



Recommended Final Budget
Budget Year 2018-2019/2019-2020
Stanislaus County, California

Board of Supervisors

Jim DeMartini, Chair

Vito Chiesa

Kristin Olsen

Terry Withrow

Dick Monteith



Submitted by Jody Hayes, Chief Executive Officer



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Stanislaus County
California**

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Stanislaus County, California for its annual budget for the Fiscal Year beginning July 1, 2017.

GFOA established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for a period of one year only and is the fifteenth in the history of Stanislaus County. We believe our current two-year budget document continues to conform to program requirements, and we are submitting it to GFOA to determine eligibility for our first biennial award.

Front cover picture: David Jones, Executive Director Children and Families Commission/First-Five of Stanislaus County

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Acknowledgments

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Supervisor Kristin Olsen, Supervisor Vito Chiesa, Supervisor Terry Withrow, Supervisor Dick Monteith, and Supervisor Jim DeMartini

”It takes an entire team of dedicated professionals to pull together a balanced, transparent and informative budget document. This is true every year, and especially true with this Final Budget 2018-2019/2019-2020, our first two-year budget plan. Many thanks and heartfelt appreciation to everyone who worked so hard to bring the concept of a stream-lined budget, inclusive of performance metrics, to this reality. Special thanks to the volunteers participating in the Budget Leadership Forum. We have set the baseline to hold ourselves accountable to improving the quality of life in our community. We are truly striving together to be the best!”

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Vinal Chand
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Department Managers, Budget Staff, HR Staff also provided valuable support and assistance. There are too many to name, please know you are appreciated.

Stanislaus County Board of Supervisors



From left to right:
Supervisor Chiesa, Supervisor DeMartini, Supervisor Withrow, Supervisor Olsen, and Supervisor Monteith

Supervisorial District and Cities

Kristin Olsen

[District One / 2021](#)

Oakdale, Riverbank and Waterford

Unincorporated Empire, Eugene, Knights Ferry, and Valley Home

Vito Chiesa

[District Two / 2021](#)

Hughson and Turlock

Unincorporated Denair, Hickman, Keyes, and La Grange

Terry Withrow

[District Three / 2019](#)

Modesto (portions thereof)

Unincorporated Salida

Dick Monteith

[District Four / 2019](#)

Modesto (portions thereof)

