

**Adopted Final Budget
Fiscal Year 2017-2018
Stanislaus County, California**

BUDGET AT A GLANCE



**Submitted by
Jody Hayes
Chief Executive Officer**

**Board of Supervisors
Vito Chiesa, Chair
Kristin Olsen
Terry Withrow
Dick Monteith
Jim DeMartini**

STANISLAUS COUNTY

Vision, Mission, Values

Vision -

A county that is respected for its service in the community and is known as the best in America.

Mission -

Stanislaus County serves the public interest by promoting public health, safety, welfare and the local economy in an efficient, cost-effective manner.

Values - Our values support our fundamental belief that we are all in this together which has led us to adopt the simple statement “there are no others.” Our team values are:

Trustworthiness . . . Acting with honesty, integrity, loyalty and keeping our promises

Respect . . . Treating everyone with dignity

Responsibility . . . Being accountable for our actions and pursuing excellence

Fairness . . . Treating others with impartiality and equity

Caring . . . Showing concern for the well-being of others

Citizenship . . . obeying laws and regulations and caring about our community

“Striving together to be the best!”



Questions or Comments

Chief Executive Office: (209) 525-6333
2017-2018 Adopted Final Budget is online:
www.stancounty.com/budget

BUDGET MESSAGE

Striving together to be the best!

Dear Supervisors,

It is with great pleasure that I present the 2017-2018 Adopted Final Budget. This budget totals \$1.3 billion and represents a 7% increase from the 2017-2018 Adopted Proposed Budget and an 11.7% increase above the 2016-2017 Adopted Final Budget. These appropriations will accommodate the wide array of services provided to our community and continue to support the Board's priorities that focus on safety, health, economic strength, learning, and efficient public services while maintaining fiscal prudence and responsibility.

This fiscal year marks transition in multiple ways with my transition as your new Chief Executive Officer, the incorporation of department outcomes in the Final Budget document, and the preparation for a two-year budget process in the coming year. It is an exciting time for our County!

Traditionally, the budget message has started with a poignant quote indicative of the time or approach to the year's challenges. In this period of transition, it seemed appropriate to elevate the County's updated motto to the forefront as a guidepost in our movement forward. Striving together to be the best! Six simple words strung together to form an ambition, a direction, a partnership, a culture.

The active pursuit to be the best is guiding our approach to this fiscal year and the appropriations contained in the Final Budget. Together we are meeting the needs of our community by ensuring the continued provision of quality services, mitigating State budget impacts, improving workforce functions, keeping up with technology upgrades, preserving resources for a rainy day, and minimizing debt.

The budget presented before you embodies the fiscal responsibility required to manage the current and future needs of Stanislaus County, providing the lasting foundation with which we can build upon and continue *striving together to be the best!*

BUDGET MESSAGE

Challenges and Opportunities

Public Safety Center Expansion. The AB 900 Phase II Public Safety Center Expansion and companion projects have been completed on time and under budget. The Re-Entry and Alternatives to Custody Training (REACT) Center project (SB 1022) is well under way and is expected to be completed in 2018, allowing for the closure of the Main Jail downtown, except usage for court holding.

Healthy Community. The business and master planning for the programs located at the Community Services Facility, including Community Services Agency (CSA), Workforce Development, Women, Infants and Children (WIC), and Child Support Services, will be completed during Fiscal Year 2017-2018. The business, vision, and facility master plan for the Health Services Agency (HSA) is well under way with community stakeholders providing input on the County's Public Health program. A strategic business and facility plan is scheduled to begin in the fall of 2017 for Behavioral Health and Recovery Services (BHRS).

Human Resources. The County has entered into an agreement for provisions to re-brand and market its services. With the vision of having an engaged workforce, HR staff expect to turn our collective efforts towards preparing the workforce for future opportunities with the County and encouraging new hires in new ways. The development of a five-year strategic plan will tie to newly dedicated funding for recruitment, training, and retention strategies. A more robust focus on succession planning efforts will continue to be critical.

Focus on Prevention. The Focus on Prevention initiative has gained tremendous community momentum. With the sustainable financing for staffing, operations, and leadership structures critical to the success of this long-term commitment, we will continue working on a visioning process to develop a full-service Access Center to reduce and prevent homelessness in the County. The roots of societal issues run deep and it will take the effort of all of the ten sectors of our community working together to move the needle on positive change.

BUDGET MESSAGE

Challenges and Opportunities

Labor Relations. The County has current contracts in place with ten County labor organizations. In recent months, the County has reached agreement with six labor contracts. Six additional labor contracts will expire on June 30, 2018, and the IHSS contract expires in 2019.

