	786,280	(218,689)
Services and Supplies	1,451,332	1,296,230	1,296,230	2,586,094	2,586,094	1,289,864
Other Charges	76,538	77,000	77,000	365,000	80,000	3,000
Capital Assets	0	348,089	0	635,000	635,000	286,911
<b>Subtotal</b>	<b>\$2,038,301</b>	<b>\$2,726,288</b>	<b>\$2,227,206</b>	<b>\$4,372,374</b>	<b>\$4,087,374</b>	<b>1,361,086</b>

### Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	186,582	1,050,000	1,050,000	2,068,000	2,068,000	1,018,000
Charges for Services	845,341	900,000	900,000	1,517,000	1,517,000	617,000
Miscellaneous Revenues	272	0	0	0	0	0
Other Financing Sources	519,205	776,288	776,288	1,348,597	635,000	(141,288)
<b>Subtotal</b>	<b>\$1,551,400</b>	<b>\$2,726,288</b>	<b>\$2,726,288</b>	<b>\$4,933,597</b>	<b>\$4,220,000</b>	<b>1,493,712</b>
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
<b>Total Source of Funds</b>	<b>\$1,551,400</b>	<b>\$2,726,288</b>	<b>\$2,726,288</b>	<b>\$4,933,597</b>	<b>\$4,220,000</b>	<b>1,493,712</b>

### Unit Description

Lake Nacimiento Resort Operations includes all aspects of the facility operations run by the Parks Department in coordination with the management firm. This beautiful lake, located in San Luis Obispo County is known as the California Dragon. It covers over 5,000 surface acres and is surrounded by 165 miles of scenic shoreline, unspoiled wilderness, mountains, river canyons, oak and pine forest, spring waterfalls and abundant wildlife. A year round general store and seasonal restaurant are located right at the water's edge. The full service marina features 120 rental boat slips and rental fleet offering various types of boats for livery. Lodge accommodations with sweeping views are available year-round and for those that want to experience the great outdoors, Lake Nacimiento has over 350 campsites and shoreline camping is available.

### Prior Year Accomplishments

Collaboration with resort management firm in the operation and maintenance of the park in spite of budget challenges. Completed major capital projects including repavement of the boat launch area parking lot; construction of a new fish cleaning station and a new ranger office kiosk; and completed landscaping, all with funding from California State Bond initiatives.

In addition, completed the construction and installation of new state-of-the-art marina, fuel system, and marina store.

### Budget Year Goals

Maintain the facility in the best manner possible with the available resources for FY 2011-12.

Maximize attendance as a result of increased water levels and marketing efforts. Anticipate 10-15% increase in revenue over the prior year.

---

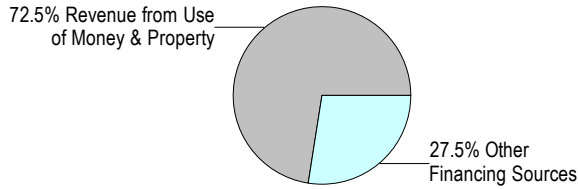
**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
14B21	ASSOCIATE PERSONNEL ANALYST	1.0	1.0	0.00
68A41	COUNTY PARK RANGER II	5.0	5.0	0.00
68A43	COUNTY PARK RANGER SUPERVISOR	1.0	1.0	0.00
72B31	PARKS BUILDING & GROUNDS WORKER II	2.0	2.0	0.00
80J22	SENIOR ACCOUNT CLERK	1.0	1.0	0.00
	Total	10.0	10.0	0.00

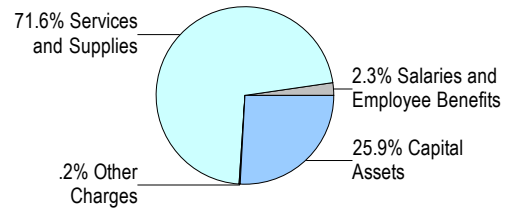
# Resort at San Antonio Lake

(Unit 8386— Fund 452)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	49,560	64,099	50,854	57,467	57,467	(6,632)
Services and Supplies	659,768	505,901	505,901	1,786,934	1,786,934	1,281,033
Other Charges	23	5,000	5,000	5,000	5,000	0
<b>Subtotal</b>	<b>\$709,351</b>	<b>\$575,000</b>	<b>\$561,755</b>	<b>\$2,494,401</b>	<b>\$2,494,401</b>	<b>1,919,401</b>

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	185,138	575,000	575,000	1,703,502	1,703,502	1,128,502
Other Financing Sources	272,035	0	0	645,000	645,000	645,000
<b>Subtotal</b>	<b>\$457,173</b>	<b>\$575,000</b>	<b>\$575,000</b>	<b>\$2,348,502</b>	<b>\$2,348,502</b>	<b>1,773,502</b>
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
<b>Total Source of Funds</b>	<b>\$457,173</b>	<b>\$575,000</b>	<b>\$575,000</b>	<b>\$2,348,502</b>	<b>\$2,348,502</b>	<b>1,773,502</b>

## Unit Description

Lake San Antonio Resort Operations encompasses the operation of the lodges, marina, fueling station, and the general stores at South Shore and North Shore in coordination with the management firm, Forever Resorts. The resort offers 16 lake view rental units located just feet from the water. In addition to the rental boat fleet, Lake San Antonio marina offers a full line of supplies, parts, and additional rentals including life vests, and the latest skis and wakeboards. Patrons also have the option of annual rentals available for boat slips and dry storage.

## Prior Year Accomplishments

Collaboration with resort management firm in the operation and maintenance of the park in spite of budget challenges.

## Budget Year Goals

Maintain the facility in the best manner possible with the available resources for FY 2011-12.

Maximize attendance as a result of increased water levels and marketing efforts. Anticipated 10-15% increase in revenue over the prior year.

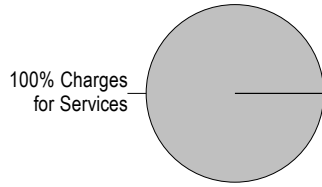
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
72B31	PARKS BUILDING & GROUNDS WORKER II	1.0	1.0	0.00
<b>Total</b>		<b>1.0</b>	<b>1.0</b>	<b>0.00</b>

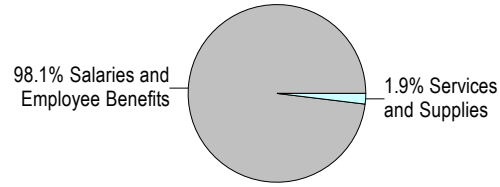
# Nacimiento Boat Patrol

(Unit 8387— Fund 452)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	378,200	224,297	0	232,927	232,927	8,630
Services and Supplies	82,614	3,512	0	4,555	4,555	1,043
Other Charges	(3,340)	0	0	0	0	0
Capital Assets	801,751	0	0	0	0	0
Subtotal	\$1,259,225	\$227,809	\$0	\$237,482	\$237,482	9,673

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Intergovernmental Revenues	567,898	0	0	0	0	0
Charges for Services	257,954	400,231	0	375,546	375,546	(24,685)
Miscellaneous Revenues	35,000	0	0	0	0	0
Subtotal	\$860,852	\$400,231	\$0	\$375,546	\$375,546	(24,685)
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$860,852	\$400,231	\$0	\$375,546	\$375,546	(24,685)

## Unit Description

At Lake Nacimiento - this unit was established prior to the addition of the resort facility to the Parks Department. This park unit continues to offset and separate the cost of the boating patrols for the County Park Rangers' duties on the water.

and operational issues for restrooms, buoys, docks, & other park equipment on the lake.

## Budget Year Goals

Continue to provide excellent customer service to the boating patrons at the lake while providing a safe & friendly recreational environment for all.

## Prior Year Accomplishments

Provided a safe & friendly recreational environment by enforcing safety and code violations on the water in addition to maintenance

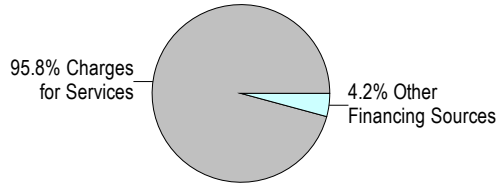
## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
68A42	COUNTY PARK RANGER III	1.0	1.0	0.00
68A43	COUNTY PARK RANGER SUPERVISOR	1.0	1.0	0.00
Total		2.0	2.0	0.00

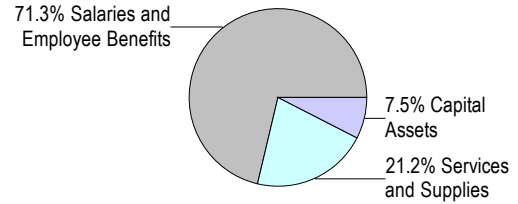
# North Shore Lake San Antonio

(Unit 8388— Fund 452)

## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	467,277	477,948	0	568,821	568,821	90,873
Services and Supplies	206,709	165,455	0	169,022	169,022	3,567
Other Charges	2,557	0	0	0	0	0
Capital Assets	2,583	0	0	60,000	60,000	60,000
<b>Subtotal</b>	<b>\$679,126</b>	<b>\$643,403</b>	<b>\$0</b>	<b>\$797,843</b>	<b>\$797,843</b>	<b>154,440</b>

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	2	0	0	0	0	0
Intergovernmental Revenues	45,971	0	0	0	0	0
Charges for Services	978,065	1,750,112	0	1,370,119	1,370,119	(379,993)
Miscellaneous Revenues	161	0	0	0	0	0
<b>Subtotal</b>	<b>\$1,024,199</b>	<b>\$1,750,112</b>	<b>\$0</b>	<b>\$1,430,119</b>	<b>\$1,430,119</b>	<b>(319,993)</b>
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
<b>Total Source of Funds</b>	<b>\$1,024,199</b>	<b>\$1,750,112</b>	<b>\$0</b>	<b>\$1,430,119</b>	<b>\$1,430,119</b>	<b>(319,993)</b>

## Unit Description

Over four miles of shore camping is available on Lake San Antonio's North Shore, the best and most accessible waterline lake camping in California. North Shore offers group picnic areas with horseshoes, volleyball, and shuffle board. A separate equestrian camping area is available with a cooking area, horse stalls and miles of trails.

## Prior Year Accomplishments

Maintenance of the park in spite of budget challenges and decrease in the department's staffing levels. Attendance numbers started to climb and were better than expected.

## Budget Year Goals

Maintain the facility in the best manner possible with the available resources in FY 2011-12. Maximize attendance as a result of increased water levels and marketing efforts. Anticipate 10-15% increase in revenue over the prior year.

---

**Adopted 2011 to Recommended 2012 Positions**

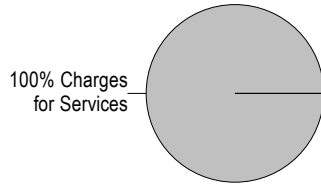
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
68A41	COUNTY PARK RANGER II	3.0	3.0	0.00
68A42	COUNTY PARK RANGER III	1.0	1.0	0.00
68A43	COUNTY PARK RANGER SUPERVISOR	1.0	1.0	0.00
	Total	5.0	5.0	0.00



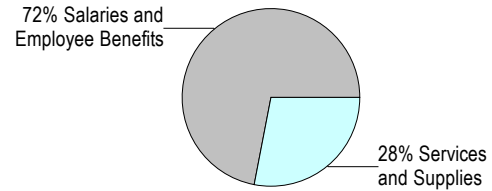
# South Shore Lake San Antonio

(Unit 8389— Fund 452)

## Source of Funds



## Use of Funds



Parks

## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	697,586	631,773	0	686,409	686,409	54,636
Services and Supplies	326,914	253,949	0	267,535	267,535	13,586
Other Charges	(12,015)	0	0	0	0	0
Capital Assets	2,583	0	0	0	0	0
<b>Subtotal</b>	<b>\$1,015,068</b>	<b>\$885,722</b>	<b>\$0</b>	<b>\$953,944</b>	<b>\$953,944</b>	<b>68,222</b>

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	0	5,000	0	0	0	(5,000)
Intergovernmental Revenues	87,029	0	0	0	0	0
Charges for Services	773,361	1,025,675	0	991,327	991,327	(34,348)
Miscellaneous Revenues	1,126	0	0	0	0	0
<b>Subtotal</b>	<b>\$861,516</b>	<b>\$1,030,675</b>	<b>\$0</b>	<b>\$991,327</b>	<b>\$991,327</b>	<b>(39,348)</b>
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
<b>Total Source of Funds</b>	<b>\$861,516</b>	<b>\$1,030,675</b>	<b>\$0</b>	<b>\$991,327</b>	<b>\$991,327</b>	<b>(39,348)</b>

## Unit Description

Lake San Antonio South Shore is Monterey County's premier freshwater recreation area. Located 20 miles inland from the Central Coast, this lake facility features year-round activities including picnicking, camping, fishing, hiking, swimming, boating and skiing. Three campgrounds with over 500 campsites are available for individuals, families, and groups at South Shore. The camping facilities include tent, electrical, and full hook-up sites. A museum and Visitor Center can be enjoyed at the Park's Administration Building.

## Prior Year Accomplishments

Maintenance of the park, in spite of budget challenges and decrease in the department's staffing levels.

Maintanance and repairs to modular rental units and the marina enabled the facility to operate at a consistent level of service.

## Budget Year Goals

Maintain the facility in the best manner possible with the available resources in FY 2011-12. Maximize attendance as a result of increased water levels and marketing efforts. Anticipate 10-15% increase in revenue over the prior year.

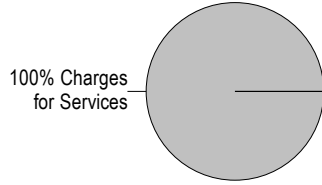
---

**Adopted 2011 to Recommended 2012 Positions**

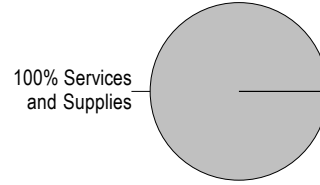
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
68A41	COUNTY PARK RANGER II	2.0	2.0	0.00
68A42	COUNTY PARK RANGER III	1.0	1.0	0.00
68A43	COUNTY PARK RANGER SUPERVISOR	1.0	1.0	0.00
68C23	PARK SERVICES AIDE III	1.0	1.0	0.00
72B31	PARKS BUILDING & GROUNDS WORKER II	2.0	2.0	0.00
	Total	7.0	7.0	0.00

**Lakes Events**  
(Unit 8390— Fund 452)

**Source of Funds**



**Use of Funds**



Parks

**Use of Funds**

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	0	12,918	0	0	0	(12,918)
Services and Supplies	41,916	33,000	0	50,002	50,002	17,002
Other Charges	(292)	0	0	0	0	0
Subtotal	\$41,624	\$45,918	\$0	\$50,002	\$50,002	4,084

**Source of Funds**

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Charges for Services	192,977	190,479	0	163,009	163,009	(27,470)
Subtotal	\$192,977	\$190,479	\$0	\$163,009	\$163,009	(27,470)
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$192,977	\$190,479	\$0	\$163,009	\$163,009	(27,470)

**Unit Description**

A Budget Unit Description was not available at the time of publication.

**Budget Year Goals**

Budget Year Goals were not available at the time of publication. County Administrative Office will work with the Department to establish unit level goals for FY 2010-11.

**Prior Year Accomplishments**

Prior Year Accomplishments were not available at the time of publication. County Administrative Office will work with the Department to establish unit level goals for FY 2010-11.

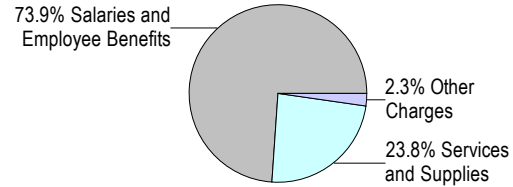
# Lakes Administration

(Unit 8391— Fund 452)

## Source of Funds

Intentionally Left Blank

## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	792,517	782,263	0	1,247,588	876,444	94,181
Services and Supplies	224,101	259,521	0	322,340	282,340	22,819
Other Charges	(2,976)	0	0	172,000	26,980	26,980
Capital Assets	0	7,000	0	0	0	(7,000)
Subtotal	\$1,013,642	\$1,048,784	\$0	\$1,741,928	\$1,185,764	136,980

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	16,700	0	0	0	0	0
Subtotal	\$16,700	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$16,700	\$0	\$0	\$0	\$0	0

## Unit Description

Under administrative direction of the Parks Director, plans, organizes and manages the operational and maintenance aspects of multi-park operations in all the Lakes operations which are located at the most Southern end of Monterey County. Multi-park duties include routine park operations, maintenance and improvement, recreation services, special events, safety and code enforcement, utilities and concessionaires. Satellite unit of support staff work under the direction of the Parks Administrative and Countywide policy and procedures.

## Prior Year Accomplishments

The administrative office provided support and administrative oversight to all functions of the park units.

## Budget Year Goals

Continue to provide excellent customer service to all internal and external customers and assist the park units in meeting individual goals for FY 2011-12.

## Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
20B10	ACCOUNTANT I	1.0	1.0	0.00
68E01	COUNTY PARK RANGER MANAGER	1.0	1.0	0.00
68E21	DEPUTY CHIEF RANGER/PARKS OPERATIONS MANAGER	1.0	1.0	0.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	2.0	2.0	0.00
72B41	SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.0	1.0	0.00

**Adopted 2011 to Recommended 2012 Positions**

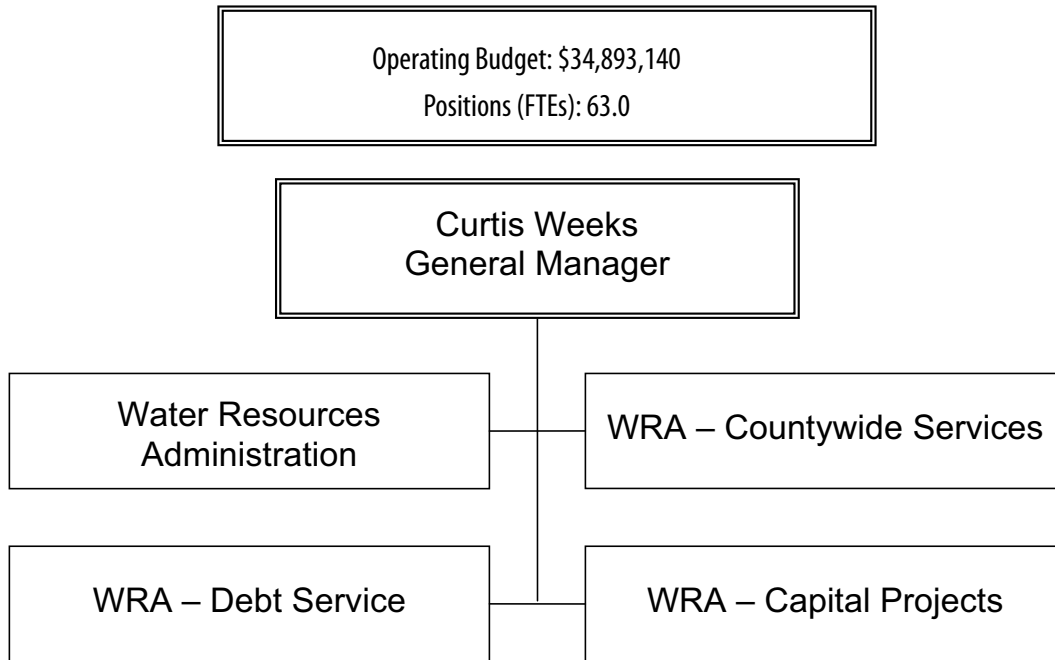
<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
72C23	MECHANIC II	1.0	1.0	0.00
72C26	MECHANIC III	1.0	1.0	0.00
80E22	OFFICE ASSISTANT III	1.0	1.0	0.00
	<b>Total</b>	<b>9.0</b>	<b>9.0</b>	<b>0.00</b>

Parks

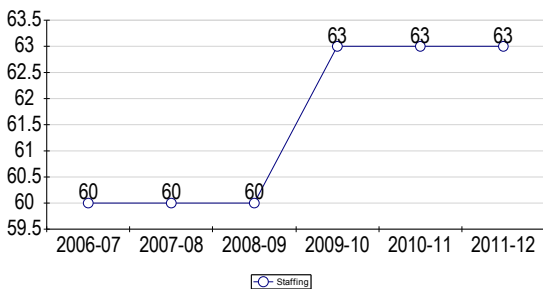


This page intentionally left blank.

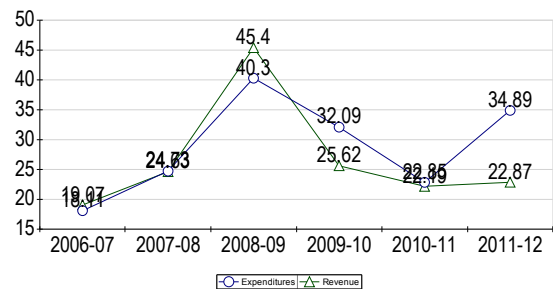
# Water Resources Agency



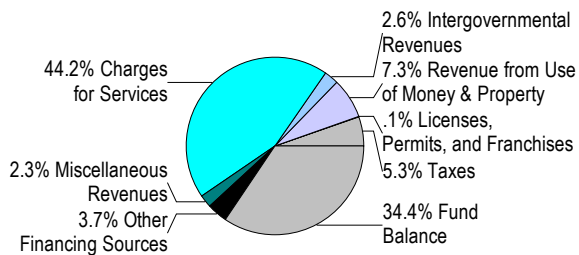
**Staffing Trends**



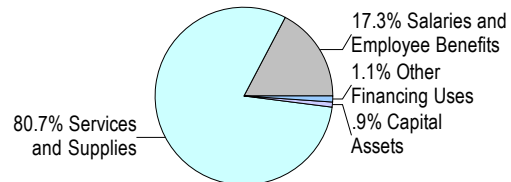
**Expenditure/Revenue History (in thousands)**



## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	5,333,433	5,868,191	5,595,585	6,174,815	6,174,815	306,624
Services and Supplies	21,335,644	21,590,939	17,452,909	55,317,518	28,799,698	7,208,759
Other Charges	(8,674,826)	(3,707,201)	(1,209,544)	(792,633)	(792,633)	2,914,568
Capital Assets	7,406,451	160,380	94,567	326,260	326,260	165,880
Other Financing Uses	6,689,912	2,481,036	916,343	385,000	385,000	(2,096,036)
Subtotal	\$32,090,614	\$26,393,345	\$22,849,860	\$61,410,960	\$34,893,140	8,499,795

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Taxes	1,919,288	1,841,442	1,858,509	1,858,509	1,858,509	17,067
Licenses, Permits, and Franchises	23,135	29,000	29,000	29,000	29,000	0
Revenue from Use of Money & Property	1,654,639	411,480	2,550,438	2,559,930	2,559,930	2,148,450
Intergovernmental Revenues	735,674	82,383	902,290	916,220	916,220	833,837
Charges for Services	13,296,706	14,878,815	14,645,472	15,410,758	15,410,758	531,943
Miscellaneous Revenues	1,173,279	1,732,999	609,421	800,000	800,000	(932,999)
Other Financing Sources	6,818,812	488,123	1,590,343	28,196,910	1,300,180	812,057
Subtotal	\$25,621,532	\$19,464,242	\$22,185,473	\$49,771,327	\$22,874,597	3,410,355
Fund Balance	6,469,082	6,929,103	664,387	11,639,633	12,018,543	5,089,440
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$32,090,614	\$26,393,345	\$22,849,860	\$61,410,960	\$34,893,140	8,499,795

## Department Description

The MCWRA is responsible for the management of groundwater resources and flood control protection in Monterey County. The Agency Act provides the means to form improvement zones or benefit areas within the Agency to finance the preparation of special studies, improvements, and related maintenance. Seventeen active zones, a Countywide zone, and two maintenance districts have been formed to support specific improvement projects. Board Strategic Initiatives that the Water Resources Agency actively addresses are: Plan and develop a sustainable physical infrastructure that improves the quality of life for County residents and supports economic development initiatives, promote the use of alternative energy sources and related best practices that benefit the environment; and streamline County operations for greater accountability and efficiency of service delivery and cost savings.