Jim DeMartini

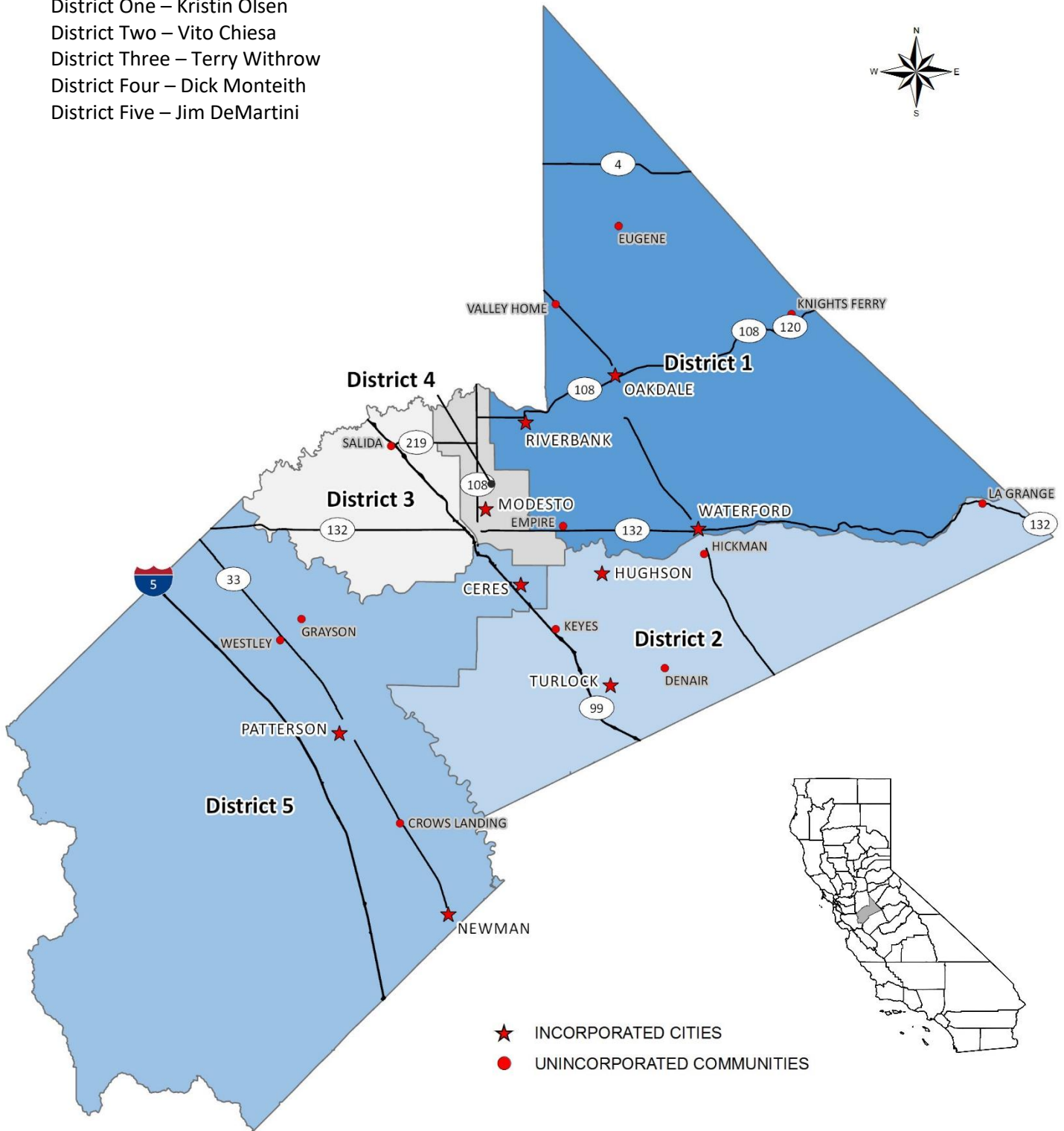
[District Five / 2021](#)