Performance Visioning. The County has begun implementation of Performance Visioning to promote a focus on outcomes and community impact, challenging the organization to analyze what success looks like for departments and services. Departments have been challenged to identify two metrics that speak to how their services make an impact on the community, essential to measuring success.

Two-Year Budget Process. A collaborative team of Chief Executive Office personnel, Strategic Business Technology (SBT) staff, and department budget leaders has worked to develop a multi-year budget template for use beginning in Budget Years 2018-2019 and 2019-2020.

Looking Forward

It is an honor to serve as your Chief Executive Officer and to lead the great men and women of our organization. *Striving together to be the best* is more than a motto to me, it serves as a catalyst for continuous improvement through a focus on partnership and teamwork. It encourages community and inter-departmental collaboration as we come together to realize our best results.

It is my hope that in the months and years to come, the coordinated efforts of our County organization will help us reach our collective goals to better serve the community in which we live, all while *striving together to be the best!*

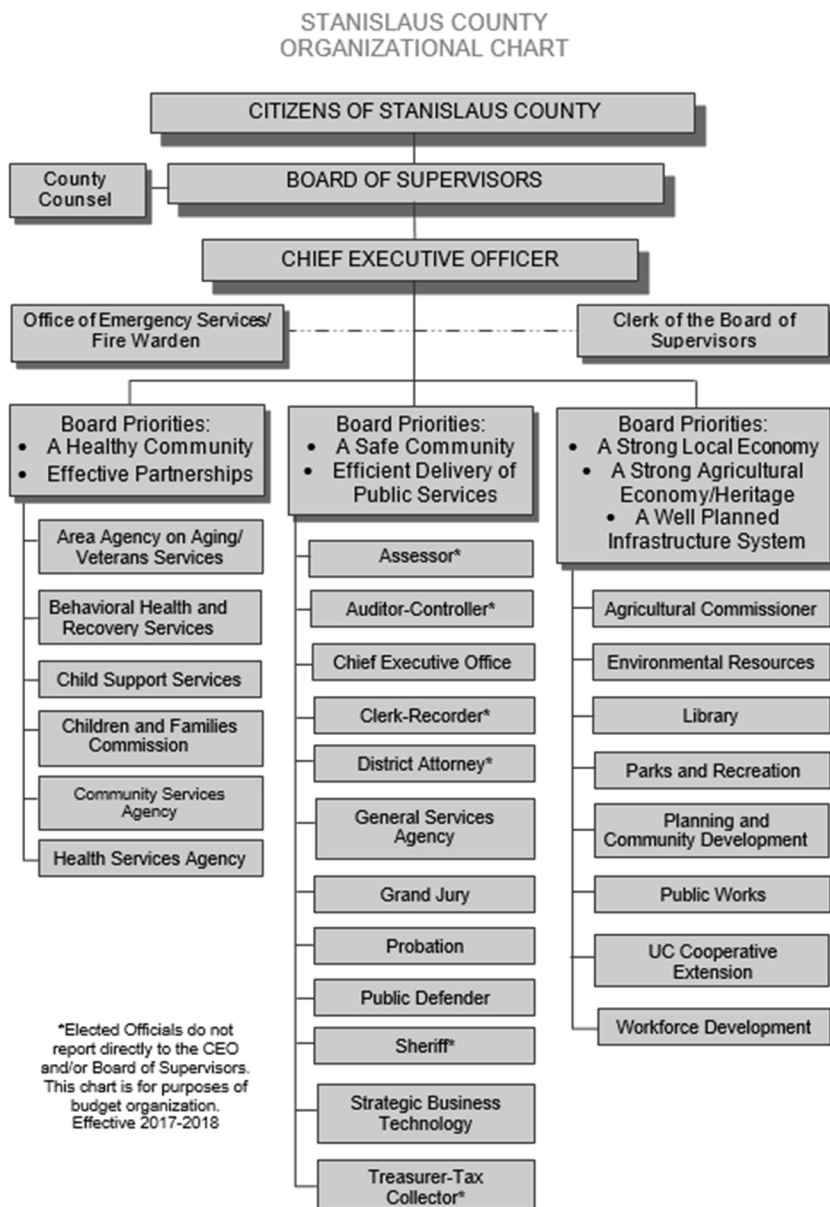
Respectfully,



Jody Hayes
Chief Executive Officer

STANISLAUS COUNTY

Organizational Structure



FINAL BUDGET

Fiscal Year 2017-2018

The 2017-2018 Adopted Final Budget was approved on September 19, 2017, making changes to the Adopted Proposed Budget for State Budget actions, updated revenue estimates, department operational needs, and prior year-end closing. Additional adjustments to the County's budget are routinely made as needed during the year as part of quarterly financial reports presented to the Board, or as separate Board agenda items.