The MCWRA budget includes a total of 29 funds. The following are the Agency's major funds:

**ADMINISTRATION FUND 111:** The costs for administrative and maintenance staffing, services and supplies, and equipment acquisition are incurred in Fund 111, which is funded by overhead charges in each of the zones and districts.

**PAJARO RIVER LEVEE FUND 112:** This fund maintains the Pajaro Levee and adjacent riverbank, including the removal of silt and the control of vegetation in the river channel adjacent to the Levee, subject to existing laws and regulations. Funds are used to support the following activities: coordination of levee and channel maintenance with the Army Corps of Engineers, regulatory agencies, other agencies, and citizens of the Pajaro Valley, Corps of Engineers 404 permit maintenance; Pajaro River Watershed Flood Prevention Authority support; development of a 100-year flood protection project in conjunction with the Army Corps of



Engineers; and coordination with Santa Cruz County on the Bench Excavation Project.

COUNTYWIDE FUND 113: This fund provides basic water resources management and flood control services countywide through the following ongoing programs: Hydrology and Water Quality, Flood Plain Management & Land Use Planning, ALERT System Operations and Maintenance/Flood Monitoring, Countywide Water Resources Review, and Countywide Special Projects including the Monterey Bay Regional Water Project.

NACIMIENTO AND SAN ANTONIO NON O&M FUNDS 114 and 115: These funds support non-operations and maintenance services for the Salinas Valley such as Hydrology and Water Quality Programs, Ground Water Extraction Data Collection, Well Permitting, Urban Water Solutions, and other grant related projects.

ZONE 2C DAM OPERATIONS AND ADMINISTRATION FUND 116: This fund provides for the operation and maintenance of the Nacimiento and San Antonio dams to reduce flooding impacts on the Salinas River, and provide water conservation with consideration given to recreation. Funds are used to maintain Agency land around the lakes and administer leases, provide assistance to property owners in maintaining the Salinas River Channel to benefit percolation and flood flow, support field and office activities for collection, analysis, and reporting of hydrologic data related to operation of the reservoirs, and maintain the Zone 2C assessment roll, pay legal expenses, and other administrative requirements.

CASTROVILLE SEAWATER INTRUSION PROJECT (CSIP) ZONE 2B FUND 119: This fund supports all ongoing operations within Zone 2B and provides monies for Funds 131, 132, and 303 for the operation and maintenance of the CSIP and Salinas Valley Reclamation Project including debt service.

RECLAMATION DITCH OPERATION AND MAINTENANCE FUND 122: This fund provides for the operation and maintenance of the Reclamation Ditch to reduce flooding impacts. The Reclamation Ditch is the storm drain for a major portion of the City of Salinas. The Ditch provides an outlet to the ocean for three Gabilan Mountain streams, receives irrigation return water from adjacent farmlands, and drains approximately 157 square miles. An Impact Fee for capital improvements is being developed in cooperation with the City of Salinas.

NACIMIENTO HYDROELECTRIC PLANT OPERATIONS AND MAINTENANCE FUND 130: The hydroelectric plant consists of two hydraulic turbine/generator units with a total capacity of 4,100 kilowatts. The plant generates electric power that is sold to PG&E through a Power Purchase Agreement. This fund provides for the operation and maintenance of all plant facilities.

CASTROVILLE SEAWATER INTRUSION PROJECT (CSIP) OPERATIONS AND MAINTENANCE FUND 131: This fund provides oversight of the operations and water deliveries of the CSIP, and contracts for operation and maintenance of the facilities.

SALINAS VALLEY RECLAMATION PROJECT (SVRP) FUND 132: This fund provides oversight of the operations and water deliveries of the SVRP, and contracts for operation and maintenance of the facilities. It also funds debt service on the SVRP.

SALINAS VALLEY WATER PROJECT (SVWP) BOND REVENUE FUND 133: This fund meets the Salinas Valley Water Project bond issue requirement of placing all pledged revenues into a single fund and paying the Salinas Valley Water Project bond debt service.

SALINAS RIVER DIVERSION FACILITY OPERATIONS AND MAINTENANCE FUND 134: This fund provides for the operation and maintenance of the Salinas River Diversion Facility, which includes meeting regulatory agency requirements.

CASTROVILLE SEAWATER INTRUSION PROJECT (CSIP) DEBT SERVICE FUND 303: This fund supports the debt service on the CSIP.

MONTEREY FINANCING AUTHORITY DEBT SERVICE FUND 313: This fund is used for the debt service of the Salinas Valley Water Project revenue bonds.

NACIMIENTO SPILLWAY MODIFICATION CONSTRUCTION FUND 422: This was a construction fund for the Nacimiento Spillway Modification portion of the Salinas Valley Water Project. Construction was completed in FY 2008-09.

SALINAS RIVER DIVERSION FACILITY CONSTRUCTION FUND 423: This was a construction fund for the Salinas River Diversion Facility portion of the Salinas Valley Water Project. The notice of substantial completion was issued January 15, 2010.

REGIONAL DESALINATION PROJECT CONSTRUCTION FUND 425: This is a construction fund for the Regional Desalination Project construction of wells.

---

### Summary of Recommendation

The Fiscal Year (FY) 2011-12 Recommended Budget for the Monterey County Water Resources Agency programs is \$34,893,140. Anticipated revenues of \$22,874,597 and anticipated beginning fund balances of approximately \$12,000,000 million will cover expenditures.

FY 2011-12 total staff positions for the Agency will remain at 63 positions.

---

### Budget Impacts

Decreased revenue from development fees, ad valorem taxes, and hydroelectric revenue has resulted in a decrease in projected fund balances.

It is anticipated that construction of the intake wells for the Regional Desalination Project will result in a project cost of approximately \$26,500,000. The FY 2011-12 budget will be modified upon Board approval of the financing plan and milestones for the project. Bond financing for the project is part of the financing plan under consideration, and will not only address future expenditures, but to provide reimbursement for prior expenditures temporarily sourced from Fund 111.

---

### Prior Year Accomplishments

The Nacimiento Spillway Modification was completed in FY 2008-09 and made it possible to capture an additional 94,000 acre feet of water in the reservoir during FY 2010-11. The additional water provided a full reservoir and will allow water conservation releases during FY 2011-12.

Successful Salinas Valley Diversion Facility operations resulted in a reduction in groundwater pumping by 85%.

California Public Utilities Commission (CPUC) and Board approval of the Regional Desalination Project.

### Budget Year Goals

Make meaningful progress on resolving water shortages throughout the County.

Maximize production capacity for reclaimed water via the Castroville Seawater Intrusion Project and the Salinas Valley Reclamation Project.

Successful operation of the Salinas Valley Water Project.

Complete and implement a financing plan; obtain financing; design and construct a test well; and design the slant well for the Regional Desalination Project. The estimated cost for this phase of the project is \$8,000,000.

Provide a completed Environmental Impact Report (EIR) for the Granite Ridge Water Supply Project.

Maximize storage of water for conservation releases, provide flood control protection, and facilitate recreational benefits at San Antonio and Nacimiento Reservoirs.

Implement Zone 9 Reclamation Ditch Impact Fees. The fees will provide the necessary funding to manage the increased runoff in the ditch due to impervious surfaces created by new development.

Develop funding options for the flood control zones where assessment fees are static.

### Pending Issues

Development of appropriate funding mechanisms for mandated fish and flow monitoring programs required by the Agency's agreement with the National Oceanic Atmospheric Administration Fisheries.

Development of appropriate funding for the following projects: Pajaro River Zones 1/1A; North Monterey County Comprehensive Water Supply Solution; implementation of an impact fee for the Zone 9 Reclamation Ditch; and urban water supplies. The Agency Flood Control assessments are static.

### Policy Considerations

There are no policy considerations.

### Appropriation Expenditure Detail

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Water Resources (WRA006)	2,708,671	3,343,126	2,806,377	4,318,608	4,318,608	975,482	116	9300_8267
Water Resources (WRA012)	1,356,522	2,744,441	1,314,050	3,188,548	3,188,548	444,107	122	9300_8267
Water Resources (WRA015)	1,994	1,589	2,025	2,714	2,714	1,125	125	9300_8267
Water Resources (WRA018)	60,886	45,522	34,173	135,459	135,459	89,937	128	9300_8267
Water Resources (WRA020)	2,323,697	2,243,215	1,500,369	2,417,912	2,417,912	174,697	131	9300_8267
Water Resources (WRA023)	1,142,575	0	3,486	0	0	0	422	9300_8267
Water Resources (WRA025)	1,911,585	1,971,973	1,904,445	1,957,942	1,957,942	(14,031)	303	9300_8267
Water Resources (WRA001)	604,140	170,000	370,504	3,522,426	3,522,426	3,352,426	111	9300_8267
Water Resources (WRA003)	1,188,038	1,619,201	866,804	786,941	786,941	(832,260)	113	9300_8267
Water Resources (WRA011)	52,084	203,770	151,907	180,777	180,777	(22,993)	121	9300_8267
Water Resources (WRA014)	40,415	70,954	39,996	69,000	69,000	(1,954)	124	9300_8267
Water Resources (WRA021)	3,965,164	4,304,244	3,622,096	4,594,189	4,594,189	289,945	132	9300_8267
Water Resources (WRA026)	4,745,648	0	2,143,913	2,141,515	2,141,515	2,141,515	313	9300_8267
Water Resources (WRA002)	706,560	549,447	343,826	763,717	763,717	214,270	112	9300_8267
Water Resources (WRA004)	1,446,533	941,451	999,819	723,344	723,344	(218,107)	114	9300_8267
Water Resources (WRA005)	1,143,353	643,018	520,191	663,097	663,097	20,079	115	9300_8267
Water Resources (WRA007)	16,376	112,352	84,305	85,966	85,966	(26,386)	117	9300_8267
Water Resources (WRA010)	4,400	5,413	4,832	7,032	7,032	1,619	120	9300_8267
Water Resources (WRA017)	26,046	285,369	93,114	301,639	301,639	16,270	127	9300_8267
Water Resources (WRA022)	625,916	594,349	409,533	549,901	549,901	(44,448)	130	9300_8267
Water Resources (WRA028)	156,196	1,726,623	2,223,559	2,232,712	2,232,712	506,089	134	9300_8267
Water Resources (WRA008)	19,391	77,492	64,789	44,730	44,730	(32,762)	118	9300_8267
Water Resources (WRA009)	155,452	453,526	273,479	645,958	645,958	192,432	119	9300_8267
Water Resources (WRA013)	54,306	59,241	36,417	80,180	80,180	20,939	123	9300_8267
Water Resources (WRA016)	3,247	60,924	7,768	66,673	66,673	5,749	126	9300_8267

**Appropriation Expenditure Detail**

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Water Resources (WRA019)	2,489	12,079	3,362	13,870	13,870	1,791	129	9300_8267
Water Resources (WRA024)	6,716,348	0	436,833	40,000	40,000	40,000	423	9300_8267
Water Resources (WRA027)	912,582	4,154,026	2,087,888	5,358,290	5,358,290	1,204,264	133	9300_8267
Water Resources (WRA035)	0	0	500,000	26,517,820	0	0	425	9300_8267
Subtotal	\$32,090,614	\$26,393,345	\$22,849,860	\$61,410,960	\$34,893,140	8,499,795		

**Crosswalk - Advantage Appropriation to AFIN Budget Unit**

Advantage			AFIN		
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
(WRA001)	Water Resources Administration	930	Water Resources Managed Dist	201	Water Resources Admin.
(WRA002)	Water Resources - Zone # 1	930	Water Resources Managed Dist	202	Water Resources - Zone # 1
(WRA003)	WRA - County-Wide Services	930	Water Resources Managed Dist	203	County-Wide Services
(WRA004)	Water Resources - Zone # 2	930	Water Resources Managed Dist	205	Water Resources - Zone # 2
(WRA005)	Water Resources - Zone # 2A	930	Water Resources Managed Dist	206	Water Resources - Zone # 2A
(WRA006)	Water Resources - Zone # 2C	930	Water Resources Managed Dist	207	Water Resources - Zone # 2C
(WRA007)	Water Resources - Zone # 3	930	Water Resources Managed Dist	210	Water Resources - Zone # 3
(WRA008)	Water Resources - Zone # 5	930	Water Resources Managed Dist	215	Water Resources - Zone # 5
(WRA009)	Water Resources - Zone # 6	930	Water Resources Managed Dist	217	Water Resources - Zone # 6
(WRA010)	Water Resources - Zone # 7	930	Water Resources Managed Dist	218	Water Resources - Zone # 7
(WRA011)	Water Resources - Zone # 8	930	Water Resources Managed Dist	219	Water Resources - Zone # 8
(WRA012)	Water Resources - Zone # 9	930	Water Resources Managed Dist	222	Water Resources - Zone # 9
(WRA013)	Water Resources - Zone # 11	930	Water Resources Managed Dist	231	Water Resources - Zone # 11
(WRA014)	Water Resources - Zone # 12	930	Water Resources Managed Dist	232	Water Resources - Zone # 12
(WRA015)	Water Resources - Zone # 14	930	Water Resources Managed Dist	234	Water Resources - Zone # 14
(WRA016)	Water Resources - Zone # 15	930	Water Resources Managed Dist	235	Water Resources - Zone # 15
(WRA017)	Water Resources - Zone # 17	930	Water Resources Managed Dist	237	Water Resources - Zone # 17
(WRA018)	Storm Drain Maintenance # 2	930	Water Resources Managed Dist	251	Storm Drain Maintenance # 2
(WRA019)	Gonzales Slough Maintenance	930	Water Resources Managed Dist	252	Gonzales Slough Maintenance
(WRA020)	CSIP Operations	930	Water Resources Managed Dist	256	CSIP Operating Fund
(WRA021)	SVRP Operations	930	Water Resources Managed Dist	257	SVRP Operating Fund
(WRA022)	Nacimiento Hydro-Electric Operations	930	Water Resources Managed Dist	260	Nacimiento Hydro Operate
(WRA027)	S.V. Water Project Revenue	930	Water Resources Managed Dist	204	S.V. Water Project Revenue
(WRA028)	Salinas Valley Diversion Facility O&M	NA	NA (New for FY 09-10)	NA	NA (New for FY 09-10)
(WRA023)	Nacimiento Spillway Modif Construction	931	Water Resources Cap Projects	278	NAC Spillway Mod Construction
(WRA024)	Diversion Facility Construction	931	Water Resources Cap Projects	279	Diversion Facility Const
(WRA025)	CSIP Debt Service	940	Oth Special Dist Under Board	424	CSIP Debt Service Fund
(WRA026)	WRA SVWP Debt Service	940	Oth Special Dist Under Board	465	SVWP Debt Service

Water Resources Agency

**Adopted 2011 to Recommended 2012 Positions**

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
11A15	GENERAL MANAGER-WATER RESOURCES AGENCY	1.0	1.0	0.00
12C32	ASSISTANT GENERAL MANAGER/ENGINEER	2.0	2.0	0.00
12C36	DEPUTY GENERAL MANAGER - WATER RESOURCES AGENCY	1.0	1.0	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.0	1.0	0.00
14K22	CHIEF OF WATER RESOURCES PLANNING	1.0	1.0	0.00

**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.0	1.0	0.00
20B12	ACCOUNTANT III	1.0	1.0	0.00
20B93	FINANCE MANAGER II	1.0	1.0	0.00
28C02	RIGHT OF WAY SPECIALIST	1.0	1.0	0.00
41C02	WATER RESOURCES HYDROLOGIST	7.0	7.0	0.00
41C14	ASSOCIATE WATER RESOURCES HYDROLOGIST	3.0	3.0	0.00
41C17	SENIOR WATER RESOURCES HYDROLOGIST	4.0	4.0	0.00
41C20	WATER RESOURCES BIOLOGIST	1.0	1.0	0.00
41C21	ASSOCIATE WATER RESOURCES BIOLOGIST	1.0	1.0	0.00
41C30	WATER RESOURCES PROPERTY SPECIALIST	1.0	1.0	0.00
41E11	WATER RESOURCES ENGINEER	4.0	4.0	0.00
41E21	ASSOCISTE WATER RESOURCES ENGINEER	2.0	2.0	0.00
41E30	SENIOR WATER RESOURCES ENGINEER	3.0	3.0	0.00
43A21	ENGINEERING AIDE II	1.0	1.0	0.00
43A22	ENGINEERING AIDE III	1.0	1.0	0.00
43B03	WATER RESOURCES TECHNICIAN	9.0	9.0	0.00
74C01	WATER MAINTENANCE SUPERINTENDENT	1.0	1.0	0.00
74F23	HYDROELECTRIC TECHNICIAN	1.0	1.0	0.00
74J01	WATER MAINTENANCE HELPER	2.0	2.0	0.00
74J11	WATER MAINTENANCE WORKER	3.0	3.0	0.00
74J21	SENIOR WATER MAINTENANCE WORKER	3.0	3.0	0.00
74J22	ASSISTANT WATER MAINTENANCE SUPERINTENDNT	2.0	2.0	0.00
80A32	SENIOR SECRETARY	1.0	1.0	0.00
80E22	OFFICE ASSISTANT III	1.0	1.0	0.00
80J22	SENIOR ACCOUNT CLERK	1.0	1.0	0.00
80J82	SENIOR ACCOUNT CLERK-CONFIDENTIAL	1.0	1.0	0.00
<b>Total</b>		<b>63.0</b>	<b>63.0</b>	<b>0.00</b>

# Natividad Medical Center

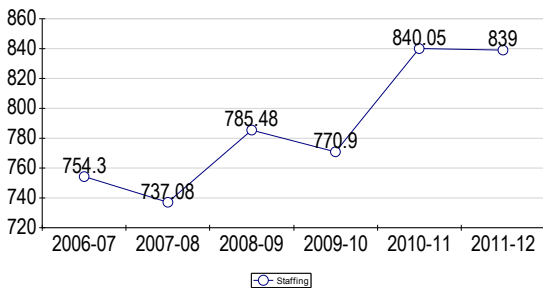
Operating Budget: \$198,504,009  
Positions (FTEs): 839.0

Harry Weis  
Chief Executive Officer

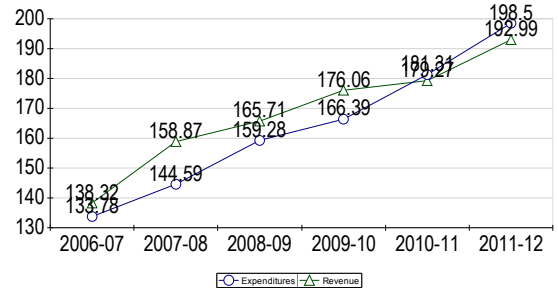
Natividad Medical Center

Natividad Medical Center

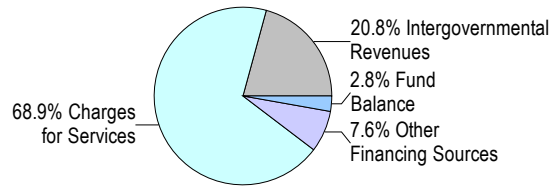
**Staffing Trends**



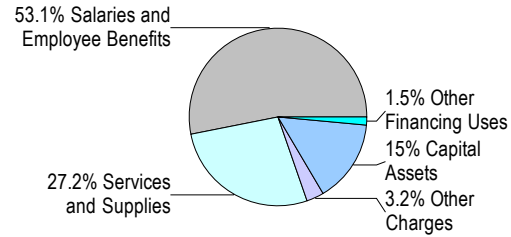
**Expenditure/Revenue History (in thousands)**



## Source of Funds



## Use of Funds



## Use of Funds

Expenditures	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Salaries and Employee Benefits	92,829,111	101,654,424	95,864,251	105,445,599	105,445,599	3,791,175
Services and Supplies	58,611,960	54,633,138	56,138,608	54,004,129	54,004,129	(629,009)
Other Charges	11,391,504	7,800,413	7,308,279	6,278,321	6,278,321	(1,522,092)
Capital Assets	3,557,084	27,000,000	22,000,000	29,871,329	29,871,329	2,871,329
Other Financing	0	0	0	0	2,904,631	2,904,631
Subtotal	\$166,389,658	\$191,087,975	\$181,311,138	\$195,599,378	\$198,504,009	7,416,034

## Source of Funds

Revenues	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted
Revenue from Use of Money & Property	28,214	0	0	0	0	0
Intergovernmental Revenues	(271,359)	31,652,900	48,956,899	41,231,000	41,231,000	9,578,100
Charges for Services	180,783,661	142,921,729	130,315,101	136,755,166	136,755,166	(6,166,563)
Miscellaneous Revenues	(4,479,837)	0	0	0	0	0
Other Financing Sources	0	0	0	0	15,000,000	15,000,000
Subtotal	\$176,060,679	\$174,574,629	\$179,272,000	\$177,986,166	\$192,986,166	18,411,537
Fund Balance	(9,671,020)	16,513,346	2,039,138	17,613,212	5,517,843	(10,995,503)
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$166,389,659	\$191,087,975	\$181,311,138	\$195,599,378	\$198,504,009	7,416,034

## Department Description

NMC is a Monterey County owned and operated acute care hospital providing healthcare to the residents of the County for more than 125 years. The medical campus includes a variety of community providers and public health primary care clinics and operates with a medical staff of over 235 physicians to provide comprehensive inpatient, outpatient, emergency, diagnostic and specialty care with an emphasis on the care for women, children and families. Through its affiliation with the University of California, San Francisco (UCSF), NMC is the only teaching hospital on the Central Coast specializing in family medicine.