Ceres, Modesto (portions thereof), Newman, and Patterson

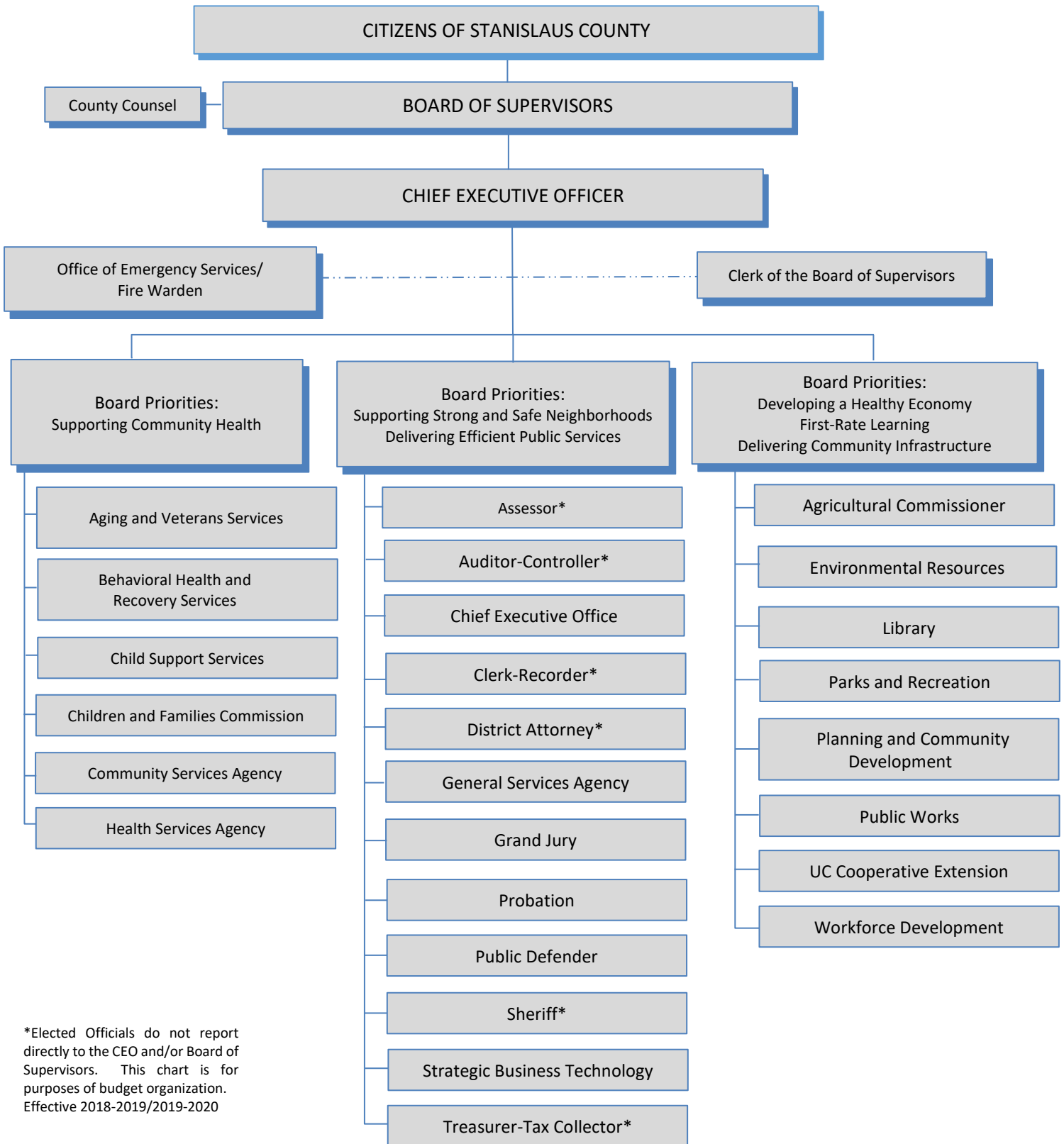
Unincorporated Crows Landing, Grayson, and Westley

Supervisorial District Map

- District One – Kristin Olsen
- District Two – Vito Chiesa
- District Three – Terry Withrow
- District Four – Dick Monteith
- District Five – Jim DeMartini



County Organizational Chart



*Elected Officials do not report directly to the CEO and/or Board of Supervisors. This chart is for purposes of budget organization. Effective 2018-2019/2019-2020

Mission Vision Values



The vision of Stanislaus County is to be respected for our service to the community and known as the best in America.

values

Trustworthiness | Respect | Responsibility | Fairness
Caring | Citizenship

priorities

Supporting Strong & Safe Neighborhoods
Supporting Community Health
Developing a Healthy Economy
Promoting First-Rate Learning
Delivering Efficient Public Services & Community Infrastructure

*Our mission is to serve the community through public and private partnerships that promote public health, safety, welfare and the local economy in an efficient, cost-effective manner. **Striving together to be the best!***



Summary of Board Priorities and Goals



Supporting strong and safe neighborhoods for individuals and families to thrive

- ◆ Focus on the safety of our neighborhoods and strengthening our communities
- ◆ Demonstrate responsiveness to reported trends in criminal activity
- ◆ Improve the effectiveness and efficiency of the criminal justice system
- ◆ Ensure local and regional disaster preparedness
- ◆ Reduce pet overpopulation
- ◆ Promote public awareness



Supporting community health including physical, mental, emotional and spiritual health

- ◆ Focus on the health and well-being (physically, mentally, emotionally, and spiritually) of our families
- ◆ Promote and provide access to services that support continued health, self-sufficiency, accountability, protection and independence
- ◆ Focus on assisting families and individuals who are homeless, or at risk of homelessness, to permanently escape homelessness