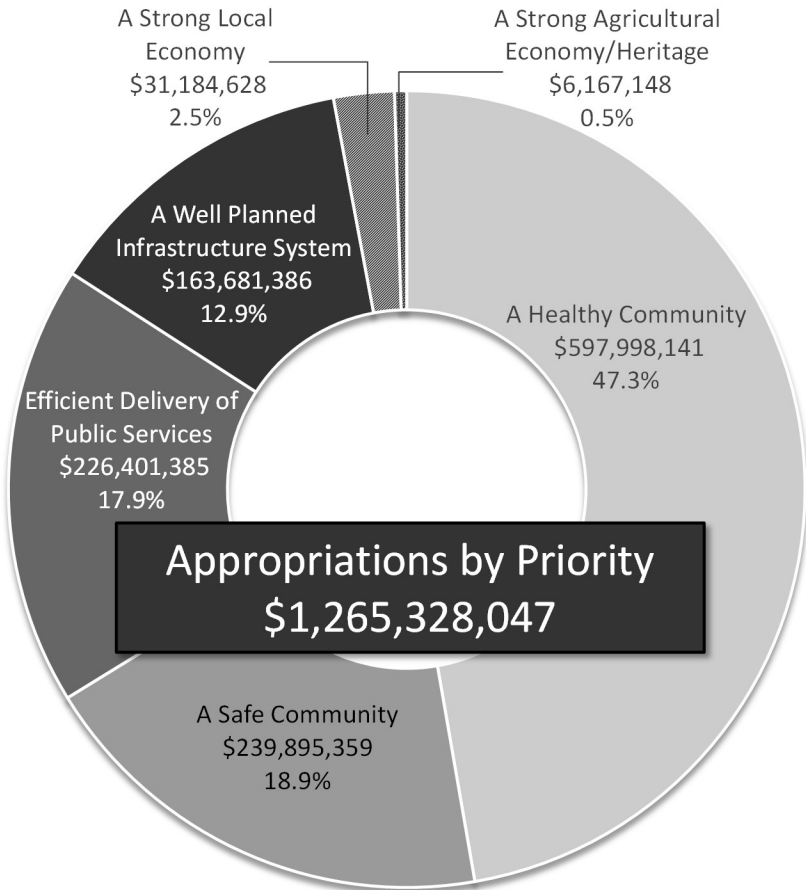
The 2017-2018 Adopted Final Budget totals \$1.3 billion, an increase of \$82.9 million over the Adopted Proposed Budget of \$1.2 billion. Increases in appropriations occurred in the following funds: General Fund by \$16.2 million, Special Revenue Funds by \$66.5 million, Enterprise Funds by \$169,000, and Internal Service Fund by \$88,000.

Consistent with standard accounting practices, the County's budget is divided into separate financial entities known as "funds". A fund contains a set of accounts that carry out specific activities or attain certain objectives in accordance with special regulations, restrictions, or limitations. Governments use these fund entities to segregate their financial resources and demonstrate legal compliance. The County's budget includes the three "governmental funds" of General, Special Revenue, and Capital Projects to account for local government activities. The county also uses two proprietary fund types that are for "business-type" activities, Enterprise and Internal Service funds. The following table provides a summary of the 2017-2018 Adopted Final Budget by fund type:

Fund Type	Total Appropriations	Total Revenue	Fund Balance/ One-Time Funding Required
General	\$ 329,856,219	\$ 309,151,488	\$ 20,704,731
Special Revenue	741,292,898	711,546,656	29,746,242
Capital Projects	1,434,551	880,000	554,551
Enterprise	86,786,936	68,483,423	18,303,513
Internal Service	105,957,443	102,384,953	3,572,490
Total	\$ 1,265,328,047	\$ 1,192,446,520	\$ 72,881,527