NMC operates a number of services unique to NMC and not available elsewhere in the County, such as: inpatient acute rehabilitation services; vaginal birth after cesarean services for women who qualify; certified by California Children's Services, Level III neonatal intensive care; a comprehensive HIV/AIDS and infectious disease clinic; and a multi-disciplinary medical-forensic clinic dedicated to child victims of sexual abuse.

Board Strategic Initiatives that NMC actively addresses: Ensure ability to provide accessible quality health care and human services throughout Monterey County; streamline operations for greater accountability and efficiency of service delivery and costs savings; plan and develop a sustainable physical infrastructure that improves the quality of life for County residents and supports economic development initiatives; and promote the use of alternative energy sources and related best practices that benefit the environment.

## Summary of Recommendation

Fiscal Year (FY) 2011-12 expenses are budgeted based on FY 2010-11 activities through December 2010 and annualized for the twelve month fiscal year at zero base expenses. Activity is normalized by excluding one-time events. Expenditures for FY 2011-12 are budgeted at \$198,504,009, a 4% increase over the FY 2010-11 Adopted Budget of \$7,416,034.

Salaries and Employee Benefits are budgeted at \$105,445,599, an increase of \$3,791,175 over the FY 2010-11 Adopted Budget. The

primary reasons for the 4% increase are workers' compensation, salary step increases, staff expansions for the 24 hour pharmacy program and specialty clinics, new clinical and support positions, and the electronic health records implementation. Additionally, to fill critical specialties and expand services, there will be an increase in employed and contracted physicians.

Services and Supplies decreased by \$629,009 from the FY 2010-11 Adopted Budget. The primary reason for the 1% decrease is a reduction in registry and temporary staff expenses. However, increases in the Countywide Cost Allocation Plan increased this area by approximately \$1,627,400, or 57.6% over FY 2010-11.

Other Charges decreased by \$1,522,092 due to decreases in bond principle, interest and other interest payments. Other Financing Uses increased by \$2,904,631 as a result of increases in other debt payments.

Capital Assets increased by \$2,871,329 (11%) over the FY 2010-11 Adopted Budget. The \$29,871,329 budget includes building construction/renovation, equipment replacement, information technology, and other equipment.

FY 2011-12 revenues are budgeted at \$192,986,166, an \$18,411,537 increase of 11% over the FY 2010-11 Adopted Budget. The net budgeted revenue increase of \$3,411,537 from operations in FY 2011-12 equates to a 2% increase as compared to the FY 2010-11 Adopted Budget.

Intergovernmental Revenues increased by \$9,578,100 (30%) over the FY 2010-11 Adopted Budget. While Charges for Services decreased by \$6,166,563 (5%). Other Financing Services increased by \$15,000,000, which is a debt funding source to assist in the capital assets expansion, rendering a Fund Balance of \$5,517,843 to balance the FY 2011-12 Recommended Budget.

---

### Budget Impacts

Obtaining \$15,000,000 in debt funding is necessary to provide part of the funding required for the FY 2011-12 \$29,871,329 capital expenditures.

---

### Prior Year Accomplishments

Held a joint Monterey County Board of Supervisors and NMC Board of Trustees session to review and discuss the Federal Patient Protection and Accountable Care Act, and implementation of the State's new section 1115 Medicaid Waiver. A panel of experts attended and outlined the impact of the Federal and State action.

Received approval from the Monterey County Board of Supervisors on NMC's recommendation to conduct a study that includes the analysis of key management functions, and alternative business plans and financial scenarios, to determine whether a change in organizational structure or governance is advantageous to NMC's ability to enhance its performance and succeed in the new healthcare environment.

In response and as a provision of the new Section 1115 Medicaid Waiver and healthcare reform, worked with the Health Department to develop and submit a Low Income Health Plan (LIHP) application to the State for a coverage expansion demonstration program. The plan will help prepare both entities for the expanded MediCal program in 2014.

A Five Year Delivery System Reform Incentive Pool Plan (DSRIP) was developed as part of the new Section 1115 Medicaid Waiver that ties Federal funding to outcomes. The plan will define NMC's quality and patient satisfaction goals for the future.

Collaborated with the Health Department to develop strategic, facilities, and coverage expansion plans; integrated electronic health records; and expansion of the Family Medicine Residency Program.

Expanded specialty care access through the development of new contracts with community providers in the areas of orthopedics, nephrology, plastic surgery, cardiology, pediatric GI, and gynecologic oncology.

Adopted and trained management and physician leaders on the new framework for performance improvement, the Model for Improvement, developed by the nationally recognized Institute for Healthcare Improvement.

Developed a comprehensive performance improvement plan and formed multidisciplinary Performance Improvement Teams to coordinate, oversee, and provide the infrastructure to meet and exceed the Joint Commission Core Measure performance.

Hired new Intensivists (ICU) and Hospitalists (Hospital Medical Services) to expand Medicine Service to a 24/7 in house coverage.

Developed a plan to provide 24/7 pharmacy services to improve safety, medication management and reduction of medication errors.

Established a code of conduct for all employees that consisted of 10 performance standard measures.

Developed the curriculum and training plan for the implementation of a management and physician Leadership Academy.

Expanded on-line education opportunities for staff

through the opening of a computer training classroom and purchased Health Stream education modules for skill development.

Implemented facility improvement projects, including the refurbishing of the main hospital lobbies and corridors, remodeling of six maternal infant unit patient rooms, and displaying art from local artists in the main areas of the hospital.

Received a \$250,000 donation from the D'Arrigo Family to complete the D'Arrigo Family Specialty Services expansion project.

Developed a campus master plan to meet the strategic, facilities, and coverage expansion plans and expansion of the Family Medicine Residency Program.

Collaborated with the Monterey County Health Department and Nutrition Network to provide a weekly Farmer's Market on NMC's campus.

Developed interfaces to key County software systems: the Auditor-Controller ERP system and the Health Department's EPIC (electronic medical records) system for laboratory reporting. Both interfaces promote efficiency in the transmission of data.

Implemented new clinical IT systems which will allow electronic access to patient care data.

Projected FY 2010-11 actual net income of \$28,000,000 exceeds FY 2010-11 budgeted income of \$4,600,000 by \$23,400,00, an approximately 509% increase. Cash balance increased approximately 51% from FY 2009-10 year end of approximately \$43,000,000 to a projected FY 2010-11 year end of approximately \$65,000,000.

Secured Board approval for a five-year capital plan, where funding will be sourced through capital borrowing, operations, and philanthropy.

Completed a productivity analysis that reviewed department productive hour performance and established productivity standards.

### Budget Year Goals

Complete and present to the Monterey County Board of Supervisors the recommendations from the study on key management functions, and alternative business plans and financial scenarios that determine whether a change in organizational structure or governance is appropriate and implement Board direction.

Establish partnerships with community based health care providers in the provisioning of inpatient and outpatient services.

In collaboration with the Health Department, develop an economic ambulatory care delivery model to expand patient care access.

Implement the Low Income Health Plan (LIHP) as part of the new Section 1115 Medicaid Waiver to expand health insurance coverage

for medically indigent adults. The extent of coverage will be determined through execution of the contract.

Implement the Delivery System Reform Incentive Pool (DSRIP) five-year plan, and achieve the defined annual milestones that will define NMC's future quality and patient satisfaction goals.

Comply with the Joint Commission Core Measures. Comparative measures will be provided for those who have noted improvement and those who had the least improvement.

Improve PRC patient satisfaction survey score where the population measured, 66% provides an excellent score. FY 2010-11 score will be provided to measure the extent of the improvement.

Complete the D'Arrigo Specialty Services Expansion Project and implement the Building 400 Ambulatory Care Space Plan.

Expand NMC's volume growth by focusing on women; children; medical and surgical; acute rehabilitation; geriatrics; and psychiatric services (measured by achieving an average daily census of 100 patients).

Implement employee award and recognition programs.

Secure the second phase of funding for the five-year capital plan.

### Pending Issues

Impact of the Federal Patient Protection and Accountable Care Act, and the State new section 1115 Medicaid Waiver.

### Policy Considerations

There are no policy considerations.

### Appropriation Expenditure Detail

	Prior Year 2009-2010	Adopted Budget 2010-2011	CY Estimate 2010-2011	Requested Budget 2011-2012	Recommended Budget 2011-2012	Recommended Change from Adopted	Fund Code	Org Code
Natividad Medical Center (NMC001)	166,389,658	191,087,975	181,311,138	195,599,378	198,504,009	7,416,034	451	9600_8142
Subtotal	\$166,389,658	\$191,087,975	\$181,311,138	\$195,599,378	\$198,504,009	7,416,034		

### Crosswalk - Advantage Appropriation to AFIN Budget Unit

Advantage			AFIN		
Appropriation Code	Appropriation Name	Budget Unit	Budget Unit Name	Fund	Fund Name
(NMC001)	Natividad Medical Center	960	Natividad Medical Center	091	Natividad Medical Center

### Adopted 2011 to Recommended 2012 Positions

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
11A25	NMC CHIEF EXECUTIVE OFFICER	1.0	1.0	0.00
12C28	NMC CHIEF NURSING OFFICER	1.0	1.0	0.00
12C29	NMC ASSISTANT ADMINISTRATOR	2.0	2.0	0.00
14A70	HOSPITAL REVENUE CYCLE EXAMINER	2.0	2.0	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	3.0	3.0	0.00
14B32	SENIOR PERSONNEL ANALYST	1.0	1.0	0.00
14C31	MANAGEMENT ANALYST III	2.0	2.0	0.00
14C52	PATIENT FINANCIAL SERVICES DIRECTOR	1.0	1.0	0.00
14C60	NMC CHIEF FINANCIAL OFFICER	1.0	1.0	0.00



**Adopted 2011 to Recommended 2012 Positions**

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
14E20	BUYER II	1.0	1.0	0.00
14E90	DIRECTOR OF MATERIAL MANAGEMENT	1.0	1.0	0.00
14G02	MANAGEMENT ANALYST I	2.0	2.0	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	4.0	4.0	0.00
14H60	DIRECTOR OF MARKETING AND COMMUNITY RELATIONS	1.0	0.0	-1.00
14H65	MEDICAL STAFF COORDINATOR	1.0	1.0	0.00
14K26	MANAGED CARE OPERATIONS MANAGER	1.0	1.0	0.00
14K31	MANAGER OF DIAGNOSTIC IMAGING SERVICES	1.0	1.0	0.00
14K33	HOSP DIRECTOR OF ENGINEERING AND SAFETY	1.0	1.0	0.00
14K35	NMC HUMAN RESOURCES ADMINISTOR	1.0	1.0	0.00
14K43	HOSPITAL CHIEF INFORMATION OFFICER	1.0	1.0	0.00
14K67	HOSPITAL PURCHSING & MATERIALS SUPPORT DIRECTOR	1.0	1.0	0.00
14M31	HOSPITAL DIRECTOR OF NURSING EDUCATION	1.0	1.0	0.00
14M32	HOSPITAL RISK ASSESSEMENT & COMPLIANCE OFFICER	1.0	1.0	0.00
14M33	HOSPITAL MEDICAL INTERPRETATION COORDINATOR	1.0	1.0	0.00
14N11	OUTPATIENT SERVICES MANAGER II	2.0	1.0	-1.00
14N30	HOSPITAL PATIENT ADMITTING MANAGER	1.0	1.0	0.00
14N31	HOSPITAL DIRECTOR OF ENVIRONMENTAL SERVICES	1.0	1.0	0.00
14P40	HOSPITAL CLINICAL INFORMATICIST	1.0	2.0	1.00
16C61	HOSPITAL SOFTWARE ANALYST II	2.0	2.0	0.00
16C62	HOSPITAL SOFTWARE ANALYST III	4.0	4.0	0.00
16E50	HOSPITAL SECURITY & DATABASE ADMINISTRATOR	1.0	1.0	0.00
20B12	ACCOUNTANT III	2.0	2.0	0.00
20B91	CHIEF HOSPITAL ACCOUNTANT	1.0	1.0	0.00
20B92	HOSPITAL CONTROLLER	1.0	1.0	0.00
20B94	FINANCE MANAGER III	0.0	1.0	1.00
41K01	HOSPITAL NETWORK & SYSTEMS ENGINEER	4.0	3.0	-1.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.0	0.0	-1.00
43M40	HOSPITAL INOFRMAITON SYSTEMS SUPPORT TECHNICIAN	4.0	4.0	0.00
50A21	PHARMACIST I	6.6	9.0	2.40
50A23	PHARMACY DIRECTOR	1.0	1.0	0.00
50A25	CLINICAL PHARMACY COORDINATOR	1.0	1.0	0.00
50D12	CLINICAL LABORATORY ASSISTANT	9.5	8.5	-1.00
50D13	SENIOR CLINICAL LABORATORY ASSISTANT	2.0	2.0	0.00
50D21	CLINICAL LABORATORY SCIENTIST	12.6	12.6	0.00
50D22	SENIOR CLINICAL LABORATORY SCIENTIST	6.0	6.0	0.00
50D23	SUPERVISING CLINICAL LABORATORY SCIENTIST	1.0	1.0	0.00
50D80	CLINICAL LABORATORY MANAGER	1.0	1.0	0.00
50F10	SUPERVISING THERAPIST	0.0	1.0	1.00
50F20	OCCUPATIONAL THERAPIST	6.6	3.3	-3.30
50G11	PHYSICAL THERAPIST	4.0	4.0	0.00
50G31	SUPERVISING THERAPIST-MED THER PROG	1.0	0.0	-1.00
50G95	REHABILITATIVE SERVICES MANAGER	1.0	0.0	-1.00
50K19	HEALTH EDUCATION ASSISTANT	5.0	5.0	0.00
50P21	CARDIOPULMONARY TECHNICIAN II	14.0	13.0	-1.00
50P22	SENIOR CARDIOPULMONARY TECHNICIAN	1.0	1.0	0.00
50P80	DIRECTOR OF CARDIOPULMONARY SERVICES	1.0	1.0	0.00
50R21	RADIOLOGIC TECHNICIAN	10.0	9.8	-0.20

Natividad Medical Center

**Adopted 2011 to Recommended 2012 Positions**

<b>Classification Code</b>	<b>Classification Label</b>	<b>Adopted Budget 2010-2011</b>	<b>Recommended Budget 2011-2012</b>	<b>Change</b>
50R22	SENIOR RADIOLOGIC TECHNICIAN	3.0	3.0	0.00
50R25	DIAGNOSTIC IMAGING SUPERVISOR	1.0	1.0	0.00
50R31	SONOGRAPHER	6.8	5.2	-1.60
50R32	SENIOR SONOGRAPHER	1.0	1.0	0.00
50R41	NUCLEAR MEDICINE TECHNOLOGIST	1.0	1.0	0.00
50T03	HEALTH INFORMATION MANAGEMENT CODER II	2.0	5.0	3.00
50T22	HEALTH INFORMATION MANAGEMENT CODING SUPERVISOR	1.0	1.0	0.00
50T33	HEALTH INFORMATION MANAGEMENT DATA INTEGRITY EXAMINER	0.0	0.0	0.00
50T41	DIRECTOR OF HEALTH INFORMATION MANAGEMENT	1.0	1.0	0.00
50U17	PHYSICAL THERAPIST ASSISTANT	1.0	1.0	0.00
50U18	PHARMACY TECHNICIAN	8.4	8.4	0.00
50U19	PHYSICAL THERAPIST HELPER	1.0	1.0	0.00
50U20	NURSING ASSISTANT	65.3	65.2	-0.10
50U22	HEALTH CARE TECHNICIAN	20.7	22.9	2.20
50U28	SENIOR PHARMACY TECHNICIAN	1.0	1.0	0.00
50U30	DIETITIAN AIDE	3.0	3.0	0.00
50U35	SENIOR HEALTH CARE TECHNICIAN	2.0	2.0	0.00
50U42	MEDICAL ASSISTANT	1.0	0.8	-0.20
50Y21	DIETITIAN	2.9	2.8	-0.10
52A02	LICENSED VOCATIONAL NURSE	6.7	5.9	-0.80
52A16	SUPERVISING NURSE I	9.4	12.3	2.90
52A17	SUPERVISING NURSE II	3.0	2.0	-1.00
52A19	STAFF NURSE II	189.5	190.6	1.10
52A20	STAFF NURSE III	30.8	25.6	-5.20
52A21	CLINIC NURSE	1.5	1.0	-0.50
52A22	SENIOR CLINIC NURSE	2.3	2.0	-0.30
52A31	INFECTION CONTROL NURSE	1.0	1.0	0.00
52A33	CASE MANAGEMENT NURSE	3.5	3.5	0.00
52A34	UTILIZATION MANAGEMENT COORDINATOR	1.0	2.0	1.00
52A40	HOSPITAL NURSE AUDITOR	2.0	1.0	-1.00
52A50	HOSPITAL QUALITY ASSURANCE NURSE	2.0	4.0	2.00
52A60	CLN NURSE SPECIALIST	0.0	3.0	3.00
52A83	SUPVG CLINIC NU	0.0	1.0	1.00
52A84	QUALITY/COMPLIANCE ADMINISTRATOR	1.0	1.0	0.00
52A88	NURSING SERVICES DIVISION MANAGER	4.0	3.0	-1.00
52A89	ADMIN NURSE/HOUSE SUPV	4.7	4.7	0.00
52A92	NURSING SERVICES UNIT MANAGER	0.0	1.0	1.00
52A96	DIRECTOR OF SURGICAL SERVICES	1.0	1.0	0.00
52A98	NURSE PRACTITIONER III	5.0	4.0	-1.00
54A03	RESIDENT PHYSICIAN III	25.0	27.0	2.00
54B03	PEDIATRICIAN	2.0	1.0	-1.00
54B10	CHIEF OB/GYN SURGEON	1.0	1.0	0.00
54B12	CONTRACT PHYSICIAN	27.6	27.6	0.00
54B70	HOSPITAL CHIEF MEDICAL OFFICER	1.0	1.0	0.00
54B82	CHIEF OF SURGERY	1.0	1.0	0.00
54B83	CHIEF PATHOLOGIST	1.0	1.0	0.00
54B84	DIRECTOR FAMILY PRACTICE RESIDENCY PROGRAM	1.0	1.0	0.00
54B92	ASSISTANT DIRECTOR FAMILY PRACTICE RESIDENCY PROGRAM	1.0	1.0	0.00

**Adopted 2011 to Recommended 2012 Positions**

Classification Code	Classification Label	Adopted Budget 2010-2011	Recommended Budget 2011-2012	Change
54C02	PHYSICIAN ASSISTANT II	0.8	0.8	0.00
60C24	SOCIAL WORKER V	5.0	4.0	-1.00
60C82	MEDICAL SOCIAL SERVICES SUPERVISOR	0.0	2.0	2.00
60D23	ACTIVITIES DIRECTOR	1.0	0.0	-1.00
65A22	MEDICAL LIBRARIAN	1.0	1.0	0.00
70A10	HOSPITAL ENVIRONMENTAL SERVICES AIDE	45.0	45.0	0.00
70A12	HOSPITAL SENIOR ENVIRONMENTAL SERVICES AIDE	1.0	1.0	0.00
70A13	HOSPITAL SUPERVISING ENVIRONMENTAL SERVICES AIDE	2.0	2.0	0.00
70C21	GROUNDSKEEPER	1.0	1.0	0.00
70F21	COURIER	2.0	2.0	0.00
70F23	STOREKEEPER	6.0	6.0	0.00
70F79	WAREHOUSE WORKER	0.0	0.0	0.00
70F81	SUPERVISING STOREKEEPER	1.0	1.0	0.00
70K21	FOOD SERVICE WORKER II	15.9	14.0	-1.90
70K23	COOK	2.0	2.0	0.00
70K25	SENIOR COOK	2.0	2.0	0.00
70K80	HEAD COOK	1.0	1.0	0.00
70K84	HOSPITAL DIRECTOR OF FOOD SERVICES	1.0	1.0	0.00
70N01	OFFICE MAINTENANCE WORKER	0.0	2.0	2.00
72A24	MAINTENANCE PAINTER	0.0	1.0	1.00
72A80	HOSPITAL MAINTENANCE SUPERVISOR	1.0	1.0	0.00
72A87	PHYSICAL PLANT MANAGER	1.0	1.0	0.00
72A90	FACILITIES PROJECTS SPECIALIST	0.0	1.0	1.00
72C19	HOSPITAL MAINTENANCE MECHANIC	7.0	7.0	0.00
80A32	SENIOR SECRETARY	8.0	8.0	0.00
80A33	ADMINISTRATIVE SECRETARY	1.0	1.0	0.00
80A96	SECRETARY-CONFIDENTIAL	1.0	0.0	-1.00
80E21	OFFICE ASSISTANT II	13.0	15.0	2.00
80E22	OFFICE ASSISTANT III	12.1	12.1	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	4.6	4.0	-0.60
80E82	SUPERVISING OFFICE ASSISTANT II	2.0	2.0	0.00
80G21	DATA ENTRY OPERATOR II	0.0	1.0	1.00
80H25	MEDICAL TRANSCRIPTIONIST II	2.0	2.0	0.00
80J22	SENIOR ACCOUNT CLERK	4.0	4.0	0.00
80J30	ACCOUNTING TECHNICIAN	2.0	2.0	0.00
80K21	MEDICAL UNIT CLERK	15.1	17.1	2.00
80K23	MEDICAL INTERPRETER	1.0	1.0	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	36.2	35.8	-0.40
80L03	SENIOR PATIENT SERVICES REPRESENTATIVE	1.0	0.0	-1.00
80L04	SUPERVISING PATIENT SERVICES REPRESENTATIVE	2.0	2.0	0.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	26.5	27.5	1.00
80M03	SENIOR PATIENT ACCOUNT REPRESENTATIVE	3.0	3.0	0.00
80M05	PATIENT ACCOUNT MANAGER	2.0	1.0	-1.00
80U11	HOSPITAL COMMUNICATIONS OPERATOR II	6.0	6.0	0.00
80U14	HOSPITAL SUPERVISING COMMUNICATIONS OPERATOR	1.0	1.0	0.00
99ZXX	ALLOCATION ON LOAN XX	0.0	1.0	1.00
XXXXX	ALLOCATION TO BE DETERMINED	5.5	0.0	-5.50
Total		840.1	839.0	-1.10

Natividad Medical Center



This page intentionally left blank.