Developing a healthy economy, building upon our strong agricultural foundation

- ◆ Focus on engaging families to participate in and be supported by a healthy economy
- ◆ Facilitate job creation
- ◆ Promote an attractive regional environment
- ◆ Promote adequate/affordable housing
- ◆ Support and promote agricultural products, education, technology and innovation
- ◆ Protect agricultural resources
- ◆ Manage threats to agriculture



Promoting first-rate learning opportunities for all residents in support of community and individual prosperity

- ◆ Focus on access for all children and young people to a first-rate education – from cradle to career



Delivering efficient public services to benefit our residents and businesses

- ◆ Improve customer satisfaction
- ◆ Increase e-government services and transactions
- ◆ Improve the efficiency of County government processes
- ◆ Improve energy efficiency



Delivering community infrastructure to benefit our residents and businesses

- ◆ Ensure reliable water sources – quality and quantity
- ◆ Improve transportation circulation
- ◆ Promote effective solid waste disposal
- ◆ Develop a comprehensive flood control strategy

Effective Partnerships



“Teamwork is the ability to work together toward a common vision, the ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.” – Andrew Carnegie

The Stanislaus County Board of Supervisors is committed to building strong relationships with local, regional and



Left to right: Supervisor Dick Monteith, Merry Mayhew – Parks and Recreation, Kathy Harwell – Community Services Agency, and Supervisor Jim DeMartini

federal partners. To best serve the community, Stanislaus County departments have found innovative ways to utilize partnerships to leverage resources and expand services to the public.

The first annual Stanislaus County Board of Supervisors Effective Partnership Award was presented at the Board of Supervisors’ meeting on September 29, 2009. The names of each winning partnership will join previous winners on the plaque located in the Board of Supervisors Chambers foyer and will serve as a longstanding testament to the outstanding efforts and “uncommon results” of Stanislaus County employees and their partners.

2018 Recognition Award Recipients

Community Services Agency – 624 9th Street Project
Parks and Recreation – Fairview Park Project

Past Recognition Award Recipients

2017

- ◆ Child Support Services – Child Support and Local Hospitals Connecting to Make a Difference in a Child’s Future
- ◆ Chief Executive Office – Homelessness Outreach and Engagement Center

2016

- ◆ Office of Emergency Services/Department of Environmental Resources - Temporary Water Assistance
- ◆ Public Works – Stanislaus Multi-Agency Regional Storm Water Resource Plan

2015

- ◆ Community Services Agency – Pathways to Well-Being
- ◆ Department of Child Support Services – Pathways to Self Sufficiency

2014

- ◆ Community Services Agency – Extended Foster Care Youth Program
- ◆ Stanislaus County Affordable Care Act Implementation Partnership

2013

- ◆ Valley Recovery Resources, Clean and Sober Partnership
- ◆ Geographic Information System Central Partnership

2011

- ◆ Child Support Services Probation project
- ◆ The Latino Emergency Council

2010

- ◆ Department of Environmental Resources – Stanislaus County Food Processing By-Product Use program
- ◆ Chief Executive Office – Employee Mentor program

2009

- ◆ Parks and Recreation – Empire Regional Water Safety Training Center
- ◆ Children and Families Commission – Family Resource Center/Child Abuse Prevention Project



Budget Message from the Chief Executive Officer

“There are risks and costs to action. But they are far less than the long range risk of comfortable inaction.” – John F. Kennedy

Printed on a simple piece of white paper and framed on a shelf in my office are two numbers: 81,710 and 84,422. They don’t represent a budgetary goal, outcome measure or one of the many performance indicators we track on a routine basis. These two numbers represent population projections for how many children will be born in Stanislaus County between 2020 and 2030 (81,710 children) and how many are projected to be born between 2030 and 2040 (84,422). So why do I care about projected census data? What does it mean? Well, to me, it means everything!