FINAL BUDGET

Fiscal Year 2017-2018



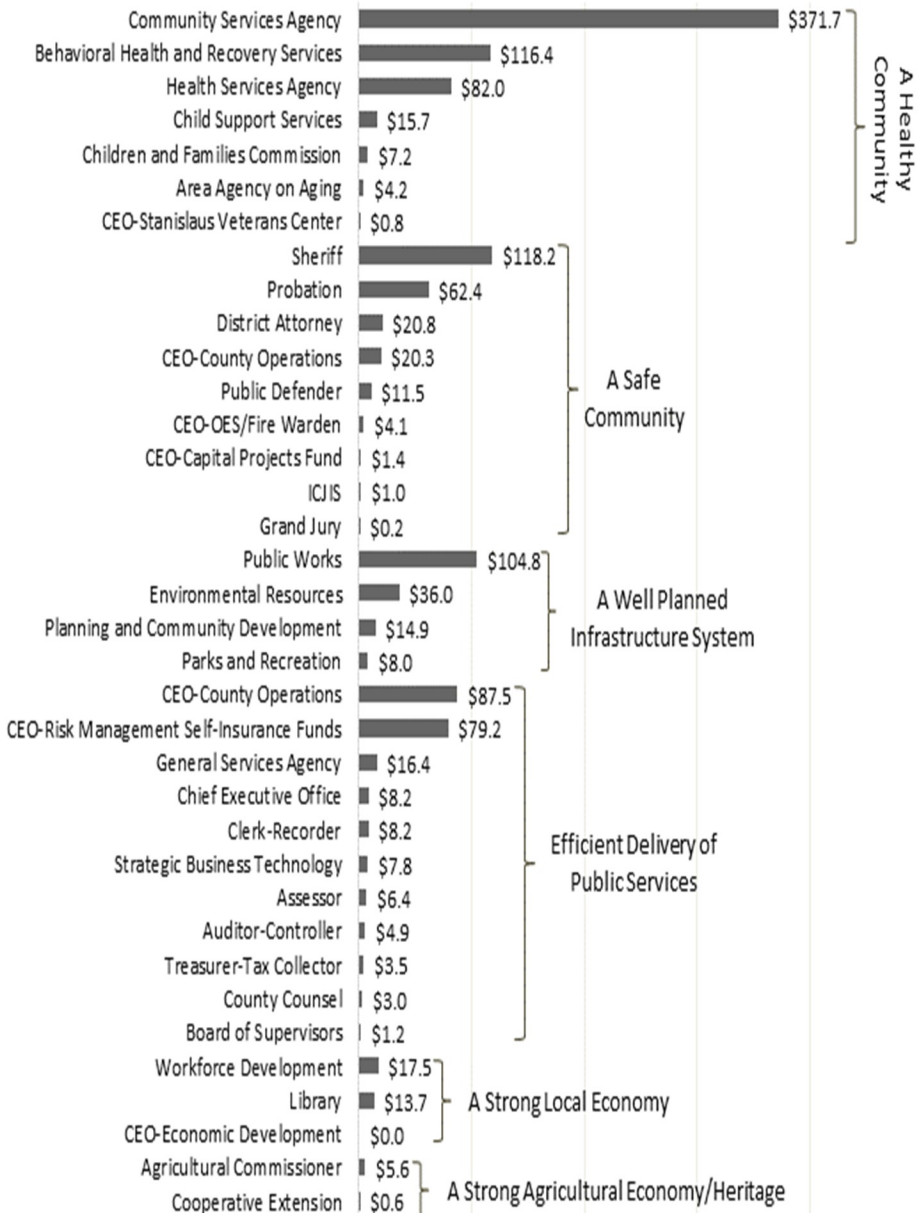
The Stanislaus County Board of Supervisors is committed to providing excellent community services, with focus on the following priorities:

- *A Safe Community*
- *A Healthy Community*
- *A Strong Local Economy*
- *Effective Partnerships*
- *A Strong Agricultural Economy/Heritage*
- *A Well Planned Infrastructure System*
- *Efficient Delivery of Public Services*