# FY 2011-12 County Contributions/Obligations, Liabilities and Other

## FY 2011-12 County Contributions/Obligations, Liabilities and Other

### Introduction

This is the County's second year for reporting Contributions/Obligations, Liabilities and Other in the Recommended Budget. This section describes the various contributions, obligations, liabilities, legislation and policies that result in either General Fund expenditures or a decrease in General Fund revenue. The purpose of this section, on an ongoing basis, is to be a repository for legislation and policy decisions that impact the availability of General Fund funding sources and to provide a historic and comparative perspective of those impacts.

This narrative section is organized into three parts: 1) County Contributions/Obligations are expenditures paid directly from the General Fund, 2) Liabilities describe county liabilities that have both long-term costs/benefits and extend beyond the current year, and 3) The Other section covers policies which are adopted to benefit the overall well-being of the County.

The County Contributions/Obligations covered in this section are: Local Agency Formation Commission (LAFCO), Economic Development and Tourism Promotion, Trial Court Funding, and Proposition 172 Public Safety Sales Tax. The General Fund liabilities covered in this section are: CalPERS, Other Post Employment Benefits, Workers' Compensation, General Liability, Vacation Accruals, and Certificates of Participation Debt. Finally, Williamson Act Subventions and Redevelopment Agency Tax Increment are detailed in Other.

Table 1 shows that the total values contained in this section for FY 2011-12 for the Contributions/Obligations section is \$12.7 million which is slightly lower than fiscal year expenses for FY 2010-11. The values associated with the Liabilities section, however, have increased \$40.5 million over last year primarily in the CalPERS pension area. Finally, the Other section shows a decrease in tax increment to the County's Redevelopment

Agency, and Williamson Act Contracts show a potential increase in County tax loss.

Table 1

County Contributions/Obligations	FY 2010-11 Annual	FY 2011-12
LAFCO	\$ 227,699	\$ 218,346
Economic Development and Tourism Promotion	\$ 1,339,816	\$ 1,200,408
Trial Court Funding - Maintenance of Effort	\$ 7,183,910	\$ 7,183,910
Trial Court Funding - County Facility Payment	\$ 813,913	\$ 813,913
Proposition 172 (Fire Districts)	\$ 2,051,024	\$ 2,101,635
Proposition 172 (User Agencies)	\$ 1,157,180	\$ 1,157,179
<b>Total Contributions/Obligations</b>	<b>\$ 12,773,542</b>	<b>\$ 12,675,391</b>

Liabilities	FY 2010-11	FY 2011-12
CalPERS (Miscellaneous and Safety)	\$ 161,146,566	\$ 216,733,118
Other Post Employment Benefits (OPEB)	\$ 28,297,000	\$ 23,142,000
Workers' Compensation (Fund 476)	\$ 5,100,877	\$ 8,657,715
General Liability (Fund 475)	\$ 13,724,558	\$ 9,863,362
Vacation Accruals/Compensated Absences	\$ 30,846,837	\$ 32,327,926
Certificates of Participation (COPs)	\$ 136,260,000	\$ 132,800,000
Capital Leases/Notes/Bonds /Loans	\$ 83,864,985	\$ 80,826,741
Natividad Medical Center (COP & Leases)	\$ 72,664,786	\$ 68,145,651
<b>Total Liabilities</b>	<b>\$ 531,905,609</b>	<b>\$ 572,496,513</b>

Other	FY 2010-11	FY 2011-12
Williamson Act Contracts	\$ 450,622	\$ 510,043
Redevelopment Agency Tax Increment	\$ 6,833,165	\$ 6,075,226
<b>Total Contributions/Obligations, Liabilities &amp; Other</b>	<b>\$ 551,962,938</b>	<b>\$ 591,757,174</b>

### Contributions/Obligations

#### LAFCO

The Monterey County Local Agency Formation Commission (LAFCO) is a regulatory agency with countywide jurisdiction, established by state law (Cortese-Knox-Hertzberg Act) to discourage urban sprawl and to encourage 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, incorporations of new cities, formations of new special districts, and

<sup>1</sup> Workers' Compensation Fund 476 and General Liability Fund 475 figures from the County of Monterey Comprehensive Annual Financial Reports, years 2009 and 2010, see Note 22. Available at <http://www.in.co.monterey.ca.us/auditor/financial.htm>

consolidations, mergers, and dissolutions of existing districts.

LAFCO's primary revenue source is annual contributions from the County, special districts, and cities. LAFCO annually adopts a proposed budget and, pursuant to Government Code §56381(a), the County pays one-third of the commission's operational costs. The remaining operational costs are apportioned to the special districts and cities.

Table 2 shows the projected total (net) revenue on which LAFCO's operational costs are based for FY 2011-12 is \$667,538. The County's one-third share is estimated at \$218,346. This amount is 4.1% lower than each group's share in FY 2010-11 (\$227,699).<sup>2</sup> This decrease mirrors LAFCO's FY 2009-10 reduction of 4% in operational costs.

Table 2

LAFCO	FY 2010-11	FY 2011-12
Operational Costs	\$ 696,096	\$ 667,538
County Share	\$ 227,699	\$ 218,346

### Economic Development and Promotion of Tourism

The County contributes to economic development and promotes tourism in the County via the Development Set-Aside Program. The Development Set-Aside Program was established by the Board of Supervisors to support and promote economic development, tourism promotion, filmmaking and cultural arts activities that strengthen and broaden the County's economic base. One part of the program is the receipt, approval and funding of marketing plans submitted annually by the Monterey County Convention and Visitors Bureau (MCCVB), the Arts Council for Monterey County, and the Monterey County Film Commission, outlining specific programs and tasks that will be implemented in support of economic development.<sup>3</sup> Upon

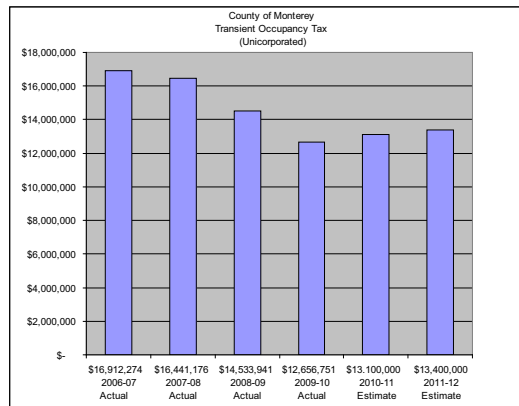
<sup>2</sup> LAFCO Proposed Budget 2011-12  
<http://www.co.monterey.ca.us/la/co/2011/042511%20Reg%20Mtg/Web%20Posts/10.%20b.pdf>

<sup>3</sup> July 21, 2009 Board Report

acceptance and approval by the Board of Supervisors, the County enters into annual agreements with these agencies to implement the marketing plans. Additionally, the County contributes to the Monterey County Business Council, an alliance of business executives and professionals who provide collaborative leadership to assist business, government, education and the community to work together on countywide issues. Specifically, the Monterey County Business Council is committed to the environment, economic vitality, and quality of life in the County.

County contributions recognize that the efforts of these agencies can stimulate tourism which in turn may increase Transient Occupancy Tax (TOT). TOT is an assessment by the County on hotel room revenues at all short term stay hotels and accommodation rentals in unincorporated areas. The rationale behind the levying of TOT is to offset a jurisdiction's general fund expenses for public safety, street cleaning, street maintenance, etc. that are, to a limited degree, consumed/utilized by visitors and transient occupants. As indicated in Chart 1 below, since FY 2006-07, the economic downturn has impacted this source of revenue for the County.

Chart 1



During FY 2007-08 Budget Hearings, the Board of Supervisors determined that a formula-based approach to funding the MCCVB, the Arts Council for Monterey

County, and the Monterey County Film Commission was desirable in order to create a synergy between the groups' travel, tourism and artistic activities and the generation of TOT. The formula utilized to calculate the County's contribution to the MCCVB, the Arts Council for Monterey County, and the Monterey County Film Commission is based on the levels of County TOT, multiplied as a percentage of the County's TOT from two prior fiscal years. Generally, the percentages for the MCCVB, the Arts Council and the Film Commission are 6%, 1.98% and .95%, respectively. However, in years of particularly difficult economic circumstances, the County has negotiated its contributions to these organizations. Table 3 provides the contributions to the three entities, as well as the Monterey Business Council for FY 2011-12 and the prior fiscal year.

Table 3

County Contribution	FY 2010-11 Contribution	FY 2011-12 Contribution
Monterey County Convention & Visitors Bureau	\$897,423	\$780,134
Arts Council	\$236,920	\$225,074
Film Commission	\$113,674	\$107,990
<b>Total Contribution of County TOT:</b>	<b>\$1,248,016</b>	<b>\$1,113,198</b>
Business Council	\$91,800	\$87,210
<b>Total Contribution of County Funds:</b>	<b>\$1,339,816</b>	<b>\$1,200,408</b>

For FY 2011-12, the CAO recommendation for the MCCVB is a \$780,134 contribution, a reduction of approximately 13% from last year's contribution. Because the formula for determining the level of contribution is based on TOT from the prior two years, and TOT for this period was down approximately \$2,000,000, the corresponding contribution to the Monterey County Convention and Visitors Bureau was reduced (See Table 5 for prior years' TOT). Nevertheless, this contribution will not only go towards implementing programs that will promote Monterey County as a tourism and business travel destination, but will also support economic development activities in the County. In particular, the Convention and Visitors Bureau will be contributing \$30,000 to an economic development study commissioned by the County of Monterey, as well as dedicate \$10,000 of the contribution to increasing the

\$1.00 per occupied room per night assessment (\$0.50 per occupied room per night for limited service lodging businesses) levied by the Monterey County Tourism Improvement District.

In addition to the funding provided by Monterey County, MCCVB also receives, or has received, funding from other entities. Table 4 provides a three year summary of funding by some of these entities.

Table 4

MCCVB Contributions			
	FY 2008-09	FY 2009-10	FY 2010-11
Monterey County	\$1,014,262	\$887,397	\$ 897,423
City of Monterey	\$910,188	\$775,825	\$ 751,154
City of Seaside	\$0	\$0	\$0
City of Marina	\$16,800	\$22,500	\$ 22,500
Sand City	\$ -	\$ -	\$ -
City of Carmel-by-the-Sea	\$126,280	\$113,652	\$ 103,078
City of Pacific Grove	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$2,090,030</b>	<b>\$1,799,374</b>	<b>\$ 1,774,155</b>

By way of comparison, Table 5 shows the relationship between the funding received from the majority recipients of TOT in comparison to the contributions those entities made to the Monterey County Convention and Visitors Bureau. The TOT figures contained in Table 5 are those stated in the June 2010 Monterey County Comprehensive Annual Financial Report which are compiled and reported pursuant to a set of accounting standards that cause the TOT figures to differ slightly from those used by the County at the time the contribution calculations are made.

Table 5

MCCVB Contributions w/TOT			
	FY 2008-09	FY 2009-10	FY 2010-11
Monterey County	\$1,014,262	\$887,397	\$897,423
<b>TOT</b>	<b>\$ 14,533,941</b>	<b>\$ 12,656,751</b>	<b>\$ 13,100,000</b>
City of Monterey	\$910,188	\$775,825	\$751,154
<b>TOT</b>	<b>\$12,428,585</b>	<b>\$11,708,146</b>	<b>\$11,405,260</b>
City of Carmel-by-the-Sea	\$126,280	\$113,652	\$103,078
<b>TOT</b>	<b>\$3,787,083</b>	<b>\$3,850,000</b>	<b>\$4,004,000</b>
<b>Contribution Total</b>	<b>\$2,050,730</b>	<b>\$1,776,874</b>	<b>\$1,751,655</b>
<b>TOT Total</b>	<b>\$30,749,609</b>	<b>\$28,214,897</b>	<b>\$28,509,260</b>

\*Shaded Figures are estimated

In keeping with countywide General Fund Contribution reductions, the FY 2011-12 recommended contribution to the Arts Council for Monterey County is \$225,074, a decrease of

FY 2011-12 County Contributions/ Obligations, Liabilities and Other

5% over the actual FY 2010-11 contribution. This contribution will fund the council's focus on audience development. This focus includes: 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 for Monterey County also manages the art program, in collaboration with the County, which displays artwork in the public lobbies at the Monterey County Government Center – Administration Building. In addition to funding from the County, the Monterey County Film Commission is funded by a grant from the David and Lucile Packard Foundation.

The Monterey County Film Commission is a nonprofit organization, created by the Monterey County Board of Supervisors in 1987, to boost the local economy through on-location film production. Since the inception of the Film Commission, movies such as Turner and Hooch, Basic Instinct, and We Were Soldiers have showcased Monterey County locations on film. The film commission markets countywide locations to the film industry and helps facilitate productions. It markets local film crew professionals to visiting production companies, makes referrals to local businesses and services, and offers educational programs related to the film industry. For FY 2011-12, it is recommended that the Monterey County Film Commission receive a contribution of \$107,990 from the County to develop and implement programs that promote Monterey County as a filmmaking destination, and generate increased business, revenues and jobs through film, television, motion pictures and still commercials. This contribution amount is approximately \$5,600 less than the prior fiscal years' contribution in keeping with the aforementioned reductions in County funding. Some of the activities the Monterey County Film Commission will undertake in the upcoming fiscal year are: attendance at trade

shows, conducting direct mail campaigns, website enhancement, and host familiarization tours to encourage additional filming activities throughout the County.

It is recommended that the Monterey County Business Council receive a contribution of \$87,210 in FY 2011-12. As indicated in Table 3, this contribution mirrors the 5% reduction in this area. The Business Council provides collaborative leadership via such programs as Competitive Clusters (C<sup>2</sup>) and the Monterey County Business Portal. C<sup>2</sup> is a public/private partnership between the County of Monterey and Monterey County Business Council and is designed to implement economic development action initiatives as well as to provide an economic vision and strategy to guide future economic development efforts. The Monterey County Business Portal is a public/private partnership that was launched as an initiative of the C<sup>2</sup> project in order to improve communications efficiency and accessibility of information for economic development within this geographically large county; consolidate and upgrade existing static, non-database, business-related Web resources; foster entrepreneurship for job creation and economic diversification within the region; provide access to expert advice and deep knowledge in relevant industries via a trusted support network and knowledge base; and improve the overall image of Monterey County as a business and technology-friendly community.

### **Trial Court Funding**

#### *Maintenance of Effort*

On January 1, 1998, AB233, the Lockyer – Isenberg Trial Court Funding Act of 1997 went into effect in the State of California. This bill fundamentally changed how the trial courts are funded by transferring primary responsibility for funding the courts to the State, including sole responsibility for funding future growth in court operations costs. In addition, it requires counties to make a capped maintenance of effort (MOE) payment to the state each year for operations of the courts. In return, the state allowed the counties to retain many fines and forfeitures to



help fund their MOE payments with the provision that collections that exceed the amount of the revenue MOE be shared equally between the state and the county.

The County's historical MOE contribution was made up of two components. The expenditure component of \$4,520,911 represented the adjusted 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 1994-95. The revenue component was reduced to \$2,662,998 in 2006-07 as a result of enacted legislation.

The statutory amount of the County's MOE payment for FY 2011-12 will be issued by the State of California near the beginning of the fiscal year. The County does not anticipate any significant increase to the \$7,183,910 MOE payment it currently makes to the State.

#### *County Facilities Payments*

The Trial Court Funding Act also provided for the transfer of responsibility of trial court facilities from the counties to the Administrative Office of the Courts (AOC) via transfer agreements that specify the County Facilities Payment (CFP) amount for ongoing operations and maintenance costs.

Although the Trial Court Funding Act was passed in 1997, by 2001, the AOC found that only a small percentage of California county court facilities had transferred responsibility to the State. Monterey County's Intergovernmental Affairs and Facilities Management divisions had been working with the AOC to transfer the County's trial court facilities. By July 2008, the only facility that was marginally prepared to transfer was the Marina Courthouse.

In order to expedite all California counties' transfers, the AOC amended the Trial Court Funding Act in 2002 and provided for institution of penalties for failure to transfer county court facilities to the State by the specified deadlines of December 31, 2008 and March 31, 2009. If a transfer agreement(s)

was not executed on or before December 31, 2008, the CFP the County would have paid to the State would have increased based on a multiplier of the percentage change in the National Implicit Price Deflator for State and Local Government Purchases (approximately 2.4%). Failure by the County to transfer the facilities by March 31, 2009 would have resulted in a penalty based on the CFP amount multiplied by the percentage change in the annual state appropriations limit (approximately 5%).

In July 2008, the County's Budget and Analysis Division began negotiating with the AOC regarding the transfer of responsibilities for the Marina, Monterey, King City, Salinas North Wing and Juvenile trial court facilities. On December 29, 2008, the County executed a transfer agreement for the Marina Courthouse and title to the facility was transferred to the AOC. The four remaining court facilities were also transferred to the AOC, but title did not pass to the State. Rather, pursuant to the Trial Court Facilities Act, the County retained title to the four facilities due to either long-term debt issuance 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; transfer of title to the Salinas North Wing facility to occur at the expiration of the long term encumbrance. All four facility transfer agreements were executed on March 29, 2009, thereby avoiding the 5% CFP penalty assessment.

Table 6 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. The CFPs, are based on the amount of historical

expenditure by the County for the operation and maintenance of court facilities. The County has been paying the CFPs for the Marina, Monterey, King City, and Juvenile Court facilities since the transfer agreements were executed. Construction on the Salinas North Wing court facility was completed on October 12, 2010, and the County commenced paying the CFP for that property as well, bringing the annual CFP total to \$813,913. FY 2011-12 will be the first fiscal year that the County will remit the entire CFP amount to the State.

Table 6

County Facilities Payment (CFP)	
Facility	Amount
Marina	\$ 96,522
Monterey	\$ 166,752
King City	\$ 47,935
Juvenile Court	\$ 3,948
Salinas North Wing	\$ 498,756
Total Annual CFP	\$ 813,913

**Proposition 172 – Public Safety Sales Tax**

In 1992, the State of California faced significant budget deficits and the Legislature directed the counties to shift the allocation local property tax revenues from local government to education revenue augmentation funds (ERAFs). When the specified amounts property tax revenues were shifted to ERAFs, the State’s contribution to school funding was reduced a corresponding amount. In order to minimize the impact of the shifts of revenue from local government to education, the State placed Proposition 172 (Prop 172) on the ballot which proposed a half cent sales tax which would be committed to public safety. Prop 172 was passed in 1993 by 58% of the voters.

Pursuant to Government Code Section 30052, Prop 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. As a safeguard to ensure Prop 172 funds are spent on public safety services, Government Code Section 30056 contains “maintenance of effort”

requirements that maintain certain levels of funding to public safety.

In December 1993, the Board first considered the allocation of Prop 172 funds. At that time, the Board defined public safety services, restored funding for positions that had been unfunded due to the ERAF shift, and conceptually approved a plan to allocate a portion of Prop 172 funding to fire services, and provided for the formation of a Public Safety Advisory Committee to develop recommendations for a 10% set aside of Prop 172 funds.

In 1994, the Board redefined “public safety” to include emergency communication services. This action was taken in response to the Monterey County Mayors’ Association proposal to utilize Prop 172 funds to offset city costs for countywide emergency dispatch services.

In 1997, the Board approved a phased, fixed percentage of Prop 172 revenue for allocation to fire agencies. The incremental percentages were phased as follows: 8.02% in FY 1997-1998; 8.37% in FY 1998-99, 8.72% in FY 1999-00; and 9.13% beginning with FY 2001-01 and thereafter.

*Emergency Communications Users’ Offset*

In June of 2003, in order to meet a 15% reduction in Emergency Communications Department costs, the Board approved an agreement with Emergency Communications user agencies that allowed the County to share in the Emergency Communications Department cost offset that is provided by Prop 172 revenue. The following year, in March of 2004, and in response to a continuing budget crisis, the County negotiated with Emergency Communications user agencies a reduction in the total dollar amount of Prop 172 revenue that would be used to offset Emergency Communications Department costs. The negotiated, flat dollar amount of Prop 172 offset was further reduced in FY 2004-05 and has been renegotiated annually since that time.

For FY 2011-12, the County and user agencies have agreed to hold the offset amount flat at \$1,157,179, the same amount as FY 2010-11. In addition, user agencies and the County have agreed to two items related to the distribution of Emergency Communications costs to user agencies:

1. Countywide Cost Allocation Plan (COWCAP): Previously, the Auditor-Controller's Office had calculated the Emergency Communications Department's COWCAP as though Emergency Communications was a county service department (such as Information Technology). However, Emergency Communications customers (the "user agencies") are non-county, outside agencies which include the cities, fire districts and volunteer fire companies, CSUMB and the Monterey airport. The FY 2011-12 Prop 172 agreement between the County and user agencies memorializes that under the corrected COWCAP allocation method, the corrected COWCAP allocation will be applied by the Auditor-Controller for the Emergency Communications department beginning with the FY 2011-12 budget.
2. The agreement also memorializes that the County does not owe the user agencies for any "COWCAP" credit as the correct COWCAP calculation methodology would result in no COWCAP overcharge or resulting "credit" estimated at \$318,092.

The negotiated Prop 172 offset amounts to Emergency Communications users beginning in FY 2004-05 are shown in Table 7.

Table 7

Proposition 172 User Agencies of 911 Dispatch	
FY 2004-05	\$1,221,414
FY 2005-06	\$1,258,156
FY 2006-07	\$1,295,798
FY 2007-08	\$1,360,558
FY 2008-09	\$1,428,617
FY 2009-10	\$1,285,755
FY 2010-11	\$1,157,179
FY 2011-12	\$1,157,179

*Fire Agencies' Distribution*

In June 2004, the County Administrative Office negotiated a three year agreement with the Association of Firefighters and Volunteer Fire Companies (the Fire Association) to retain a portion of the 9.13% of Prop 172 revenue 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. For FY 2006-07, the County Administrative Office again met with the Fire Association representatives and the parties agreed that the County would retain 20% of the historic allocation. The County Administrative Office continued to meet annually with the Fire Association representatives and in FY 2007-08 retained 10% of the allocated revenues, and in FY 2008-09 through FY 2010-11, had retained 5% of the revenues.

For FY 2011-12, the County Administrative Office and Association of Firefighters and Volunteer Fire Companies agreed to a new negotiated disbursement model for Prop 172 revenues. Beginning in FY 2011-12, the County will share with the Association the full 9.13% of Prop 172 revenues for the most recent fiscal year's actual revenues. Due to the disbursement cycle of Proposition 172 revenues from the State Controller, each fiscal year's actual Prop 172 revenues are not known until August of the following fiscal year. Therefore, the most recent available full year's actual revenues available are those of FY 2009-10. In FY 2009-10, the full 9.13% of Prop 172 revenues equaled \$2,101,635. Therefore, the Fire Agencies budgeted revenue for FY 2011-12 is \$2,101,635. This model will be used going forward or until the County Administrative Office and Fire Agencies agree otherwise.