There are many questions and concerns about our community that drive me, challenge me, and motivate me as your County Chief Executive Officer. At the top of that list is, “what kind of a community do we envision for our children in the future?” One that ensures safe neighborhoods where children can run and play? How about an environment that promotes community health in all its iterations, from physical health to mental and spiritual health? What about a thriving economy with employment opportunities to support our community potential? Surely a community with a focus on children would include access to first-rate learning for all, right? And what about the efficient provision of public services and quality infrastructure, wouldn’t that instill an enduring love and respect for the community and a strong desire for families to set down roots here?

These questions drive me to work with our County departments to meet the needs of our community now and well into the future. Some of these efforts are aimed at immediate needs, like what can be done to support a family or individual today that will improve the lives of our children born in this next decade. Some of these issues are much more long term in nature and will take a lot of time and lot of vision (think Focus on Prevention). Ultimately, it’s the work we do at the County each and every day that will shape the future of our community and the environment we create for the over 165,000 children that will be born in the next 20 years.

That’s an awesome responsibility and one I share with the Board of Supervisors, department heads, and our employees who have dedicated their many waking hours towards a common goal. Whether we are working to improve our parks, maintain our roads, provide quality health services, or assist those in need, our role at the County is critical in making this a community you want to live and raise your children in. It’s about creating a healthy and vibrant place to live, work, and play; a place to call home.

This is why it has been so important for me to push the boundaries in our long-standing tradition of continuous improvement, and to empower our leadership team throughout the County in their efforts to inspire breakthrough performance focused on supporting our community for decades to come. This effort takes risk, and relies upon the willingness of the Board of Supervisors to stretch ourselves into an uncomfortable space with a belief that the future vision of our community is within our reach. The budget before you is just one of those steps that will guide us in a new and unfamiliar direction. For the first time, we are presenting a two-year budget to the Board of Supervisors, pushing long-range financial planning further into the organization. This does not happen without extensive effort on behalf of our County budget staff and the respective leadership teams they support. But it also does not happen without your support and leadership to venture outside of our comfort zone and invest in new ways to emphasize the importance of long-range planning in our community. This has been the

hallmark of leadership from the Board of Supervisors for many decades, and we hope this new approach to County budgeting allows you to go even further in your personal efforts to shape the future of our community with your actions of today.

To further strengthen the connection between leadership strategy and budget policy, we have implemented a new performance visioning initiative to work in tandem with our two-year budget process. While departments have always identified objectives for the year and reflected on their notable accomplishments, performance visioning requires a more coordinated approach. Performance visioning takes a developed goal and tracks the progress made towards carrying that goal to fruition. It requires vision, dedication, and accountability, all of which can be intimidating and scary. It relies on a responsibility to the work we do, a vulnerability to explore our weaknesses, and an openness to seek continuous improvement. It encourages reflection, appreciates effort, and inspires success.

The first step towards implementation of performance visioning into the budget document began with the initial presentation of performance outcomes in the 2017-2018 Adopted Final Budget. Since then, departments have been working hard to fine-tune these metrics to report out on meaningful measures of what success looks like for their individual customers. Department heads and their staff have met with members of the Board of Supervisors and CEO leadership to share incorporate feedback into the success measures that will help gauge progress towards our individual and collective goals.

This 2018-2019/2019-2020 Final Budget contains department objectives that align with their individual missions and the priorities of the Board. Closely tied to the new budget process and its multi-year financial plan, departments have an expanded time frame in which to meet their goals, looking beyond next June to allow for a more concerted effort towards forward progress. The 2018-2019/2019-2020 Final Budget includes each department's success measures in an annual reporting on performance. What began last year with base year financial and operational metrics, is now expanding into an accounting of our collective work, a report card on how we're doing, and how we're working to ensure a community in which future generations can thrive. Now that's exciting!

To accomplish our goals, we must first start with a solid financial plan, a comprehensive budget that will ensure our ability to provide quality programs and services to the members of our community. The 2018-2019/2019-2020 Adopted Proposed Budget was our first segment in the new two-year process. While it serves as the initial base for which the next two years will follow, it encompasses a support structure that has taken the past several years to build. With three years of zero-base budgeting in the books, we relied on previous lessons learned and confidently developed the Proposed Budget using assumptions and practices we honed over time. Years of forecasting using our long-range model has inspired a similar approach to developing a year-two spending plan. Finally, a time-honored practice of presenting comprehensive and transparent quarterly financial reports will allow us to closely monitor and adjust as needed throughout the two-year process.