FINAL BUDGET

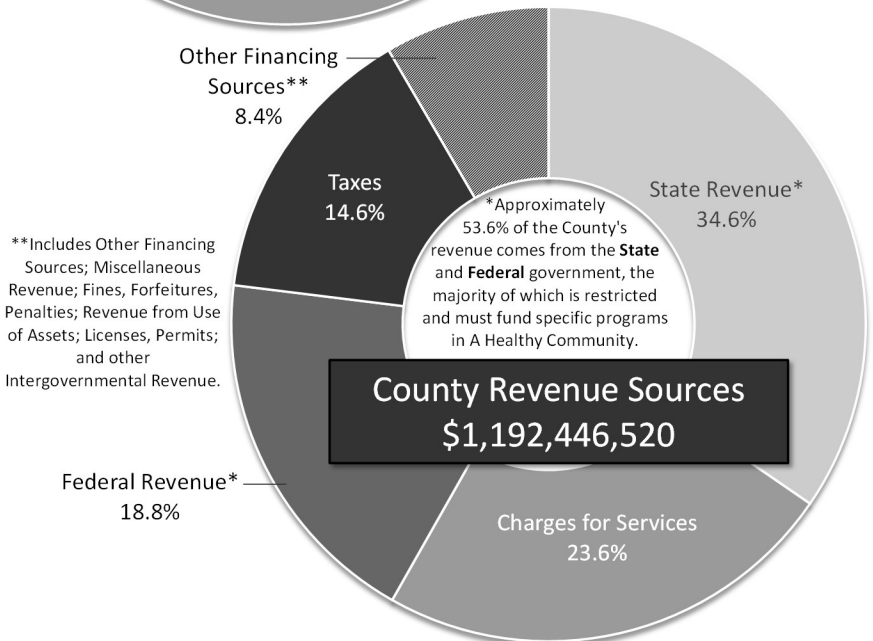
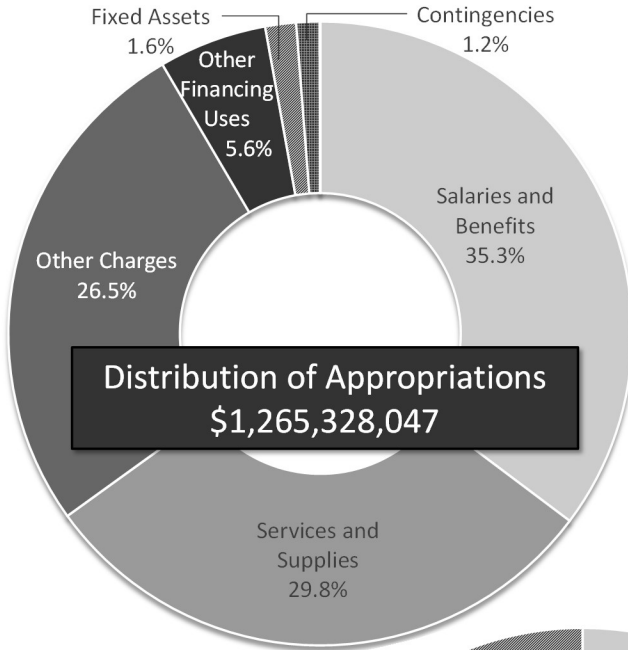
Appropriations by Department

In Millions



FINAL BUDGET

Appropriations Distribution/Revenue Sources



FINAL BUDGET

General Fund

General Fund	2015-2016 Adopted Final Budget	2016-2017 Adopted Final Budget	2017-2018 Adopted Final Budget
Departmental Appropriations	\$ 270,751,046	\$ 285,287,154	\$ 315,912,550
Appropriations for Contingencies	8,170,864	12,948,261	13,943,669
Total Appropriations	278,921,910	298,235,415	329,856,219
Departmental Revenue	80,855,835	91,827,442	103,311,988
Net County Cost	198,066,075	206,407,973	226,544,231
Sources of Funding			
Discretionary Revenue	178,801,791	193,925,874	205,839,500
Fund Balance - Unassigned	13,923,345	(76,246)	-
Fund Balance Commitments	5,340,939	12,558,345	20,704,731
Total Sources of Funding	\$ 198,066,075	\$ 206,407,973	\$ 226,544,231

The General Fund is used to pay for core services such as public safety, parks and recreation, planning and community development, justice administration, tax assessment and collection, and a host of other vital services to the community. The revenue used to pay for these services comes primarily from local taxes, such as property tax, sales tax, franchise fees, charges for services, and a variety of other discretionary sources. Included in the General Fund is the Debt Service budget that provides funding for annual County debt obligations of approximately \$15 million.