*County Agency Distribution*

The Prop 172 Public Safety Sales Tax is collected by the State Board of Equalization and apportioned to the County based on its proportionate share of statewide taxable sales. Again, due to the disbursement cycle of Prop 172 revenues from the State Controller, each

FY 2011-12 County Contributions/  
Obligations, Liabilities and Other

fiscal year's actual Prop 172 revenues are not known until August of the following fiscal year. Therefore, actual FY 2010-11 revenues at the time of this publication are unknown. Budgeted/Estimated Prop 172 revenues for FY 2011-12 are set forth in Table 8.

Table 8

Entity - Prop 172 Allocation	FY 2010-11 Y/E Estimate	FY 2011-12 Budget
Fire Districts	\$2,051,024	\$2,101,635
User Agencies of 911 Dispatch	\$1,157,180	\$1,157,179
County Public Safety	\$19,123,366	\$20,127,321
<b>Total</b>	<b>\$22,331,570</b>	<b>\$23,386,135</b>

County Public Safety Prop 172 funds are further allocated internally according to the following estimates in Table 9.

Table 9

County Public Safety - Prop 172 Allocation	FY 2010-11 Y/E Estimate	FY 2011-12 Budget
Sheriff	\$11,674,534	\$12,287,447
District Attorney	\$3,367,356	\$3,544,121
Probation	\$4,081,476	\$4,295,753
<b>Total</b>	<b>\$19,123,366</b>	<b>\$20,127,321</b>

Within the Sheriff and Probation areas, Prop 172 funds are allocated according to the following estimate:

Table 10

Sheriff/Probation Prop 172 Allocation Estimate	FY 2010-11 Y/E Estimate	FY 2011-12 Budget
Sheriff Enforcement	\$4,644,275	\$4,888,099
Sheriff Custody	\$7,030,259	\$7,399,348
Probation	\$2,135,325	\$2,247,431
Juvenile Probation	\$1,946,150	\$2,048,323

The various fire agencies allocate the Prop 172 revenues amongst themselves via their own allocation formula. Table 11 lists the most recent, available allocation for FY 2009-10.

Table 11

Fire Agency Prop 172 Allocation Actual FY 2009-10	
Aromas FPD	\$ 52,096
Big Sur VFB	\$ 59,433
Cachagua FPD	\$ 31,751
Carmel Highlands FPD	\$ 145,299
Carmel Valley FPD	\$ 299,551
Cypress FPD	\$ 185,795
Gonzales Rural FPD	\$ 31,751
Greenfield FPD	\$ 31,751
Mid Coast VFC	\$ 31,751
North County FPD	\$ 459,299
Pebble Beach CSD	\$ 148,148
Salinas Rural FPD	\$ 426,128
San Ardo VFC	\$ 31,751
Soledad Rural FPD	\$ 31,751
Spreckels CSD	\$ 39,281
South Monterey County FPD	\$ 95,458

## LIABILITIES

### CalPERS

The County of Monterey contributes to the California Public Employees' Retirement System (CalPERS), which acts as a common investment and administrative agent for participating public employers within the State of California. CalPERS is an agency in the California executive branch that manages pension and health benefits for California public employees, retirees, and their families. As of June 30, 2010, CalPERS provided pension benefits to 1,116,044 active and inactive members and 513,623 retirees, beneficiaries and survivors.<sup>4</sup> As of February 28, 2011, CalPERS managed the largest public pension fund with assets totaling \$231.4 billion which is approximately \$29 billion below the peak value of its assets of \$260.6 billion in October 2007.<sup>5</sup>

CalPERS provides benefits such as retirement, deferred compensation, disability retirement, death benefits, health benefits, long-term care benefits, and a home loan program, to all State government employees and, by contract, to local agency and school employees. As an active plan member, the County is required to contribute a percentage of the annual covered salary of their miscellaneous employees and of their public safety employees.

Retirement benefits are calculated using an employee's years of service credit, age at retirement, and final compensation (average salary for a defined period of employment). The actual retirement formulas are determined by the employee's employer (State, school, or local public agency); occupation (miscellaneous [general office and others], safety, industrial, or peace officer/firefighter); and the specific provisions in the contract between CalPERS and the employer. Monterey County is a local public agency and utilizes the miscellaneous and safety occupation formulas

<sup>4</sup> Retrieved May 3, 2011 from <http://www.calpers.ca.gov/eip-docs/about/facts/general.pdf>

<sup>5</sup> Retrieved May 3, 2011 from <http://www.calpers.ca.gov/index.jsp?bc=/investments/home.xml>

(safety refers to those employees in a designated public safety function). The miscellaneous formula for the County utilizes a multiplier of 2% at the age of 55 years old to calculate an employee's retirement benefits. In the case of public safety, the multiplier is 3% at 50. The minimum retirement age under either formula is 50 years of age with five years of service.

The County contributes to CalPERS to fund retirement benefits for its employees. In addition to this employer share, employees may also be required to contribute to CalPERS. In the case of miscellaneous employees, the County pays the entire 7% of the employee contribution. For those covered by the safety formula, the total employee contribution is 9% of which the County pays 7% and the employee pays 2%. Table 12 provides the contributions required by the County for both FY 2010-11 and FY 2011-12 as provided in the October 2010 CalPERS actuarial report. Including the miscellaneous and safety employee contributions paid by the County, the total County percent contribution for miscellaneous employees is 17.86% (10.86% plus 7%) and 34.88% (27.85% plus 7%) for safety employees. Note that for actuarial purposes, CalPERS projects these amounts based on two years' prior data.

Table 12

Required Employer Contributions	FY 2010-11	FY 2011-12
<b>Miscellaneous Plan</b>		
Employer Contribution Required (in Projected Dollars)		
Payment for Normal Cost	\$20,652,659	\$21,790,418
Payment on the Amortization Bases	\$5,569,011	\$8,704,779
Total (not less than zero)	\$26,221,670	\$30,495,197
Annual Lump Sum Prepayment Option	\$25,261,068	\$29,378,039
Employer Contribution Required (Percentage of Payroll)		
Payment for Normal Cost	7.98%	7.76%
Payment on the Amortization Bases	2.15%	3.10%
Total (not less than zero)	10.13%	10.86%
<b>Safety Plan</b>		
Employer Contribution Required (in Projected Dollars)		
Payment for Normal Cost	\$7,731,632	\$8,565,755
Payment on the Amortization Bases	\$5,523,877	\$6,531,956
Total (not less than zero)	\$13,255,509	\$15,097,711
Annual Lump Sum Prepayment Option	\$12,769,908	\$14,544,623
Employer Contribution Required (Percentage of Payroll)		
Payment for Normal Cost	15.4%	15.80%
Payment on the Amortization Bases	11.0%	12.05%
Total (not less than zero)	26.3%	27.85%

For FY 2010-11, CalPERS investment losses resulted in an insufficient amount of assets held by CalPERS to meet the retirement benefit commitments of the County to its employees. Table 13 indicates that a similar status exists for FY 2011-12. Table 13 shows, on a comparative basis to the prior fiscal year, the overall County asset value, liabilities and unfunded liabilities for both miscellaneous and safety plans. Total unfunded liability for FY 2011-12 is estimated at \$216,586,552, a \$55.5 million increase over the total unfunded liability from the prior fiscal year. Recall that the actuarial information provided in Table 13 is based on a two years' prior basis.

Table 13

Miscellaneous Funded Status	FY 2010-11	FY 2011-12
Present Value of Projected Benefits	\$ 1,226,596,434	\$1,327,357,502
Entry Age Normal Accrued Liability	\$ 936,249,365	\$1,033,505,576
Actuarial Value of Assets	\$ 862,966,236	\$918,422,057
Unfunded Liability	\$ 73,283,129	\$115,083,519

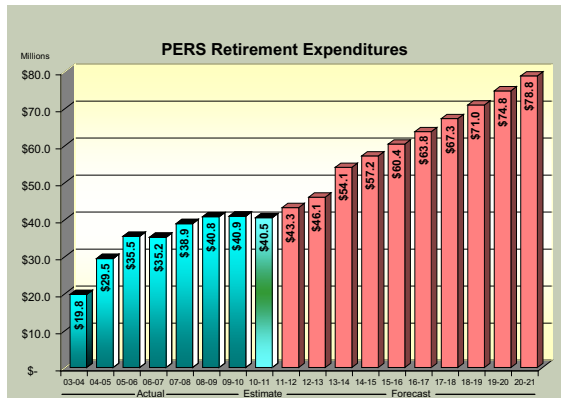
Safety Funded Status	FY 2010-11	FY 2011-12
Present Value of Projected Benefits	\$ 461,629,124	\$502,078,212
Entry Age Normal Accrued Liability	\$ 363,113,495	\$395,267,914
Actuarial Value of Assets	\$ 275,250,058	\$293,618,315
Unfunded Liability	\$ 87,863,437	\$101,649,599

The investment losses that the CalPERS pension fund has experienced during the economic downturn of the past two years will continue to result in increased retirement costs regardless of any growth or reduction in County payroll costs.

Chart 2 provides actual and projected County retirement costs from FY 2003-04 through FY 2020-21. Although originally anticipated to increase in FY 2010-11 by approximately \$1.8 million, the estimated retirement expense at the time of this publication is a slight decrease from FY 2009-10 expenditures. Chart 2 also shows that while retirement costs are projected to steadily increase, a significant rise in the range of \$8 million is expected to occur in FY 2013-14. The figures provided in Chart 2 were presented as a projection of expenditures based on the current cost structure if no changes were to occur in the County's spending. However, the FY 2011-12 Recommended Budget does include recommendations for reducing future County retirement expense.

FY 2011-12 County Contributions/Obligations, Liabilities and Other

Chart 2



**Other Post Employment Benefits (OPEB)**

Governmental Accounting Standards Board Statement Number 45 (GASB 45) requires public agencies to account for and report the Annual Required Contribution (ARC) of Other Post Employment Benefits (OPEB) on financial statements. OPEB are those benefits defined by the Governmental Accounting Standards Board as post-retirement medical, pharmacy, dental, vision, life, long-term disability and long-term care benefits that are not associated with a pension plan.

Prior to June 2009, the County paid OPEB benefits as they came due. The California Employer’s Retiree Benefit Trust CERBT was established by CalPERS in March 2007 at the request of public employers to provide a low-cost, professionally managed investment vehicle for prefunding retiree health benefits and other post-employment benefits. Now, the County makes regular contributions to CERBT where the funds are professionally invested similar to the CalPERS retirement funds. The County can then utilize funds from the trust to pay OPEB costs, thereby substantially reducing future costs (with the caveat that the investments increase in value).

Under the CalPERS prefunding plan, the County makes regular contributions into the trust fund. To participate in the CERBT, PERS requires a funding policy. The County has

agreed to obtain an actuarial valuation at least every two years and to consistently contribute an amount at least equal to 100% of the current year cost of the ARC as specified in the applicable actuarial valuation.

For the period ending June 30, 2010, the County’s contributions to CERBT was \$779,238 with an ending balance of \$918,885. Table 14 reports the most recent CERBT Annual Statement provided by CalPERS for the period ending June 30, 2010.

Table 14

California Employers’ Retiree Benefit Trust	
	Period Ending June 30, 2010
Beginning Balance	\$149,967
Contribution	\$779,239
Investment Earnings	-\$9,786
Disbursement	\$0
Administrative Expenses	-\$534
Other	\$0
Ending Balance	\$918,885

Bi-annual actuarial reports for June 2007 and June 2009 show that the unfunded accrued liability for the County’s OPEB obligations, while decreasing over the prior period, remain high. The unfunded liability has decreased approximately \$5.1 million dollars from 2007 to 2009, the balance of the unfunded liability is projected at \$23,142,000. The next actuarial report is scheduled for receipt by the County in June 2011.

Table 15

Unfunded Accrued Actuarial Liability		
	June 30, 2007	June 30, 2009
Other Post Employment Benefits (OPEB)	\$ 28,297,000	\$ 23,142,000

**Worker’s 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) to account for the County’s self-

insurance programs. ISFs are used to separately budget and account for services provided to County departments.

Workers' Compensation is a form of insurance the County utilizes to provide compensation and medical care for employees who are injured during the course of employment. Workers' Compensation provides for payments in place of wages (functioning as a form of disability insurance), compensation for economic loss (past and future), reimbursement or payment of medical and like expenses (functioning as a form of health insurance), and benefits payable to the dependents of workers killed during employment (functioning as a form of life insurance). General damages for pain and suffering, and punitive damages for employer negligence, are generally not available in workers' compensation plans.

Workers' compensation is administered on a state-by-state basis, with a state governing board overseeing varying public/private combinations of workers' compensation systems. In the vast majority of states, workers' compensation is solely provided by private insurance companies. Twelve states operate a state fund. Of the 12 state funds, the largest is California's State Compensation Insurance Fund. The California Constitution, Article XIV Section 4, sets forth the intent of the people to establish a system of workers' compensation. Article XIV, Section 4 provides the Legislature with the power to create and enforce a complete system of workers' compensation and, likewise, create and enforce a liability on the part of any or all employers to compensate any or all of their employees for injury or disability. This liability includes employees' dependents in the case of an employee's death in the course of their employment, irrespective of the fault of any employee.

On July 1, 1998, the County contracted with Liberty Mutual to provide workers' compensation insurance coverage. Claims incurred/reported prior to July 1, 1996, remained a part of the County's self-insurance program for workers' compensation and are currently administered by Helmsman, a wholly

owned subsidiary of Liberty Mutual. The 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 4%. Premiums are charged by the internal service funds using various allocation methods that include actual costs, trends in claims experience, and number of participants.

The County's June 30, 2010, Comprehensive Annual Financial Report (CAFR) reports the Workers' Compensation ISF had a deficit net assets of \$8,657,715. Table 16 shows this is an increase in the deficit of approximately \$3.5 million compared to the prior year's unfunded liability. However, in March 2011, Bickmore Risk Services prepared a multi-year forecast of costs and liabilities for the program. The Bickmore report revealed that the outstanding liabilities for loss and loss adjustment expense are expected to grow from a current level of \$53 million to \$140 million June 30, 2030. During that period, discounted annual loss and loss adjustment expense is expected to grow from the current level of \$13 million per year to \$36 million per year by 2030-31. The Bickmore report further shows that, at the 70% confidence level (sufficient funds are held to cover projected costs 70% of the time) the County's current assets in the Workers' Compensation Fund are \$36,868,000, but the projected liability for FY 2011-12 is \$56,883,000 resulting in an unfunded liability of \$20,015,000.

#### *General Liability*

General Liability insurance is a part of the County's general insurance system of risk financing from the risks of liabilities imposed by lawsuits and similar claims. It protects the County in the event it is sued on types of claims that come within the policy. All liability judgments, settlements, and claims against the

County are paid from the General Liability ISF, including claims that are not covered by the County's excess insurance policy.

An actuarial report dated November 2009 estimated that General Liability was fully funded with excess reserves of \$5.2 million. Table 16 which utilizes audited figures from the County's CAFR shows the deficit net assets in the General Liability ISF were \$13,724,558 in June 2009 and have decreased to \$9,863,362 as of June 2010, a difference of \$3,861,196. This decrease in deficit net assets is due to a Board policy, similar to that of the Workers' Compensation ISF, that was intended to fund the General Liability ISF over a five-year period commencing in FY 2004-05. This funding plan was successfully completed, however, in 2007-08, the County settled a property dispute for its Lakes Resorts resulting in a note payable of \$15,500,000. Note 22 of the June 30, 2010 CAFR states the transfer of the note payable to the Lakes Enterprise fund will correct the deficit in the General Liability ISF.

Table 16

Liabilities (Deficit Net Assets)		
	June 2009	June 2010
Workers' Compensation (Fund 476)	\$5,100,877	\$8,657,715
General Liability (Fund 475)	\$13,724,558	\$9,863,362

### **Vacation Accruals**

Employee unused vacation and paid time off (PTO) may be accumulated up to a specified cap. When an employee separates from County employment, they are paid any unused vacation and PTO balances. Because the County cannot accurately predict when an employee may separate, the liability of compensated absences that could potentially be paid during a fiscal year is a dynamic figure. Nevertheless, Table 17 shows the vacation accrual/compensated absences liability on June 30, 2010 (as reported by the Auditor-Controller's Office) is \$32,327,926. This is an approximately \$1.4 million increase over the prior year's liability of \$30,846,837.

Table 17

Vacation Accruals	
June 30, 2009	June 30, 2010
\$30,846,837	\$32,327,926

### **Debt**

The County of Monterey Board of Supervisors adopted the current Public Finance Policy ("Policy") dated April 21, 2008. The revisions to the previous Policy included the establishment of the Monterey County Debt Advisory Committee ("DAC") to provide advice to the Debt Manager, Budget and Capital Improvement Committees, and to the Board of Supervisors regarding proposed and existing debt issues. The DAC consists of the County Administrative Officer, Treasurer-Tax Collector, and Auditor-Controller. The Policy is generally conservative and more restrictive than State and Federal Laws.

The DAC is required to have periodic meetings to review and provide guidance on proposed and existing debt issues for conformity with the Policy. The Policy specifies the General Obligation bond debt ceiling of 1.25% of the countywide assessed value, including Certificates of Participation. The Policy further establishes limitations and procedures for investment of debt proceeds, issue sizing, tax status of the contemplated issue, method of sale, primary and continuing disclosure, record retention, timing, selection of rating agency, and use of credit enhancement. Additionally, it established procedures for selection of financing professionals, ranging from advisers to underwriters. Finally, the Policy establishes stringent terms to be met for use of Mello-Roos financing. Additional information regarding the County's Public Finance Policy is available on the Auditor/Controller's webpage: <http://www.co.monterey/auditor/pdfs/MoCo%20Public%20Finance%20Policy%20Adopted%202008.pdf>.

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 two fiscal years is shown in Table 18.

Table 18

Liabilities	June 2009	June 2010
Certificates of Participation	\$ 136,260,000	\$ 132,800,000
Capital Leases/Notes/Bonds/Loans	\$ 83,864,985	\$ 80,826,741
Natividad Medical Center (COP & Leases)	\$ 72,664,786	\$ 68,145,651
<b>Total Liabilities</b>	<b>\$ 292,789,771</b>	<b>\$ 281,772,392</b>

In September 2010, the County refinanced the 1998 Natividad Medical Center Series E COPs for the purpose of sustaining cash flow and realizing savings. Table 19 reflects the new repayment schedule in FY 2011-12 for the County's COPs, designating the Series E refinancing as 2010 NMC Refunding. Additionally, the County completed financing of the Next Generation Radio Project. This project is in response to a Federal Communications Commission mandate requiring wideband radio users to migrate to narrow band modes. The financing obligations are shared by multiple agencies participating in the public safety radio network project. Those agencies obligations are secured by the jurisdictions' property taxes.

Payments on the County's COPs are made bi-annually in August and February. The payment schedule on the County's COPs, found in Table 19 shows an increase of principal and interest obligations of slightly less than \$1.2 million in FY 2011-12 compared to the prior fiscal year.

Table 19

Annual Debt Service				
		FY 10-11		FY 11-12
		Total	Total	Total
NMC Portion of 2007 COP	August	\$ 422,540	\$ 427,540	
	February	\$ 167,540	\$ 161,040	
	<b>Total</b>	<b>\$ 590,080</b>	<b>\$ 588,580</b>	
1998 NMC	August	\$ 399,000		
	February	\$ 399,000		
	<b>Total</b>	<b>\$ 798,000</b>		
2010 NMC Refunding	August		\$ 401,828	
	February		\$ 336,178	
	<b>Total</b>		<b>\$ 738,006</b>	
2009 NMC Refunding	August	\$ 3,353,853	\$ 3,383,906	
	February	\$ 983,906	\$ 947,906	
	<b>Total</b>	<b>\$ 4,337,759</b>	<b>\$ 4,331,812</b>	
County Portion of 2007 COP	August	\$ 6,669,823	\$ 6,762,223	
	February	\$ 2,967,223	\$ 2,872,348	
	<b>Total</b>	<b>\$ 9,637,046</b>	<b>\$ 9,634,571</b>	
NGEN County Portion				\$ 406,163
<b>Total County Annual Debt Service</b>		<b>\$ 15,362,885</b>	<b>\$ 15,699,132</b>	

### Other Obligations

#### Williamson Act

Monterey County's leading industry and foundation for economic development is agricultural production and distribution. The California Land Conservation Act of 1965, otherwise known as the Williamson Act, was enacted to preserve agricultural and open space lands by discouraging conversion to urban uses.

The Williamson Act allows private land owners to contract with counties to voluntarily restrict land uses. Landowners are given property tax relief in exchange for an agreement that the land will not be developed or converted to another use, thus preserving agricultural and open space land. In addition to protecting agricultural lands, the Williamson Act provides local governments a stable and predictable revenue stream from an annual state-provided subvention. However, revisions to the California state budget in July 2009 eliminated state support for those subventions, leaving counties to decide whether to continue contracts, using county funds or opting out of the arrangement.

According to a September 29, 2009, report provided to the Board of Supervisors, the County's Planning Department stated there

were 541 active Williamson Act contracts countywide, comprising 3,196 parcels and 754,997 total acres. Further, the report stated the County Assessor's Office estimated the annual assessed value of those properties when calculated at Williamson Act-adjusted land values was \$1,058,478,459. When assessed at non-Williamson Act value, the Base Year Value of these properties was \$1,370,069,031, considering Proposition 13 adjustments. The annual loss of assessed value is the difference of \$311,590,572. Loss of overall tax revenue on these parcels was calculated at 1% of assessed valuation was \$3,115,905 of which the County's actual tax loss would be approximately 14% or \$436,227. Table 20 provides an excerpt of the table provided in the September 29, 2009 report as well as a separate calculation of the approximate 14% County portion tax loss.<sup>6</sup>

Table 20

Williamson Act	2009	2010	2011
Total Contracts	541	559	572
Base Value*	\$ 1,370,069,031	\$ 1,442,705,090	\$ 1,504,741,410
WA-Assessed Value*	\$ 1,058,478,459	\$ 1,093,408,248	\$ 1,140,424,802
WA Loss	\$ 311,590,572	\$ 321,873,060	\$ 364,316,608
Net Tax Loss	\$ 3,115,906	\$ 3,218,731	\$ 3,643,166
County Portion of Tax Loss	\$ 436,227	\$ 450,622	\$ 510,043

On November 30, 2010, the Planning Department reported to the Board that the County had received 19 Williamson Act Agricultural Preserve and Farmland Security Zone applications to consider for 2011 and calculated the County's share of property tax loss at \$301,188.<sup>7</sup> The Board of Supervisors approved 17 of these applications and they will be processed for 2011. Two applications to establish Farmland Security Zones and Contracts were continued to 2012.