We have taken the opportunity with this new process to completely revise the budget document itself. Taking what has worked well in the past and incorporating improvements culminated through research, various prototypes, and finally our production model, the Proposed Budget was presented with a fresh new streamlined look with the overriding goal to provide the reader with meaningful information in an easy-to-follow format; the Final Budget continues with this new look. You'll see a determined effort at displaying data in a consistent layout, including visually appealing tables and charts, informative and clear narrative, and an overarching desire to provide a transparent view of the County's financial plan for the next two years.

In keeping with past practice, the budget document is divided by Board of Supervisors' priority area. The difference this year is that we are able to incorporate the updated priorities approved in May 2017 that more closely align with the Focus on Prevention success factors:

Supporting strong and safe neighborhoods for individuals and families to thrive

Supporting community health, physical, mental, emotional and spiritual

Developing a healthy economy, building upon our strong agricultural foundation

Promoting first-rate learning opportunities for all residents to advance community and individual prosperity

Delivering efficient public services and community infrastructure to benefit residents and businesses

To streamline the budget sections, shortened names have been given to these priorities to serve as section headers: *Supporting Strong and Safe Neighborhoods*, *Supporting Community Health*, *Developing a Healthy Economy*, *Promoting First-Rate Learning*, *Delivering Efficient Public Services*, and *Delivering Community Infrastructure*, respectively. Due to the number of departments supporting efficient public services and community infrastructure, this priority was divided into two sections. Additionally, the sequence for department presentation within the document has shifted somewhat from prior fiscal years to align with the Board's updated priorities.

The Recommended Final Budget is the first to incorporate a new section at the beginning of each priority area to highlight community indicators to measure the organization's progress towards improving the quality of life in our community. These metrics provide a framework for evaluation that is beyond the work of any one department. I can't wait for you to see our new document!

It is with extreme pleasure that I present to you the 2018-2019/2019-2020 Recommended Final Budget.

Budget Overview

The Recommended Final Budget totals \$1,358,846,103 and represents a 1.5% increase over the 2018-2019 Adopted Proposed Budget and 7.4% over the 2017-2018 Adopted Final Budget. More than a third of the increase over Proposed Budget supports the Community Services Agency within the Board priority *Supporting Community Health*, with \$7.1 million in increases due to Foster Care, Extended Foster Care, and CalFresh program needs. An additional \$6.3 million will go towards departments in the priority *Supporting Strong and Safe Neighborhoods*, with most of the increase funding the replacement of critical equipment in the Sheriff's Department, including kitchen refrigerator units and HVAC systems at different Sheriff facilities. A total of \$3 million in increases goes to support departments *Delivering Efficient Public Services*, with \$2.9 million in funding for the Crows Landing Industrial Business Park, an additional \$2.2 million in General Fund Contributions to outside agencies, and funding for staff and office improvements in several other departments; these increases are offset by a transfer of \$4.1 million from Appropriations for Contingencies to fund technical adjustments in multiple General Fund departments related to recently approved labor agreements. Approximately \$3 million in appropriations will go towards departments *Developing a Healthy Economy*, primarily for the \$2.9 million transfer from CEO—Economic Development Bank to the Crows Landing Industrial Business Park. Finally, the remaining increases will fund departments *Promoting First-Rate Learning* and *Delivering Community Infrastructure*.

The Final Budget includes estimated revenue in the amount of \$1,290,308,485, an increase of 1.4% over the 2018-2019 Adopted Proposed Budget and 8.2% over that included in the 2017-2018 Adopted Final Budget. The budget relies on the use of \$68,537,618 in fund balance/retained earnings to balance, a decrease of 6% from the prior year. The Net County Cost, identified in this budget as the General Fund Contribution, totals \$239,821,284, an increase of \$13.3 million or 5.9% above the 2017-2018 Adopted Final Budget level.