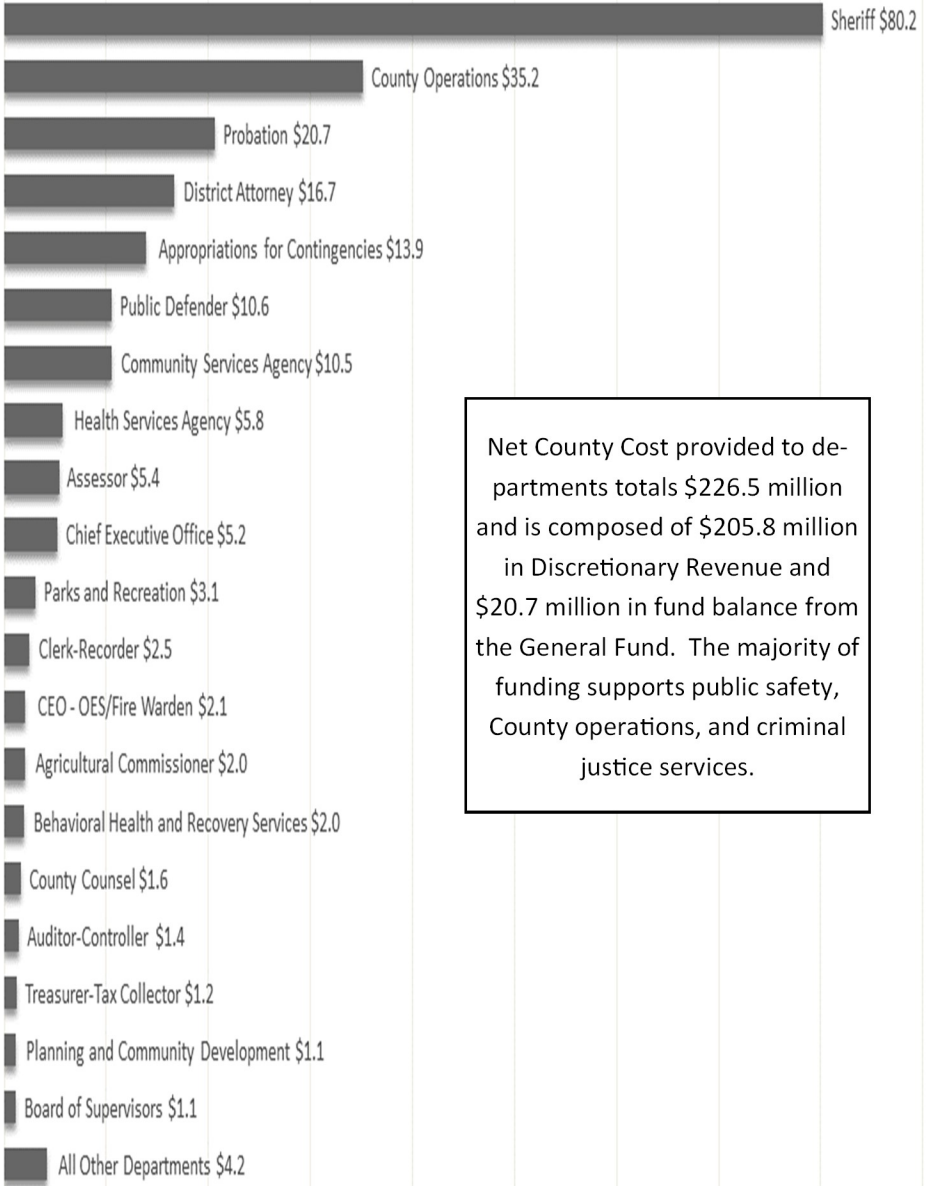
General Fund appropriations for the 2017-2018 Adopted Final Budget total \$329.9 million. More than half of the General Fund budget is dedicated to the priority of A Safe Community. The largest source of funding for the General Fund budget is Discretionary Revenue, estimated at \$205.8 million. The remainder of the General Fund is balanced with Department Revenues of approximately \$103.3 million, along with fund balance previously assigned in the amount of \$20.7 million.

This use of fund balance assignments to balance the budget represents the value of long-range planning in action. These funds, set aside from savings in prior years, are dedicated to meeting needs in the current budget, including the early pay off of debt, deferred maintenance, and one-time jail expansion start-up costs. A multi-year, General Fund long-range model provides guidance for financial decisions. The County General Fund long-range model has been completed through Budget Year 2020-2021.

FINAL BUDGET

\$226.5 Million in Net County Cost by Dept.