**Monterey County Redevelopment Agency**

Pursuant to California Redevelopment Law, Health and Safety Code sections 33000 and 34160, the Monterey County Redevelopment Agency was established by ordinance in 1972.

<sup>6</sup> September 29, 2009 and December 1, 2009 Board Reports available at <http://publicagendas.co.monterey.ca.us/>

<sup>7</sup> November 30, 2010 Board Report available at <http://publicagendas.co.monterey.ca.us/>

The Redevelopment Agency is an entity formed to eliminate blight conditions and revitalize deteriorated areas within designated Redevelopment Project Areas. Activities of the Redevelopment Agency are funded by tax increment revenues. Tax increment revenues are those generated in the redevelopment project area that are reinvested back into a variety of economic stimulus projects in the project area. Twenty percent of the tax increment is set aside to finance affordable housing. The Monterey County Redevelopment Agency has three redevelopment project areas: Boronda, designated in 1988; Castroville/Pajaro, designated in 1986 and Fort Ord, designated in 2002. The total Gross Property Tax Increment for FY 2011-12 is estimated at \$6,075,226, a \$757,939 decrease over last fiscal year. As tax increment is dependent on assessed property values, the economic downturn has also affected the availability of funds to reinvest into the project areas. Table 21 details the tax increment estimated for each project area for the County Redevelopment Agency.

Table 21

Agency Est.	Project Area Est.	Estimated Completion Date	Estimated Tax Increment*	
			FY 2010-11	FY 2011-12
Monterey County Redevelopment Agency	1972			
Boronda Project Area	1998	2023	\$2,339,573	\$2,046,142
Castroville/Pajaro Project Area	1986	2021	\$3,847,913	\$3,719,248
Fort Ord Project Area	2002	2047	\$645,679	\$309,836
Total			\$6,833,165	\$6,075,226

\*Tax increments estimated as of April 2011 provided by Redevelopment and Housing Office

Boronda is an unincorporated community located in the County of Monterey bordered on the north and northeast by the City of Salinas and on the west by Boronda Road. The Union Pacific Railroad tracks form the southern boundary. Agricultural lands are located immediately across from both Boronda Road and the railroad tracks.

Major planning efforts in Boronda began in the early 1980s as a result of wastewater problems within the community. Most of the development within Boronda was initially served with septic tanks. These septic systems eventually proved inadequate over time. As a result, the County of Monterey, the City of

Salinas, and the Boronda County Sanitation District entered into an agreement in 1983 to provide sanitary sewer services to the Boronda community. This agreement also acknowledged that land use planning, zoning modifications, and public improvements were needed in the community. As a result of this agreement, the County prepared and adopted the *Boronda Neighborhood Improvements Plan* in 1987. The County of Monterey approved a Redevelopment Plan for the community in 1998.

#### Castroville/Pajaro

Castroville/Pajaro was designated as a combined redevelopment project area by the County of Monterey in 1986. The community of Castroville is located eight miles northwest of the City of Salinas and five miles west of Prunedale in unincorporated North Monterey County. Castroville is located at the crossroads of three major tourist and commuter-serving highways (Highway 1, 156, and 183) and approximately three miles west of the coastline of the Monterey Bay and the Pacific Ocean.

The community of Castroville is one of the oldest unincorporated communities within Monterey County and is the center of the Country's artichoke industry. Agriculture surrounds the community center and is the primary influence on the community's history and economy. The community has an urban design pattern with grid street pattern and short blocks that promote pedestrian activity and centrally located civic uses. The Castroville project area has a population of approximately 6,700 people with established residential neighborhoods, a defined urban design pattern with a grid street system and distinct edges; an identifiable downtown with historic character; and community focal points.

The Castroville Community Plan, adopted by the Board of Supervisors and incorporated into the General Plan, sets forth a comprehensive planning and implementation strategy for addressing the needs of existing and future residents. The Community plan provides for approximately 1,655 residential units, 40 new

parcels of light industrial development, 50,000 square feet of commercial development, several recreational parks, and a commuter rail station. The Plan specifically identifies infill sites that would be appropriate for housing development, and provides development standards and design guidelines to achieve a unique urban design vision. To achieve this vision, a detailed implementation program identifying needed changes to the County's existing development regulations, presents an economic development strategy to integrate housing with job creation and downtown commercial development, and proposes a financing strategy to achieve the goals of the Plan.

#### Fort Ord

Fort Ord was a U.S. Army post on Monterey Bay established in 1917 as a maneuver area and field artillery target range. The Fort was named in 1940 in honor of Major General Edward Ord, a Union Army leader during the American Civil War. At that time, the 7<sup>th</sup> Infantry Division became the first major unit to occupy the post. In the 1950s and 1960s, Fort Ord was a staging area for units departing for war, and at one time had 50,000 troops on the installation. The post continued as a center for instruction of basic and advanced infantrymen until 1994 when the Base Reuse and Closure Commission recommended closure of Fort Ord.

The Fort Ord Redevelopment Project Area was adopted on February 19, 2002, and consists of approximately 19,300 acres of land that comprise the portion of the former Fort Ord that is in the jurisdiction of Monterey County. The area is generally bounded by the City of Seaside to the west, the City of Marina to the north, Reservation Road to the east and State Highway 68 to the south. The Implementation Plan for Fort Ord is a five-year policy statement that sets priorities for redevelopment activities within the project area. The plan is in effect for fiscal years 2006-07 through 2010-11 and is comprised of the following major components:

- 15,600 acres of undeveloped land that is contaminated with unexploded ordinance and will remain undeveloped as “habitat management”;
- 1,200 acres that have been transferred to the California State University for the creation of a new university campus, California State University Monterey Bay. This property included both undeveloped property and former military housing, which the university now uses for campus housing;
- 1,100 acres that have been transferred to the University of California for the development of the University of California Monterey Bay Education, Science and Technology Center (UCMBEST). Roughly 500 acres of this land is planned for future development and 600 acres has been designated for natural habitat;
- Approximately 12 acres that will remain in military use, including the Reserve Center and a portion of the Motor Pool;
- For planning and development purposes, the Agency and County have divided the property that will be conveyed to them into six County Planning Areas:
  - East Garrison Planning Area – a 440-acre site centered on the East Garrison development area on Reservation, Intergarrison and Barloy Canyon Roads.
  - Habitat Reserve Planning Area – Approximately 1,300-acres of the property that the County will receive has the Habitat Management designation that limits activity to only maintaining firebreaks and trails with in the parcels.
  - Laguna Seca Planning Area – an approximately 525-acre area around the Laguna Seca Recreation Area off of Highway 68. This property is being transferred to the County Parks Department primarily for use as special event parking associated with the Laguna Seca raceway.
  - Landfill Planning Area – an approximately 730-acre site bounded by Imjin Parkway, Abrams Drive and Intergarrison Road. This property has the potential to support development on up to 85+/-acres.
- Parker Flats Planning Area – an approximately 1,100-acre area located in the geographic center of the former Fort Ord. Approximately 285-acres will be used by Monterey Peninsula College as part of their Public Safety training center.
- UCMBEST “Triangle” Planning Area – a 272-acre parcel that is at the corner of Blanco and Reservation roads. The property is designated for development but the University of California does not have any plans at this time.
- Approximate 440-acre East Garrison property that is improved with a large number of permanent and temporary buildings. Two hundred and twenty four acres of the East Garrison Area have been conveyed to East Garrison Partners (EGP) and construction has started on a “new urbanist” community. Upon completion, the community will include:
  - 1,400 homes (of which 280 will be restricted affordable units and 140 will be workforce units);
  - a 57,000 square foot arts/historic district;
  - a town center with up to 75,000 square feet of commercial space;
  - a library, fire station, and youth camp.

In addition to the County’s Redevelopment Agency, city entities within the County have also established redevelopment agencies with project areas within the incorporated areas of the County. For reference purposes, Table 22 shows the city redevelopment agencies within Monterey County and the associated project areas that also utilize tax increment dollars to eliminate blight and revitalize areas in the incorporated communities. Note that Table 22 reflects the most recent report of tax increment dollars available from the State Controllers Office. Annual Redevelopment Agency reports for the past 10 fiscal years can be viewed, at [http://www.sco.ca.gov/ard\\_locrep\\_redevelop.html](http://www.sco.ca.gov/ard_locrep_redevelop.html).

Table 22

County of Monterey Redevelopment Agencies					
	Authority	Agency Est.	Proj. Area Est.	Estimated Completion Date	Tax Increment June 30, 2009
<b>Redevelopment Agency of the City of Del Ray Oaks</b>	City	1999			
Del Rey Oaks Fort Ord Redevelopment Project			2003	2048	\$0
<b>Gonzales Redevelopment Agency</b>	City	1986			
Commercial Area #1			2000	2045	\$ 1,457,789
<b>Greenfield Redevelopment Agency</b>	City	2001			
Greenfield Redevelopment Project			2001	2045	\$ 3,123,111
<b>Redevelopment Agency of the City of King</b>	City	1985			
King City Development Area			1986	2031	\$ 1,721,636
<b>Marina Redevelopment Agency</b>	City	1985			
Marina Redevelopment Project Area			1986	2011	\$ 1,239,735
Project Area 2 - Airport District			1997	2042	\$ 82,672
Project Area 3 - Former Fort Ord			1999	2044	\$ 1,535,743
<b>Redevelopment Agency of the City of Monterey</b>	City	1957			
Cannery Row Project Area			1981	2029	\$ 2,622,968
Custom House Project Area			1961	2022	\$ 1,474,215
Greater Downtown Project Area			1982	2031	\$ 2,415,092
<b>Salinas Redevelopment Agency</b>	City	1960			
Central City Revitalization Project Area			1974	2025	\$ 3,214,582
Sunset Avenue Merged Project Area			1973	2020	\$ 3,188,221
<b>Sand City Redevelopment Agency</b>	City	1986			
Sand City Project Area			1987	2032	\$ 1,917,924
<b>Redevelopment Agency of the City of Seaside</b>	City	1957			
Fort Ord Project Area			2002	2047	\$ 2,393,997
Merged Project Area			1960	2041	\$ 7,169,923
<b>Soledad Redevelopment Agency</b>	City	1982			
Soledad Project Area			1982	2022	\$ 2,257,301
<b>Monterey County Redevelopment Agency</b>	County	1972			
Boronda Project Area			1988	2023	\$ 2,384,862
Castroville/Pajaro Project Area			1986	2021	\$ 4,191,889
Fort Ord Project Area			2002	2047	\$ 190,525

In January 2011, Governor Jerry Brown proposed the dissolution of local redevelopment agencies by July 1, 2011. This proposal was an element of the proposed budget solution package to address the State's budget shortfall in FY 2011-12. While the Governor's proposal continues to work its way through the legislative process, the concept of eliminating redevelopment agencies appears to have shifted to reform. An amendment to the proposed legislation in April 2011 focused on:

the definition and documentation of blight findings; the limitation of acreage in a project area, the exclusion of schools to share in tax increment of new project areas after January 1, 2012; the prohibition of tax increment for specific purposes such as golf courses and professional sports facilities without voter approval; new requirements for agencies to focus activities on job creation, the clean-up of contaminated property, infrastructure needs, and affordable housing; public oversight; the

development of performance indicators to measure agency success; performance audits by the State Auditor; and prohibiting the use of tax increment for non-redevelopment, non-agency operating costs.

Final legislation on the dissolution or reform of local redevelopment agencies could result in a major redistribution of tax increment revenues.

**Summary**

The General Fund is utilized to: pay County contributions, meet statutory obligations, pay debt service, fund liabilities, and invest in the economic well being of the County. In FY 2011-12, the County will contribute \$1.2 million to economic development and tourism. Mandatory annual payments to the State of California Administrative Office of the Court

for the funding of trial court operations will be approximately \$8 million. The County will allocate \$23.3 million in Prop 172 funds to public safety entities. And finally, LAFCO will receive one third of its funding from the County in the amount of \$218 thousand. The total contributions and/or obligation payments the County will make in FY 2011-12 totals approximately \$12.7 million.

The County's unfunded liability of retirement benefits, post employment benefits, accrued vacations and payment of debt is \$572.5 million. With regard to Other payments, the County has continued to approve Williamson Act applications and the County will forgo an estimated \$6 million in property tax increment that is utilized by the County's Redevelopment Agency.

# FY 2011-12 Capital Budget Summary

## FY 2011-12 Capital Budget Summary

### Capital Improvement Program (CIP) Five-Year Plan FY 2011-12 through 2015-16

Each year, the Capital Improvement Program (CIP) Five-Year Plan is developed via a formal process in which the Resource Management Agency (RMA) coordinates with departments to identify, compile and document the capital needs of the County organization. RMA staff from Public Works then review and analyze the descriptions of the proposed projects and prepares a draft CIP listing the projects proposed for funding and budgeting consideration.

The CIP is a compilation of the County's most immediate capital projects intended to be implemented over the specified five-year period. Projects included in the CIP are non-recurring; have a useful life of 5-years or more; cost in excess of \$100,000; and, if resources are available, planned to be implemented at some point within the next five fiscal years. The types of project include new construction, major maintenance, major equipment and large software systems acquisition or enhancements.

For each of these projects, RMA staff work with departments to capture the key components for setting project priorities and schedules, developing funding policies, identifying funding needs, and monitoring and evaluating the progress of capital projects.

Once RMA staff completes the draft project list, the Executive Advisory Committee consisting of staff from the County Administrative Office - Budget and Analysis Division and RMA review the proposed projects to establish recommended funding priorities for consideration by the Capital Improvement Committee (CIC), Budget Committee (BC) and the Board of Supervisors. In addition, 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 for review for consistency with the Monterey County General Plan.

For various reasons, the development of the final draft of the Recommended Capital Improvement Program (CIP) Five-Year Plan for Fiscal Years 2011-12 through 2015-16 has been delayed and,

at the time of this printing, has not been presented to the necessary committees or the Board of Supervisors for direction and approval. As the CIP includes the proposed Capital Budget for the upcoming fiscal year, the appropriations for all Capital Funds are currently recommended at levels sufficient to complete previously approved projects that are in progress and will continue into the next fiscal year. RMA anticipates presenting the draft CIP to the CIC and BC in late May. Once approved by the committees, RMA plans to submit a revised Capital Budget request to the Board for consideration including requesting modification of the FY 2011-12 Adopted Budget.

The CIP is funded with a wide variety of funding sources including local, state, and federal grants, Road Funds, Certificates of Participation, Bonds, Fees and Capital Funds. The current draft of this year's Five-Year Capital Improvement Plan (CIP) includes 213 projects with a combined estimated cost of \$1.047 billion, of which \$344 million, or 33% is identified as funded, while \$703 million or 67% million is unfunded.

The CIP does not appropriate funds for projects, but serves as a strategic planning and budgeting tool that is instrumental in proposing Capital Budget appropriations to be recommended for adoption within the County's Operating Budget.

### FY 2011-12 Capital Budget

The CIP does not appropriate funds for projects, but serves as a strategic planning and budgeting tool that is instrumental in proposing capital budget appropriations to be recommended for adoption within all the Capital Funds of the County's operating budget. The Capital Funds, which include Facilities Maintenance Projects (Fund 410), Facilities Master Plan Implementation (Fund 404) and Capital Projects (Fund 402), and the recommended appropriations and projects are described in more detail below.

### Fund 401:

#### Facilities Maintenance Projects Overview

Facilities Maintenance Projects (Fund 401) provides funding for County facility maintenance and repair, and building equipment and control systems projects. No positions are

## FY 2011-12 Capital Budget Summary

budgeted in this fund. Staff costs are included in Unit 8176 Facilities Administration.

The FY 2011-12 Recommended Budget for Fund 401 is \$4,606,899. The significant increase from the current year-end estimate of \$1,928,000 is due primarily to receipt of an Energy Efficiency and Conservation Block Grant from the U.S. Department of Energy. It is expected that \$1,787,427 in grant funded energy efficiency projects will be completed in FY 2011-12.

The following Facilities Maintenance Projects are recommended for FY 2011-12:

FY 2011-12 Facilities Maintenance Projects	
Project Title	Amount
Unscheduled Maintenance	\$ 375,000
Scheduled Maintenance	875,000
Project Scoping & Estimating	280,000
1410 Natividad - Upgrade Security Fence	306,675
1412 Natividad - Upgrade B Wing Windows	107,134
1410 Natividad - Sheriff: Refurbish Kitchen	202,835
970 Circle Dr.- Youth Center Refurbish Kitchen	278,156
855 E. Laurel Bldg A - Equipment and Storm Water Management	106,952
Pajaro Mansion Windows, Siding, & Paint - 29 Bishop Street	97,290
1412 Natividad - Men's Rehab Visiting Room	63,900
San Lucas Branch Library	126,530
EECBG: Energy Efficiency and Conservation Block Grant	1,787,427
<b>Total</b>	<b>\$ 4,606,899</b>

### Unscheduled Maintenance Projects:

This establishes a project for unanticipated emergency and non-emergency repairs to County facilities that fall outside the scope of routine maintenance. The total funding will cover all associated project costs including related staff time to accomplish the task.

*Total FY 2011-12 Cost: \$375,000*  
*Est. Project Completion Date: 6/30/2012*  
*Total Project Costs: \$375,000*

### Scheduled Maintenance Projects:

This establishes a project for scheduled non-emergency repairs to County facilities that fall outside the scope of routine maintenance. The total funding will cover all associated project costs including related staff time to accomplish the task.

*Total FY 2011-12 Cost: \$875,000*  
*Est. Project Completion Date: 6/30/2012*  
*Total Project Costs: \$875,000*

### Project Scoping & Estimating:

The purpose of this to establish a specific project to cover staff time associated with planning,

scoping and estimating costs for maintenance projects.

*Total FY 2011-12 Cost: \$280,000*  
*Est. Project Completion Date: 6/30/2012*  
*Total Project Costs: \$280,000*

### 1410 Natividad – Upgrade Security Fence:

This project will increase safety and security at the jail by replacing barbed wire, and rusted and broken arm extensions, and adding razor wire and security screens around the exercise yard. This project will provide a safe and secure environment for both inmates and staff.

*Total FY 2011-12 Cost: \$306,675*  
*Est. Project Completion Date: 12/31/2011*  
*Total Project Costs: \$306,675*

### 1412 Natividad – Upgrade B Wing Windows:

Windows in this area were installed 41 years ago and are in need of being replaced. This project will provide a safer and more secure environment for both inmates and corrections staff.

*Total FY 2011-12 Cost: \$107,134*  
*Est. Project Completion Date: 10/31/2011*  
*Total Project Costs: \$283,316*

### 1410 Natividad – Refurbish Kitchen:

This project will refurbish and/or replace 20-year-old equipment and structures in the jail kitchen to address health and safety issues. Project goals include replacing deteriorated paneled wall surfaces, replacement of dry rotted sill plates, installation of a missing security door, removal of existing rusted hollow metal doorframes, installation of new frames and hardware. In addition, staff will clean the existing 20-year-old ductwork to improve air flow, replace all deteriorated under-slab sewer and grease lines, and abate all hazardous materials, mold and bacteria.

*Total FY 2011-12 Cost: \$202,835*  
*Est. Project Completion Date: 3/31/2012*  
*Total Project Costs: \$1.2 M*

### 970 Circle Dr. – Youth Center Refurbish Kitchen:

The Youth Center kitchen refurbishment project will include the replacement of the kitchen floor; removal, cleaning and re-installation of existing food service equipment; purchase of new food service equipment; replacement of floor drains; roof repair; installation of new dishwashing



## FY 2011-12 Capital Budget Summary

equipment and related exhaust fans; general degreasing, floor stripping, painting; and, limited wall surface repair and replacement.

*Total FY 2011-12 Cost: \$278,156*

*Est. Project Completion Date: 5/31/2012*

*Total Project Costs: \$369,955*

### **855 E. Laurel Bldg. A – Equipment & Storm Water Management:**

This project provides funding for design and installation of a storm-water-treatment system to remove residues and sediment from storm-water runoff from the County of Monterey East Laurel Facility. Funds also allow for design of an overhead canopy. The canopy will provide cover for maintenance workers and equipment from weather at the apron south of the Heavy-side Shop. Both project scopes represent Best Management Practices in direct response to State Water Quality Control Board (Water Board) requirements.

*Total FY 2011-12 Cost: \$106,952*

*Est. Project Completion Date: 11/30/2011*

*Total Project Costs: \$364,000*

### **Pajaro Mansion Windows, Siding & Paint – 29 Bishop Street:**

The project provides funding for assessment and design, selective demolition, repair and replacement of worn or failing exterior features at the Porter-Vallejo Mansion in Pajaro. Targeted features include repair of selected windows, siding, trim, porch and landings. Funding may also allow for limited exterior painting.

*Total FY 2011-12 Cost: \$97,290*

*Est. Project Completion Date: 1/31/2012*

*Total Project Costs: \$375,000*

### **1412 Natividad – Men's Rehab Visiting Room:**

The Correction Standards Authority (CSA) inspects the Monterey County Sheriff's Main Jail and Rehabilitation Facility for compliance with Title 24 and Title 15 of the California Code of Regulations. Title 15, Section 1062 - Visiting: requires the facility to provide at least two visits, totaling at least one hour, per inmate each week. This project will bring the County into compliance adding 16 secure visitor telephone stations.

*Total FY 2011-12 Cost: \$63,900*

*Est. Project Completion Date: 6/30/2012*

*Total Project Costs: \$251,000*

### **San Lucas Branch Library:**

The original scope of work for this project was to remodel the existing San Lucas Library. During the initial planning and permitting phase, the project uncovered many problems with the facility that will require significantly more repairs than originally expected. RMA and Library staff has analyzed several different options and anticipate presenting their recommendations to the Board in July. This project is currently a placeholder to provide available funding for the approved option.

*Total FY 2011-12 Cost: \$126,530*

*Est. Project Completion Date: 6/30/2012*

*Total Project Costs: \$706,000*

### **Energy Efficiency & Conservation Block Grant Projects:**

This project is part of Monterey County's Energy Efficiency and Conservation Strategy and is fully funded by a reimbursable grant from the U.S. Department of Energy. The projects to be completed include: 1) Investment Grade Audit - funds the completion of investment grade energy audits at 14 County facilities. Information from these audits will allow the County to prioritize energy efficiency improvements at the various sites; 2) Energy Efficiency Retrofit - based on information gathered in the investment grade audits the County will complete retrofits of various building systems in priority order. Retrofits will address energy efficiency and include upgrades to HVAC, windows, lighting, and building insulation. It may also allow for alternative energy production in the form of photo-voltaic systems, and, 3) Laurel Yard Solar Photo Voltaic - will provide for the design and construction of a Photo Voltaic System to serve the County of Monterey Laurel Yard Facility. The system will offset greenhouse gas emissions and reduce utility costs to the County.