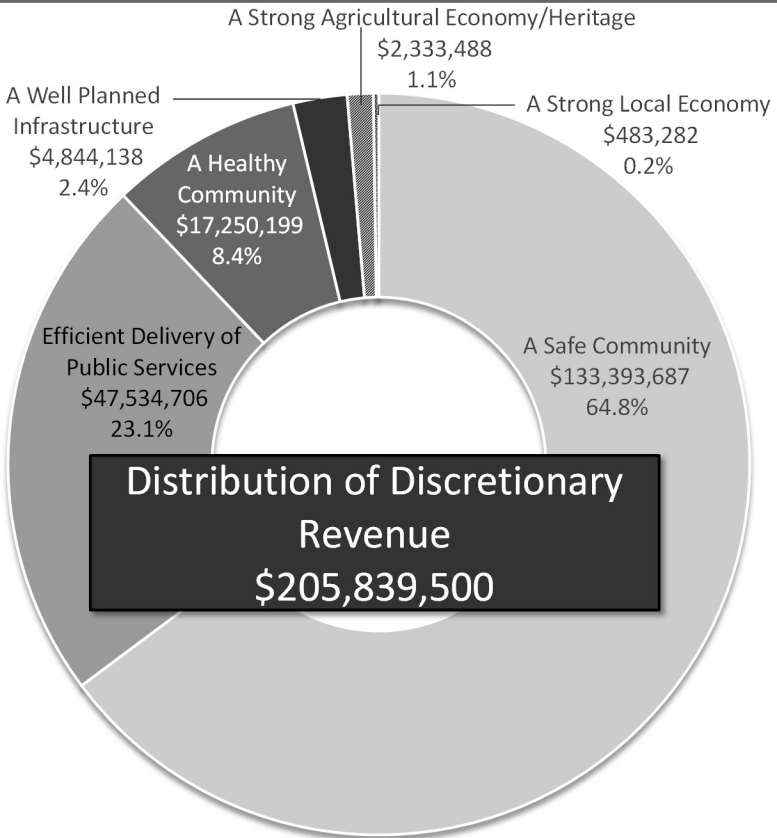
In Millions



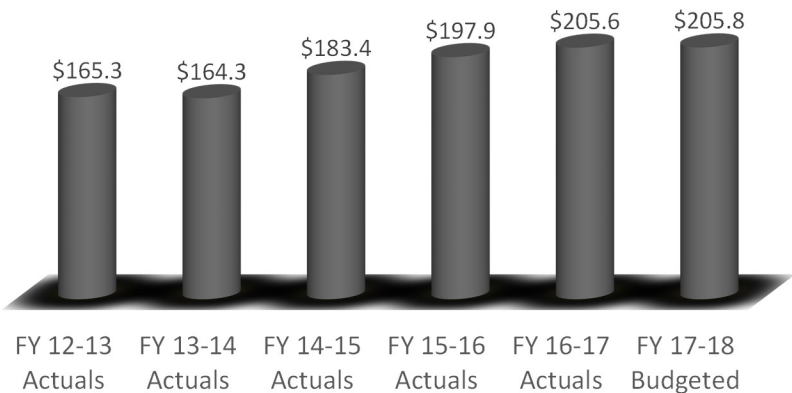
Net County Cost provided to departments totals \$226.5 million and is composed of \$205.8 million in Discretionary Revenue and \$20.7 million in fund balance from the General Fund. The majority of funding supports public safety, County operations, and criminal justice services.

FINAL BUDGET

Discretionary Revenue

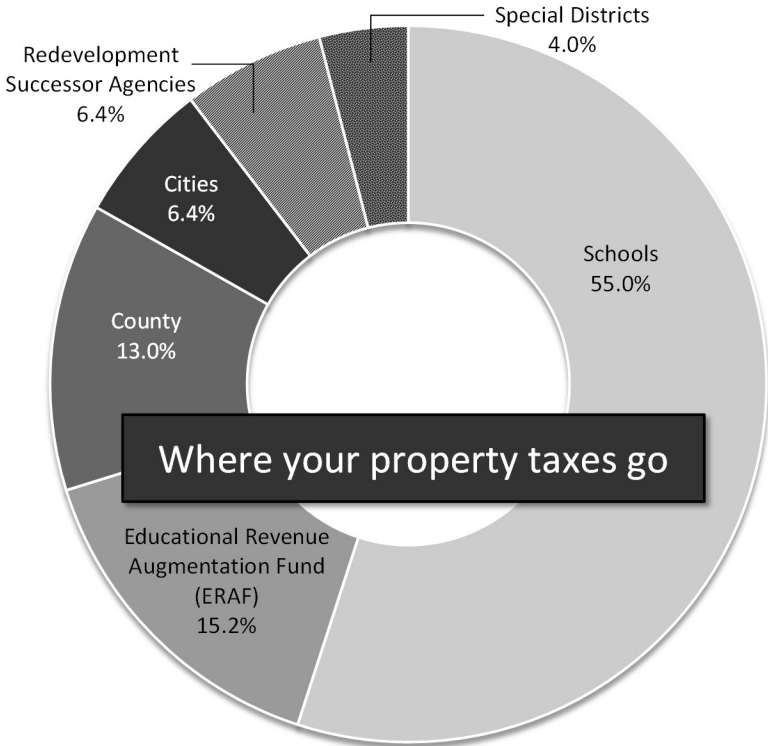


Discretionary Revenue Multi-Year Summary

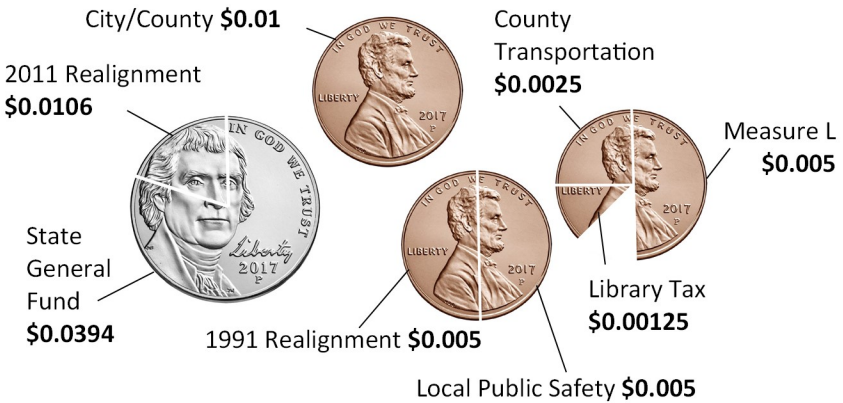


FINAL BUDGET

Property Tax/Sales Tax



Where your \$0.07875 (7.875%) sales tax goes



FINAL BUDGET

Staffing—Three-Year Summary

Department	Final Budget 2015-2016	Final Budget 2016-2017	Final Budget 2017-2018
Aging and Veterans Services	17	17	17
Agricultural Commissioner	37	37	38
Animal Services	31	31	32
Assessor	55	58	58
Auditor-Controller	38	39	42
Behavioral Health and Recovery Services	439	455	471
Board of Supervisors	9	9	9
CEO - County Fire Services Fund	7	7	7
CEO - Focus on Prevention	0	0	5
CEO - OES/Fire Warden	6	7	7
CEO - Operations and Services	43	45	50
CEO - Risk Management	13	12	12
Child Support Services	162	161	161
Children and Families Commission	5	5	5
Clerk-Recorder	45	45	48
Community Services Agency	1,068	1,106	1,135
Cooperative Extension	4	4	4
County Counsel	14	14	16
District Attorney	131	139	144
Environmental Resources	90	94	101
General Services Agency	58	62	62
Health Services Agency	470	482	486
Law Library	2	2	2
Library	73	74	76
Local Agency Formation Commission	3	3	3
Parks and Recreation	26	42	42
Planning and Community Development	33	34	35
Probation	273	286	286
Public Defender	45	45	47
Public Works	108	107	110
Retirement	13	15	16
Sheriff	623	669	731
Stanislaus Regional 911	59	59	59
Strategic Business Technology	24	28	30
Treasurer-Tax Collector	33	33	33
Veterans Services	5	5	5
Workforce Development	90	84	84
Total Staffing	4,152	4,315	4,469

STANISLAUS COUNTY

Supervisory Districts Map



District 1
Kristin Olsen



District 2
Vito Chiesa



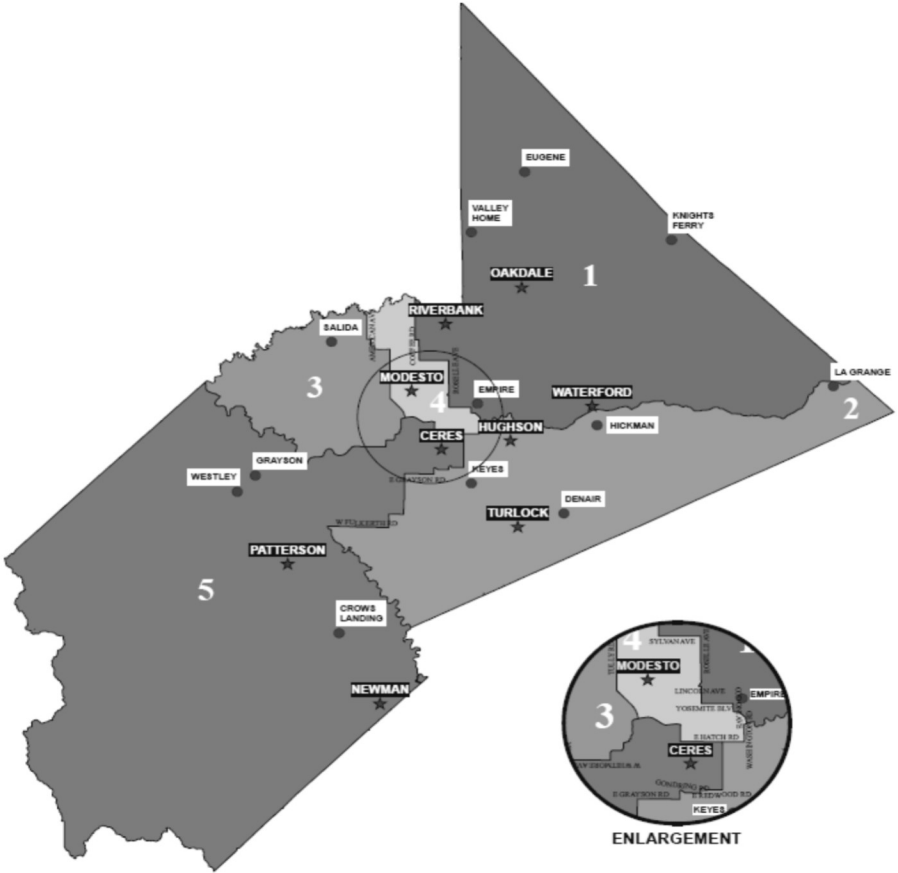
District 3
Terry Withrow



District 4
Dick Monteith



District 5
Jim DeMartini



★ INCORPORATED CITIES
● UNINCORPORATED COMMUNITIES