*Total FY 2011-12 Cost: \$1,787,427*

*Est. Project Completion Date: 6/30/2012*

*Total Project Costs: \$1,156,186*

### **Fund 404:**

#### **Facilities Master Plan Implementation Projects Overview**

Facilities Master Plan Implementation Projects (Fund 404) was established to track the proceeds

## FY 2011-12 Capital Budget Summary

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 new Health Headquarters. No positions are budgeted in this fund.

The FY 2011-12 Recommended Budget for Fund 404 is \$4,141,436. The significant decrease from the FY 2010-11 Adopted Budget is due to the fact that all available funds were budget in the prior fiscal year. The FY 2011-12 Recommended Budget includes appropriations sufficient to provide the funding necessary for work expected to be conducted on projects in the current fiscal year.

The following Facilities Master Plan Implementation Projects are recommended for FY 2011-12:

FY 2011-12 Facilities Master Plan Implementation Projects	
Project Title	Amount
North Wing Salinas Courthouse	\$ 2,040,000
Government Center Modular Building Removal	1,200,000
MCGC East & West Wings Renovation	901,436
<b>Total</b>	<b>\$ 4,141,436</b>

### North Wing Salinas Courthouse:

This project is a multi-year, \$71.6 million rehabilitation of the North Wing of the Salinas Courthouse complex. The project is essentially complete and the Courts are occupying the facility. The remaining project scope includes any items that may develop in the warranty period. In addition, the project will install sub-meters for all utilities and the proper abandonment of an existing well. Future operating costs will be borne by the Courts.

*Total FY 2011-12 Cost: \$2,040,000*

*Est. Project Completion Date: 6/30/2012*

*Total Project Costs: \$2,040,000*

### Government Center Modular Building Removal:

This project covers the dismantling and moving/removing of the modular office building used to house the courts and county staff during the North Wing Courthouse rehabilitation project. The project will also include the construction of new parking facilities.

*Total FY 2011-12 Cost: \$1,200,000*

*Est. Project Completion Date: 6/30/2012*

*Total Project Costs: \$1,200,000*

### MCGC East & West Wings Renovation:

The project scope includes an analysis of all the building systems such as heating, plumbing, and power; the exterior envelope; and, tenant improvements to the interior. This analysis will be used to determine costs and options necessary to bring the building(s) into good working order, code compliance, and operational functionality to meet the needs of various County departments that will occupy the buildings in the future. The analysis will also provide estimates of any increased operational costs associated with the renovation of the buildings.

*Total FY 2011-12 Cost: \$901,436*

*Est. Project Completion Date: 6/30/2012*

*Total Project Costs: \$901,436*

### Fund 402:

#### Capital Projects Overview

Capital Projects (Fund 402) was established to track funding for the construction of County facilities. No positions are budgeted in this fund.

The FY 2011-12 Recommended Budget for Fund 402 is \$3,827,590. The significant decrease from the FY 2010-11 Adopted Budget is due to the fact that all available funds were budget in the prior fiscal year. The FY 2011-12 Recommended Budget includes appropriations sufficient to provide the funding necessary for work expected to be conducted on projects in the current fiscal year.

The following Capital Projects are recommended for FY 2011-12:

FY 2011-12 Capital Projects	
Project Title	Amount
Government Center Master Plan Update	\$ 113,263
Hyland Drive/El Rancho Way Storm Drain	1,098,228
Agricultural Commissioner Facility	265,592
Behavioral Health Integrated Health Services Center	1,047,518
New and/or Expanded Detention Facility	454,209
King City Addition	500,000
Capital Improvement Program Planning	278,489
168 W. Alisal - Document Imaging Project	70,291
<b>Total</b>	<b>\$ 3,827,590</b>

### Government Center Master Plan Update:

This project establishes a specific project for staff time associated with the investigation of potential solutions for the modular trailers, E. & W. Wings options for renovation, parking lots, Old Jail, and the Administration building. A

## FY 2011-12 Capital Budget Summary

development plan is needed to appropriately position these areas to support not only the required County services but also the City of Salinas' Downtown Redevelopment Plan. This plan will highlight the key initiatives and future growth priorities of various departments and functions against existing and/or newly constructed or removed facilities within the geographic area.

*Total FY 2011-12 Cost: \$113,263*

*Est. Project Completion Date: 6/30/2012*

*Total Project Costs: \$113,263*

### **Hyland Dr./El Rancho Way Storm Drain:**

This is a Redevelopment and Housing Office project that will provide storm drain improvements for the Boronda project area. The project is fully funded with Redevelopment Agency funding.

*Total FY 2011-12 Cost: \$1,098,228*

*Est. Project Completion Date: 6/30/2012*

*Total Project Costs: \$1,098,228*

### **Agricultural Commissioner Facility:**

This project will provide the re-grading and landscaping to finish the remodel of this facility. Re-grading will provide for proper drainage away from the building and new landscaping will provide the opportunity to reduce heat loss/gain through the glazing system. The Ag Commissioner estimates an increase in operation costs of \$600 annually for increased landscape maintenance.

*Total FY 2011-12 Cost: \$265,592*

*Est. Project Completion Date: 3/30/2012*

*Total Project Costs: \$265,592*

### **Behavioral Health Integrated Health Services Center:**

Behavioral Health acquired a facility located at the former Fort Ord that will serve as a multi-service center for various agencies who provide for the underserved population in this region. This facility will be remodeled to support the individual operating functions of the different health services agencies. The remodel scope of work is focused on the interior spatial layout with minimal disruption to the existing HVAC and building systems. The project is completely funded with Mental Health Services Act (Proposition 63) funds. The Health Department does not anticipate an increase in operating costs

associated with this facility as the units occupying this building will be vacating their current locations and eliminating those operating costs.

*Total FY 2011-12 Cost: \$1,047,518*

*Est. Project Completion Date: 6/30/2012*

*Total Project Costs: \$1,047,518*

### **New and/or Expanded Detention Facility:**

A new or expanded detention facility is needed and funding sources need to be identified along with vetting all possible options. This project establishes a funding source for the staff time associated with this up-front work. It is currently estimated that the new facility would result in an annual operating impact to the County of \$11.2 million. However, this estimate will need to be updated once any options are identified.

*Total FY 2011-12 Cost: \$454,209*

*Est. Project Completion Date: 12/31/2011*

*Total Project Costs: \$454,209*

### **King City Addition:**

This is Phase II – Conceptual analysis of potential improvements of the property and improved support for all County operations in the South County; and Phase III – Implementation/construction. This project is funded by annual transfers from the Agricultural Commissioner. An estimate of increased or decreased operational costs has not been provided for this project at this time.

*Total FY 2011-12 Cost: \$500,000*

*Est. Project Completion Date: 6/30/2012*

*Total Project Costs: \$500,000*

### **Capital Improvement Program Planning:**

This project establishes a specific project to cover staff time required in planning, developing and submitting the CIP Five-Year Plan.

*Total FY 2011-12 Cost: \$278,489*

*Est. Project Completion Date: 6/30/2012*

*Total Project Costs: \$278,489*

### **168 W. Alisal – Document Imaging Project:**

The Document Imaging Program was implemented for archiving of all department land use records. Completed milestones include equipment and software purchase and testing, template design for efficient indexing and retrieval, commencement of the archival records

## FY 2011-12 Capital Budget Summary

scanning process, drafting an updated records retention schedule, and processing a new contract with Accela to produce the interface between our permitting software and the County's electronic document management software, CMx. It is expected that this project will result in decreased operational costs due to increased efficiencies in record storage and retrieval. Analysis of the potential operational impacts is currently underway.

*Total FY 2011-12 Cost: \$70,291*

*Est. Project Completion Date: 12/01/2011*

*Total Project Costs: \$725,000*

### **Operating Cost Impact**

Monterey County recognizes that ongoing operating and maintenance costs are an integral part of planning for a capital project. While additional operating and maintenance costs have not been a consideration in past CIP development, the County will include this as a key factor in all future CIP development processes. The CIP will address this issue by including project narratives describing anticipated County operating budget impacts,

and schedules of estimated operating and maintenance costs for the duration of the five-year capital program.

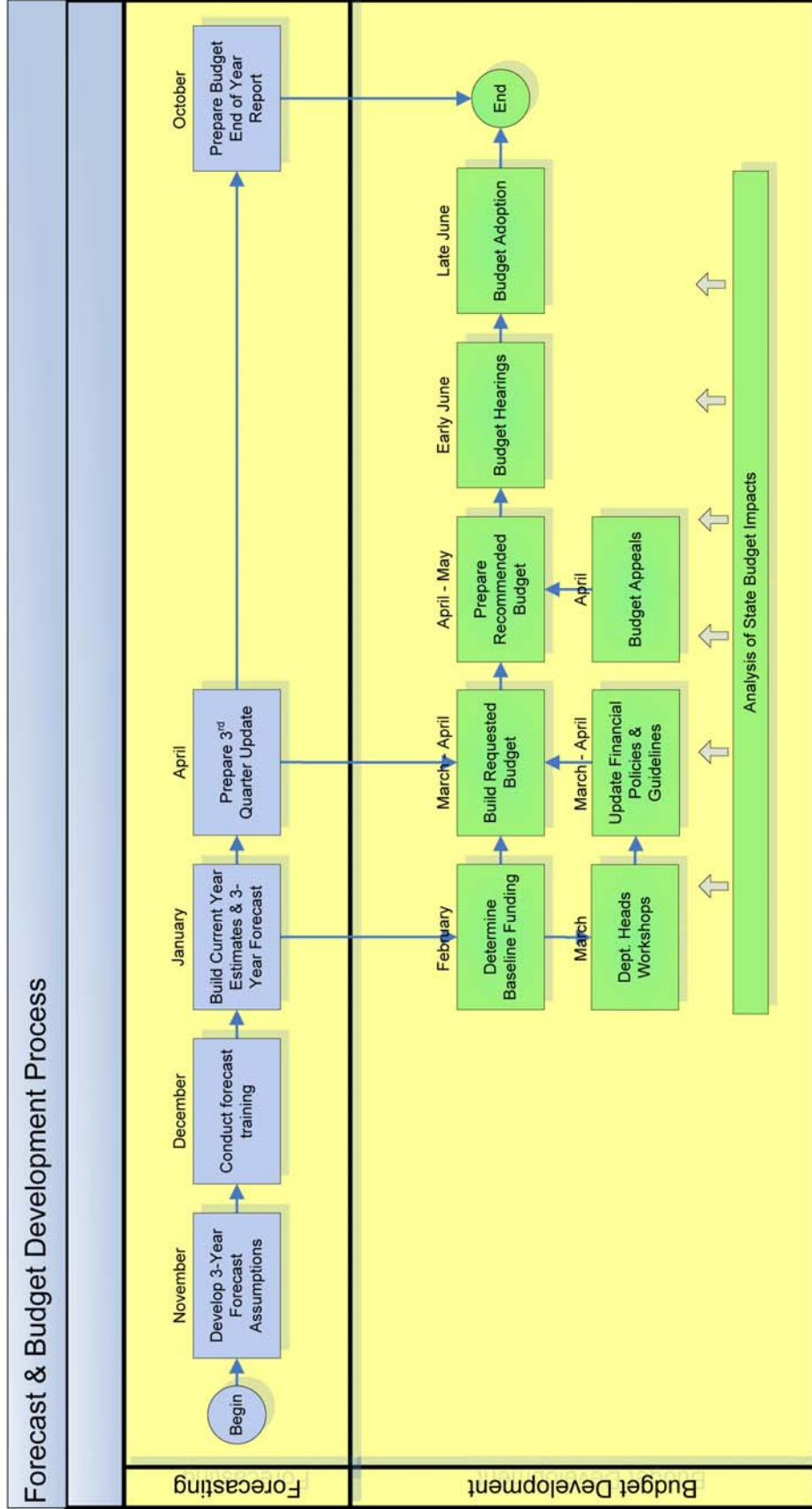
### **Summary**

The Capital Improvement Program Five-Year Plan (CIP) is an important tool used to ensure a systematic, organized approach to planning and implementing the County's capital projects. A key component of the process is the sound development of capital financing plans and policies. The CIP compiles the estimated costs of each project and the full value of the anticipated expenditures over the five-year period. It is this information that is crucial for the development of each fiscal year's capital budget plan.

The capital budget complements the operating budget by providing the appropriated funds necessary to construct and purchase the County's major capital needs and infrastructure

# Forecast and Budget Development Process

## Fiscal Year 2011-12 Forecast and Budget Development Process



Forecast and Budget Development Process

**Budget Reporting and Development Schedule  
FY 2010-11 and FY 2011-12**

	Date	Task/Issue	Lead	Responsible
NOVEMBER 2010	1	Begin review/revision of Budget Development Guidelines, Policies, Strategies for FY 2011-12 Budget development ( <b>BC 11/29/10</b> ).	Budget Director	D. Woods/J. Guertin
	1	Service (I.T., Telecom, Printing Svcs., ERP, Fleet, Mail Svcs., etc.) and customer depts begin discussions/review/determine FY 2010-11 year-end and FY 2011-12 services/costs ( <b>costs due to all Depts by 1/7/11</b> ).	Info Tech., RMA, ERP	All Depts
	2	Presentation of the FY 2009-10 Budget End of Year Report (BEYR).	CAO B&A	D. Woods/M. Beraz
	2-3	Performance Management Training.	Mngmt Prtns	Impacted Depts.
	15	<b>Deadline:</b> Provide departments with FY 2010-11 & FY 2011-12 cost allocations for OPEB, Gen'l Liab., Work Comp, PERS, Med/Dental, other insurance, Wellness Program ( <i>for ERP/Advantage PB programming and 3-year forecast</i> ).	HR/Risk Mgmt, Health	S. Mauck/D. Mesa
	22	All Fund Managers begin review/determination of year-end estimated Cancellations/ Provisions for Reserves & Designations ( <b>due 1/14/11</b> ).	Applicable Departments	Various Depts.
	22	Information to departments for development of Three-year Forecast ( <b>PB forecast data entry deadline 1/17/11</b> ).	CAO B&A	M. Beraz
	29	Budget Committee meeting (1:30 p.m. - Monterey Rm): Receives recommended FY 2011-12 Budget development Guidelines, Policies, Strategies and First Quarter Report GF. ( <b>BoS 1-25-11</b> )	CAO B&A	Various Depts.
30	<b>Deadline:</b> HR to provide concurrent schedule for Positions, etc.	HR	B. Neal/K. Moore	
DEC. 2010	11/30 - 12/16	PB training for Performance Budgeting & Budget Process, Year-end Estimate and Three-year Forecast data entry.	CAO B&A	M. Beraz/L. Reta
	14	FY 2011-12 Budget Baseline Funding Approach/Non-Program Revenue/General Fund Contribution (GFC).	CAO B&A	D. Woods
	14	Receive presentation from Management Partners, Inc. on development of County's Performance Management System.	Mngmt Prtns	Mngmt Prtns
	17	PB system open for year-end estimate and Three-year Forecast data entry.	ERP/ B&A	All Depts.-Finance
	17	FY 2011-12 Budget Development kick-off meeting at 9:00 a.m.	D. Woods	All Depts.-Finance & HR
JANUARY 2011	3	Departments to review FY 2011-12 Proposed State Budget (usually released in January) and submit analysis of impacts to B&A Analysts by <b>1/17/11</b> .	Budget Director	All Depts.
	7	<b>Deadline:</b> Service departments issue FY 2011-12 costs to customer depts.	IT, Telecom, Printing Svcs, Fleet, Mail	
	10	Governor expected to release FY 2011-12 Proposed State Budget; departments begin review for potential fiscal impacts.	All Departments	All Depts.
	14	<b>Deadline:</b> Other Fund departments submit year-end estimated Cancellations/ Provisions for Reserves & Designations.	Applicable Departments	Applicable Departments
	14	<b>Deadline:</b> Depts finalize year-end estimate and three-year forecast data entry in PB Advantage.	All Departments	All Depts.
	14	B&A Analysts begin review/analysis of year-end estimates, three-year forecast, fund balance, mid-year cost adjustments, etc. <b>CAO year-end estimate and forecast data entry deadline (1/31/11)</b> .	CAO B&A	B&A Analysts
	17	<b>Deadline:</b> Depts submit FY 2011-12 Proposed State Budget impacts to B&A Analysts.	All Departments	Impacted Depts.
	24	Depts submit Requests to Classify (RTC) for FY 2011-12 new or reallocated positions to Central HR ( <i>workflow</i> ).	Central HR	FMs/Dept. Hds.
	25	Board of Supervisors receives preliminary status report on estimated financial impacts to County as a result of the proposed Governor's FY 2011-12 Budget.	Budget Director	D.Woods
	25	Board of Supervisors receives recommended FY 2011-12 Budget development Guidelines, Policies, Strategies.	Budget Director	D. Woods
25	Board of Supervisors receives Strategic Plan Initiatives Update.	CAO	N. Chiulos	
31	<b>Deadline:</b> B&A Analysts finalize year-end estimates and three-year forecast data entry in PB.	CAO B&A	B&A Analysts	
FEB. 2011	7	Departments finalize intent to revise fees, timeline for consideration by BoS.	Applicable Depts.	Applicable Depts.
	15	Board of Supervisors receives briefing on Performance Measurements.	CAO B&A	R.Pando/D.Woods
	23	Budget Committee receives FY 2011-12 Proposed State Budget impacts report.	CAO B&A	D. Woods
	23	Budget Committee receives FY 2010-11 Three-year Forecast.	D. Woods	M. Beraz

Updated: 5/19/2011

**Budget Reporting and Development Schedule  
FY 2010-11 and FY 2011-12**

	Date	Task/Issue	Lead	Responsible
MARCH 2011	1	Board of Supervisors receives FY 2010-11 Three-year Forecast.	Budget Director	M. Beraz
	1	Board of Supervisors receives FY 2011-12 Proposed State Budget impacts report.	Budget Director	CAO B&A
	1	Review of Priorities and Board direction on building the Recommended Budget.	CAO B&A	R.Pando/D.Woods
	2	Department Heads Meeting	CAO B&A	R.Pando/D.Woods
	2-11	Depts. and CAO B&A review requested positions; update info as needed; confirm current position info (position code/count).	DHs/ Dept. Finance & HR	DHs/FMs/HR/ CAO B&A
	4	<b>Deadline:</b> All HR-approved RTCs have been workflowed through CAO B&A for new or revised positions. <i>Check w/HR</i>	All Departments	All Depts.
	11	<b>Deadline:</b> for FY 2011-12 Budget Modifications or FY 2010-11 that effect FY 2011-12.	All Departments	All Depts.
	11	<b>Deadline:</b> Departments finalize FY 2011-12 requested budget and BCP data entry in PB. Confirm positions.	All Departments	All Depts.
	12	ADVANTAGE PB Stage 1 closed for requested budgets.	ERP, B&A	ERP/CAO B&A
	15	<del>Special Budget Committee Meeting – Departmental Budget Augmentations.</del>	CAO B&A	D. Woods
	16	Department Heads Meeting	CAO B&A	D.Woods
	22	Board of Supervisors receives Departmental Budget Augmentation requests.	CAO B&A	D.Woods
	22	Due date for CAO Analysts to complete preliminary data entry in PB for FY 2010-11 Recommended Budget.	CAO B&A	CAO B&A
	22	Recommendation to CAO for available Fund Balance and budget augmentation.	CAO B&A	D. Woods
	23	Department Head Budget Workshop	CAO B&A	D.Woods
	25	Other Fund Departments submit revised year-end and Requested Budget Cancellations and Provisions for Reserves / Designations, if appropriate.	Applicable Depts.	Applicable Departments
	30	March Budget Committee Meeting (1:30 p.m. - Monterey Room).	CAO B&A	Various
	30	Preliminary confirmation to Dept. Heads RE: decisions on BCP requests.	CAO	CAO, & B&A
	APRIL 2011	4	<b>Deadline:</b> Departments update CAO B&A Analysts of any significant changes to year-end estimate based on third quarter actuals.	Applicable Depts
8		<b>Deadline:</b> Departments finalize Requested Budget narratives, including approved BCP items.	All Departments	All Depts.
8-18		B&A Analysts revise Recommended Budget narratives and PB Stage 2 final data entry, based on OK'd BCPs (or reductions), third-quarter year-end estimate changes, and BoS approved budget modifications.	CAO B&A	CAO Analysts/ Dept. Hds. and Finance Staff
11		B&A Analysts make final adjustments to PB FY 2010-11 Year-end Estimate if material changes are necessary based on third quarter estimates.	CAO B&A	CAO B & A
12		Board of Supervisors receives Budget Briefing.	Budget Director	CAO B & A
19, 21-22		Individual DH meetings w/CAO if appealing FY 2011-12 recommendations.	CAO	Applicable DHs
22		B&A Analysts finalize Recommended Budget data entry, including recommended BCPs and FY 2010-11 approved modifications.	CAO B&A	CAO B & A
25		Departments to review May Revise and submit analysis of impacts to B&A Analysts by 5/09/11. <b>(DATE MAY CHANGE DEPENDING ON ACTUAL RELEASE OF MAY REVISE)</b>	Budget Director	All Depts.
25		Verify balanced FY 2011-12 Recommended Budget.	CAO B&A	D. Woods
27		April Budget Committee meeting (1:30 p.m. - Monterey Room).	CAO B&A	Various
29	CAO and Auditor-Controller review Cancellations and Provisions for Designations & Reserves and Fund Balances.	CAO B&A	D. Woods/ A. Friedrich	
MAY 2011	2	Budget Director assign Analyst to review May Revise issues/impacts and prepare report to BC and BoS.	Budget Director	Analyst(s) as
	4/29-5/09	Finalize proofing of all Budget Narratives, Functional write-ups, Exec. Summary, etc..	CAO B&A	CAO B&A
	9	<b>Deadline:</b> Departments submit State Budget May Revise impacts to B&A Analysts.	CAO B&A	FMs/Dept. Hds.
	2-9	B&A Analysts finalize Recommended Budget narratives, including Policy Considerations, Pending Issues, etc.	CAO B&A	CAO B&A
	2-13	B&A Analysts finalize review/quality control for Recommended Budget functional area narratives, charts, etc. Assure position codes and counts match against current year budget and Board approved modifications.	CAO B&A	CAO B&A
	13	Auditor-Controller's Office provides Gann Limit information and Schedules for Recommended Budget Book.	CAO B&A and Auditor-Controller	Budget Director & Asst. A-C
	17	FY 2011-12 Recommended Budget due to printer.	CAO B&A	CAO B&A
	25	State Budget May Revise impacts report to Budget Committee.	CAO B&A	CAO B&A
	25	Budget Committee receives FY 2011-12 Recommended Budget (1:30 p.m. - Monterey Rm)	CAO B&A	CAO B&A
	31	FY 2011-12 Recommended Budget available for distribution.	CAO B&A	CAO B&A

Updated: 5/19/2011

Forecast and Budget Development Process

**Budget Reporting and Development Schedule  
FY 2010-11 and FY 2011-12**

	<b>Date</b>	<b>Task/Issue</b>	<b>Lead</b>	<b>Responsible</b>
<b>JUNE 2011</b>	<b>6-8</b>	<b>FY 2011-12 Recommended Budget hearings.</b>	<b>CAO B&amp;A</b>	<b>Pando/Woods</b>
	8-10	Auditor and CAO B&A reconciliation and tabulation of changes made during Budget Hearings.	Budget Director	D. Woods
	8-17	Performance Budget Stage 3 - Final changes to FY 2011-12 Budget based on Board direction during Budget Hearings.	CAO B&A	CAO B&A
	14	FY 2011-12 State Budget May Revise impacts Report to BoS.	CAO B&A	D. Woods
	21	Board of Supervisors adopts FY 2011-12 Budget.	CAO B&A	D. Woods
	29	June Budget Committee Meeting (1:30 p.m. - Monterey Room).	CAO B&A	Various

Updated: 5/19/2011



---

# Glossary of Budget and Accounting 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 Supervisor’s authorization to make expenditures and to incur obligations for specific purposes. An appropriation expires at 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.

**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.

**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 PROJECTS** — Proposed acquisitions, additions, and improvements to capital assets, e.g., buildings, building improvements, and land purchases subject to the County’s Capitalization Policy.

**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.

**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. The Federal Office of Management and Budget (OMB) is responsible for policy direction for Circular A-87 and for providing interpreta-

tions and assistance to assure effective implementation by Federal agencies and award recipients.

**DEBT SERVICE** — Debt Services is an obligation to pay principal and interest on all bonds and other debt instruments issued by the County according to a pre-determined payment schedule.

**DEPARTMENT** — A department is an administrative and organizational division of the County with management responsibility for an operation or a group of operations.

**EMPLOYEE BENEFITS** — Amounts paid to or on behalf of employees but not included in the salary. Examples are group health or life insurance payments, contributions to employee retirement, Social Security taxes, Workers’ Compensation payments, and Unemployment Insurance payments.

**ENCUMBRANCE** — An obligation in the form of a purchase order, contract, or other commitment which is chargeable to an appropriation. Available appropriations are reduced by the amount of outstanding encumbrances.

**ENTERPRISE FUND** — A fund established to account for certain functions which are primarily or partially supported by user charges. Natividad Medical Center is an Enterprise Fund.

**EXPENDITURE** — A payment made for goods delivered or services rendered during a fiscal year whether paid or unpaid at fiscal year end. An expenditure occurs in a governmental fund.

**FINAL BUDGET** — The approved plan for appropriations and estimated revenues for a fiscal year. Also referenced as “Adopted Budget.”

**FISCAL YEAR** — The twelve-month period on which financial accounting is based. The fiscal year for Monterey County is July 1st through June 30th.

**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.

**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.

**GENERAL FUND** — The fund that supports general County services.

**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.

**INTRA FUND TRANSFER** — An intra fund transfer is a non-reciprocal transfer of resources by one department to another in the same fund.

**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”.

**REIMBURSEMENT** — A reimbursement is a repayment from the funds responsible for particular expenditures or expenses to the funds that initially paid for them.

**RESERVE** — An amount set aside based on legal requirements.

**REVENUE** — Money received which can be used to finance County operations. For example: property taxes, sales taxes, fees, and state and federal grants.

**SALARIES AND BENEFITS** — Salaries and Benefits is a type of expenditure to satisfy employee-related costs.

**SCHEDULE** — A “Schedule” is a listing of financial data in a form and manner prescribed by a governing code, policy or standard.

**SALARY SAVINGS** — The dollar amount of salaries saved as a result of position vacancies.

**SERVICES AND SUPPLIES** — Services and Supplies is a type of expenditure for the operating expenses of County departments.

**SPECIAL DISTRICT** — A dependent (under the Board of Supervisors) or independent unit of local government generally organized to perform a single function. Examples: street lighting, water works, fire protection.

**SUBVENTION** — Subventions are payments by an outside agency for specific costs which originate in the County.

**USER CHARGES (USER FEES)** — A fee for a public service paid by the party benefiting from the service.

---

# 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 derives its sources of revenue 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 person assisting them to live safely in their own home and community.

**006 - FISH & GAME PROPAGATION FUND:** — This fund provides for the administration of the County's Fish and Game Commission. The Commission oversees the allocation of Fish and Game fine monies for grants to organizations and agencies undertaking fish and game wildlife propagation or educational projects.

**007 - OFFICE OF EMPLOYMENT TRAINING (OET):** — The OET fund provides for employment and training services to Disadvantaged Adults and Youth, and Dislocated Workers through the One-Stop Career Center System.

**008 - COMMUNITY ACTION PARTNERSHIP (CAP):** — This fund administers the Federal Community Services Block Grant. CAP contracts with community organizations to provide programs to advance and advocate for low-income and vulnerable populations.

**009 - INCLUSIONARY HOUSING:** — The purpose of the Inclusionary Housing Fund is to facilitate development of housing for lower and moderate income residents of Monterey County. The Fund is capitalized through payment of in-lieu fees by developers of subdivision projects and repayment of project loans made from inclusionary funds.

**011 - ECONOMIC DEVELOPMENT PROGRAM:** — This fund was established for the County's Small Business Revolving Loan Fund (RLF). The RLF supports the expansion, retention, and attraction of industry, commerce, and agriculture in Monterey County. Programs are intended to help diversify and strengthen the economic base of the local area by assisting businesses that are

unable to secure suitable private financing for start-up and expansion costs.

**013 - COMMUNITY DEVELOPMENT FUND:** — This fund provides support for public infrastructure, community facilities and housing projects for very low, low and moderate income households.

**015 - FORT ORD REUSE:** — This fund supports analysis, coordination, and professional services needed to implement the Fort Ord Reuse Plan.

**016 - EMERGENCY MEDICAL SERVICE FUND:** — This fund supports financing to plan, coordinate, and evaluate the county-wide 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.

**017 - SELF-INSURANCE RESERVES FUND:** — This fund is currently a component of the self-supporting Special Revenue Fund that contains funds supporting a variety of employee benefit programs including dental, vision, the Employee Assistance Program, and disability.

**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:** — This fund provides support for the wastewater collection system - system sold & dissolved 2003. This fund has a remaining Fund Balance.

**054 - CSA 14 MORO COJO:** — This fund provides support for the wastewater collection system - system transferred & dissolved 2007. This fund has a remaining Fund Balance.

**055 - CSA 14 CASTROVILLE:** — This fund provides support for the wastewater collection system - system transferred & dissolved 2007. This fund has a remaining Fund Balance.

**056 - CSA 15 SERRA VILLAGE, TORO PARK:** — This fund provides support for the storm drainage, Min-Parks, Open Space, & streetlight systems.

**057 - CSA 17 RANCHO TERRA GRANDE:** — This fund provides support for the Open Space Fire Maintenance system.

**058 - CSA 19 CARMEL MEADOWS:** — This fund provides support for the streetlight system.

**059 - CSA 20 ROYAL ESTATES:** — This fund provides support for the storm drainage & streetlight systems.

**060 - CSA 23 CARMEL RANCHO:** — This fund provides support for the storm drainage, streetlight, parkway maintenance, & sidewalk maintenance systems.

**061 - CSA 24 PEDRAZZI SUBDIVISION:** — This fund provides support for the storm drainage system.

**062 - CSA 25 CARMEL VALLEY COUNTRY CLUB:** — This fund provides support for the storm drainage & streetlight systems.

**063 - CSA 26 NEW MOSS LANDING HEIGHTS:** — This fund provides support for the streetlight system.

**064 - CSA 30 RANCHO MAR MONTE:** — This fund provides support for the storm drainage system.

**065 - CSA 31 AROMAS HILLS:** — This fund provides support for the storm drainage system.

**066 - CSA 32 GREEN VALLEY ACRES:** — This fund provides support for the storm drainage & streetlight systems.

**067 - CSA 33 COAST RIDGE SUBDIVISION:** — This fund provides support for the storm drainage system.

**068 - CSA 34 RANCHO RIO VISTA:** — This fund provides support for the storm drainage system.

**069 - CSA 35 PARADISE PARK:** — This fund provides support for the storm drainage & streetlight systems.

**070 - CSA 37 COLONIAL OAK ESTATES:** — This fund provides support for the storm drainage system.

**071 - CSA 38 PARADISE LAKE ESTATES:** — This fund provides support for the storm drainage system.

**072 - CSA 41 GABILAN ACRES:** — This fund provides support for the streetlight system.

**073 - CSA 44 CORRAL DE TIERRA OAKS:** — This fund provides support for the storm drainage & streetlight systems.

**074 - CSA 45 OAK HILLS:** — This fund provides support for the storm drainage & streetlight systems.

**075 - CSA 46 OAK HILLS OPEN SPACE:** — This fund provides support for the Open Space systems.

**076 - CSA 47 CARMEL VIEWS:** — This fund provides support for the storm drainage & streetlight systems.

**077 - CSA 50 RIOWAY TRACK:** — This fund provides support for the storm drainage & flood control systems.

**078 - CSA 51 HIGH MEADOWS:** — This fund provides support for the storm drainage & streetlight systems.

**079 - CSA 52 CERRO DEL OSO:** — This fund provides support for the storm drainage system.

**080 - CSA 53 ARROYO SECO:** — This fund provides support for the storm drainage system.

**081 - CSA 54 MANZANITA:** — This fund provides support for the storm drainage system.

**082 - CSA 55 BUENA VISTA DEL SOL:** — This fund provides support for the storm drainage system.

**083 - CSA 56 DEL MESA CARMEL:** — This fund provides support for the storm drainage & fire roads systems.

**084 - CSA 57 LOS TULARES:** — This fund provides support for the storm drainage & Open Space systems.

**085 - CSA 58 VISTA CORADO:** — This fund provides support for the storm drainage & streetlight systems.

**086 - CSA 62 RANCHO DEL MONTE:** — This fund provides support for the storm drainage system.

**087 - CSA 66 LOMA VISTA:** — This fund provides support for the storm drainage, Open Space, playground, street maintenance & streetlight systems.

**088 - CSA 67 CORRAL DE TIERRA OAKS:** — This fund provides support for the storm drainage & streetlight systems.

**089 - CSA 68 VIERRA CANYON:** — This fund provides support for the storm drainage system.

**090 - CSA 69 RALPH LANE:** — This fund provides support for the water system - system sold & dissolved 2003, but Fund has a remaining Fund Balance.

**091 - CSA 72 LAS PALMAS RANCH:** — This fund provides support for the storm drainage system.

**093 - CSA 75 CHUALAR CONSOLIDATED:** — This fund provides support for the wastewater collection & treatment, streetlights, and storm drainage systems.

**111 – WATER RESOURCES ADMINISTRATION:** — This fund provides support for administrative and maintenance staffing, services and supplies, and equipment acquisition.

**112 – WATER RESOURCES – ZONE 1 (PAJARO RIVER LEVEE):** — This fund provides support for maintenance of the Pajaro River Levee and adjacent river bench as a flood control structure according to the US Army Corps of Engineers criteria in order to reduce potential flooding impacts from the Pajaro River.

**113 – COUNTYWIDE SERVICES:** — This fund provides support of basic water resources management and flood control services countywide through the following ongoing programs: Hydrology and Water Quality, Flood Plain Management & Land Use Planning, ALERT System Operations and Maintenance/Flood Monitoring, Countywide Water Resources Review, and Countywide Special Projects including the Monterey Bay Regional Water Project.

**114 – WATER RESOURCES – ZONE 2 (NACIMIENTO NON-O&M):** — This fund provides support for non-operations and maintenance services for the Salinas Valley such as Hydrology and Water Quality Programs, Ground Water Extraction Data Collec-

tion, Well Permitting, Urban Water Solutions, and other grant related projects.

**115 – WATER RESOURCES – ZONE 2A (SAN ANTONIO NON-O&M):** — This fund provides support for non-operations and maintenance services for the Salinas Valley such as Hydrology and Water Quality Programs, Ground Water Extraction Data Collection, Well Permitting, Urban Water Solutions, and other grant related projects.

**116 – WATER RESOURCES - ZONE 2C (DAM OPERATIONS AND ADMINISTRATION):** — This fund provides support for the operation and maintenance of the Nacimiento and San Antonio dams to reduce flooding impacts on the Salinas River, and provide water conservation with consideration given to recreation.

**117 – WATER RESOURCES – ZONE 3 (LOWER SALINAS RIVER CHANNEL):** — This fund provides support to reduce flooding of the lower reach of the Salinas River. This fund also maintains the Salinas River from Somavia Road to near Highway 1.

**118 – WATER RESOURCES – ZONE 5 (MERRITT LAKE):** — This fund provides support to reduce potential flooding impacts to agricultural land in Merritt Lake.

**119 – WATER RESOURCES – ZONE 6 (CASTROVILLE SEAWATER INTRUSION PROJECT (CSIP)) ZONE 2B:** — This fund provides supports for all ongoing operations within Zone 2B and provides monies for Funds 131, 132, and 303 for the operation and maintenance of the CSIP and Salinas Valley Reclamation Project including debt service.

**120 – WATER RESOURCES – ZONE 7 (NORTH MONTEREY COUNTY):** — This fund provides support to quantify water resources within the North Monterey County Water Management Study Area pursuant to requirements in the Monterey County North County Area Plan and North County Coastal Implementation Plan (Phase I); to develop and implement necessary interim management strategies; to prepare a ground water management plan (Phase II); and to implement an approach to evaluate the next phase of alternatives through a detailed engineering/environmental process leading to an Engineer's Report, an EIR, and Proposition 218 ballot process.

**121 – WATER RESOURCES – ZONE 8 (SOLEDAD STORM DRAIN (BRYANT CANYON)):** — This fund provides support to reduce flooding in the City of Soledad from Bryant Canyon runoff.

**122 – WATER RESOURCES – ZONE 9 (RECLAMATION DITCH OPERATION AND MAINTENANCE):** — This fund provides support for the operation and maintenance of the Reclamation Ditch to reduce flooding impacts.

**123 – WATER RESOURCES – ZONE 11 (MONTEREY PENINSULA (CARMEL VALLEY)):** — This fund provides support to a portion of the ALERT storm-monitoring system for the Carmel River and to provide consultation and make recommendations for flood reduction measures.

**124 – WATER RESOURCES – ZONE 12 (SAN LORENZO CREEK):** — This fund provides support to reduce flooding from San Lorenzo Creek at King City.

**124 – WATER RESOURCES – ZONE 12 (SAN LORENZO CREEK):** — This fund provides support to reduce flooding from San Lorenzo Creek at King City.

**125 – WATER RESOURCES – ZONE 14 (ARROYO SECO AREA):** — This fund provides support to determine the runoff from the Arroyo Seco tributary to the Salinas Basin.

**126 – WATER RESOURCES – ZONE 15 (CARNATION SUBDIVISION (ALISAL-SPENCE ROADS)):** — This fund provides support to maintain Zone 15 drainage facilities.

**127 – WATER RESOURCES – ZONE 17 (MORO COJO SLOUGH (MOSS LANDING)):** — This fund provides support to reduce flooding impacts from the Moro Cojo Slough.

**128 - STORM DRAIN MAINTENANCE DISTRICT 2:** — This fund provides support to operate and maintain the Blanco Drainage Ditch to reduce flooding impacts.

**129 - GONZALES SLOUGH MAINTENANCE DISTRICT:** — This fund provides support to reduce flooding impacts caused by the Gonzales Slough downstream (northerly) of the City of Gonzales.

**130 - NACIMIENTO HYDROELECTRIC PLANT OPERATIONS AND MAINTENANCE:** — The hydroelectric plant consists of two hydraulic turbine/ generator units with a total capacity of 4,100 kilowatts. The plant generates electric power that is sold to PG&E through a Power Purchase Agreement. This fund provides for the operation and maintenance of all plant facilities.

**131 - CASTROVILLE SEAWATER INTRUSION PROJECT (CSIP) OPERATIONS AND MAINTENANCE:** — This fund provides support for oversight of the operations and water deliveries of the CSIP, and contracts for operation and maintenance of the facilities.

**132 - SALINAS VALLEY RECLAMATION PROJECT (SVRP):** — This fund provides support for oversight of the operations and water deliveries of the SVRP, and contracts for operation and maintenance of the facilities. It also funds debt service on the SVRP.

**133 - SALINAS VALLEY WATER PROJECT (SVWP) BOND REVENUE:** — This fund meets the Salinas Valley Water Project bond issue requirement of placing all pledged revenues into a single fund and paying the Salinas Valley Water Project bond debt service.

**134 - SALINAS RIVER DIVERSION FACILITY OPERATIONS AND MAINTENANCE:** — This fund provides support for the operations and maintenance of the Salinas River Diversion Facility, which includes meeting regulatory agency requirements.

**151 - PAJARO CSD:** — This fund provides support for the wastewater collection system.

**152 - MOSS LANDING CSD:** — This fund provides support for the wastewater collection system.

**153 - CARMEL VALLEY CSD ZONE 1:** — This fund provides support for the wastewater collection system - system sold & dissolved 2003.

**154 - CARMEL VALLEY CSD ZONE 2:** — This fund provides support for the wastewater collection system - system sold & dissolved 2003. This fund has a remaining Fund Balance.

**156 - BORONDA CSD:** — This fund provides support for the wastewater collection system.

**157 - SAN JERARDO:** — This fund provides support for the water system, part of the Boronda County Sanitation District.

**171 - CASTROVILLE-PAJARO REDEV PROJECT:** — The Castroville-Pajaro Capital fund contains tax increment revenues that provides support to eliminate blight in the Castroville-Pajaro Project area of the Redevelopment Agency of the County of Monterey, in accordance with California Redevelopment Law.

**172 - BORONDA REDEVELOPMENT PROJECT:** — The Boronda Capital fund contains tax increment revenues that provides support to eliminate blight in the Boronda Project area of the Redevelopment Agency of the County of Monterey, in accordance with California Redevelopment Law.

**173 - FORT ORD REDEVELOPMENT:** — The Fort Ord Capital fund contains tax increment revenues that provides support to eliminate blight in the Fort Ord Project area of the Redevelopment Agency of the County of Monterey, in accordance with California Redevelopment Law.

**174 - EAST GARRISON REDEVELOPMENT:** — The East Garrison Capital fund contains tax increment revenues that provides support to eliminate blight in the East Garrison portion of the Fort Ord Project area of the Redevelopment Agency of the County of Monterey, in accordance with California Redevelopment Law.

**175 - CASTROVILLE-PAJARO HOUSING SET-ASIDE:** — The Castroville-Pajaro Housing Set-Aside fund contains tax increment revenues that provides support for very low, low and moderate income housing in the Castroville-Pajaro Project Area in accordance with California Redevelopment Law.

**176 - BORONDA HOUSING SET-ASIDE:** — The Boronda Housing Set-Aside fund contains tax increment revenues that provides support for very low, low and moderate income housing in the Boronda Project Area in accordance with California Redevelopment Law.

**177 - FORT ORD HOUSING SET-ASIDE:** — The Fort Ord Housing Set-Aside fund contains tax increment revenues that provides support for very low, low and moderate income housing in the Fort Ord Project Area in accordance with California Redevelopment Law.

**178 - EAST GARRISON HOUSING SET-ASIDE:** — The East Garrison Housing Set-Aside fund contains tax increment revenues that provides 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.

**251 - PUBLIC IMPROVEMENT CORPORATION DEBT SERVICE:** — This funds debt payments and related expenses for Certificates of Participation issued by the Public Improvement Corporation.

**271 - RDA CASTROVILLE PAJARO:** — This Debt Service fund is used to collect tax increment revenues for the Castroville-Pajaro Project Area of the Redevelopment Agency of the County of

Monterey for distribution to the Agency's capital and housing set-aside funds.

**272 - RDA BORONDA:** — This Debt Service fund is used to collect tax increment revenues for the Boronda Project Area of the Redevelopment Agency of the County of Monterey for distribution to the Agency's capital and housing set-aside funds.

**273 - RDA FORT ORD:** — This Debt Service fund is used to collect tax increment revenues for the Fort Ord Project Area of the Redevelopment Agency of the County of Monterey for distribution to the Agency's capital and housing set-aside funds.

**274 - RDA EAST GARRISON:** — This Debt Service fund is used to collect tax increment revenues for the East Garrison portion of the Fort Ord Project Area of the Redevelopment Agency of the County of Monterey for distribution to the Agency's capital and housing set-aside funds.

**303 - CASTROVILLE SEAWATER INTRUSION PROJECT (CSIP) DEBT SERVICE:** — This fund supports the debt service on the CSIP.

**305- BORONDA CO. SAN SEWER REVENUE:** — This Bond Revenue Fund is used for sanitation for Boronda County Sanitation District - Fund Balance transferred to BCSO in October 2010.

**306 - BORONDA CO. SAN REVENUE BONDS:** — This Bond Revenue Fund is used for sanitation for Boronda County Sanitation District.

**309 - MOSS LANDING CO. SANITATION SEWER REV:** — This Bond Revenue Fund is used for sanitation for Moss Landing County Sanitation District.

**310 - PAJARO CO. SANITATION SEWER REVENUE:** — This Bond Revenue Fund is used for sanitation for Pajaro County Sanitation District.

**312 - CHUALAR CO. WATER SERVICE AREA:** — This Bond Revenue Fund is used for streets in Chualar County Service Area.

**313 - MONTEREY FINANCING AUTHORITY DEBT SERVICE:** — This fund supports the debt service of the Salinas Valley Water Project revenue bonds.

**401 - FACILITIES MAINTENANCE PROJECTS:** — This fund tracks major maintenance projects that are one-time in nature, including any deferred maintenance or remodeling in existing County facilities.

**402 - CAPITAL PROJECTS:** — The Capital Projects Fund tracks the construction costs of new County facilities and major renovations of existing ones financed with County funds.

**404 - CAPITAL PROJECTS:** — The Master Plan Implementation Fund tracks the construction costs of new County facilities financed with debt.

**425 - REGIONAL DESALINATION PROJECT CONSTRUCTION:** — This is a construction fund for the Regional Desalination Project construction of wells.

**452 - PARKS SOUTH COUNTY LAKES:** — This fund is for Lake Nacimiento and Lake San Antonio Resorts Operations.