Real year-over-year Discretionary Revenue growth is projected to increase 8.4% or \$17.2 million above the 2017-2018 Adopted Final Budget and \$6.5 million or 3% more than that budgeted in the 2018-2019 Adopted Proposed Budget for a total estimated revenue of \$223,068,632. Growth is primarily attributed to the rise in property tax revenue, which is increasing by \$3.2 million, consistent with the growth in the Assessment Roll of 6.18% for the unincorporated areas of Stanislaus County. We continue to be conservative in our Discretionary Revenue estimates and will monitor and adjust the budget using updated information from actual receipts and expert projections throughout the fiscal year.

Staffing includes an increase in the allocation count of 11 positions over that previously approved, including six new positions and the restoration of five positions. These increases, along with two positions approved by a separate Board agenda item subsequent to the 2018-2019 Adopted Proposed Budget, will bring the total authorized position level to 4,496.

The 2018-2019/2019-2020 Final Budget is balanced using the following strategies and objectives: annual budget analysis is completed with attention to the multi-year, long-range model, which provides guidance for financial decisions; budget priorities remain prudent with targeted spending used to support additional positions benefiting several departments, one-time equipment and technology upgrades, and continued support for Focus on Prevention; and the use of fund balance in the General Fund is targeted to assignments that were established as a result of one-time funds in prior years for one-time purposes, such as for deferred maintenance and anticipated projects in response to Americans with Disabilities Act (ADA) improvements.

Highlights of Funded Service Levels

To build a strong foundation on which to grow and to make improvements that will impact our community now and well into the future, it is imperative that we always look for and address those challenges to our well-being and opportunities for growth and progress. The Board has established County-wide priorities to focus our efforts on those areas that matter most: *Supporting Strong and Safe Neighborhoods*, *Supporting Community Health*, *Developing a Healthy Economy*, *Promoting First-Rate Learning*, and *Delivering Efficient Public Services and Community Infrastructure*.

Public safety has always been a high priority for the County and *Supporting Strong and Safe Neighborhoods* is critical to the well-being of our citizens. Reducing recidivism through programs that educate and train participants for successful re-entry into the community continue to be important goals for our Probation and Sheriff's departments. The use of technology to improve processes and tackle heavy caseloads through electronic case management in the Public Defender's office and the expanded use of eDiscovery tools at the District Attorney's office are at the forefront of activities over the next few years. Notable changes in the budget include a shift of resources within the Probation Department from juvenile to adult programs as a result of a long-term reductions in juvenile crime and funding to support the Sheriff and District Attorney in their efforts to implement a new body-worn camera system for law enforcement. Finally, the budget includes support for capital maintenance and facility technology enhancements, including HVAC improvements and chiller replacement at the Public Safety Center.

The departments focused on *Supporting Community Health* address the physical, mental, emotional, and spiritual well-being of our citizens. Behavioral Health and Recovery Services is working to reach more of those in need of assistance through its many programs, including the implementation of the Assisted Outpatient Treatment pilot program and by promoting a connection between physical and mental health. The Community Services Agency is determined to improve customer outcomes by working towards reducing the recurrence of child abuse and neglect, increasing the number of youth transitioning from Foster Care to permanency, and helping individuals and families attain self-sufficiency. Health outcomes are very important to the Health Services Agency, with

efforts at increasing community partnerships and quality training for staff on Results Based Accountability its priorities in the coming years.

Developing a Healthy Economy here in Stanislaus County relies heavily on agri-business. As Chairman DeMartini stressed in his State of the County Address in February 2018, the State-wide fight over water “will have a huge impact on farming, business and property values.” In addition to water, the Agricultural Commissioner and UC Cooperative Extension will be focusing their efforts on pest detection and control activities. Workforce Development continues to develop future talent and a technically skilled workforce through work-based learning and training activities. Finally, the Board of Supervisors has authorized a \$2.9 million transfer of funds from the Economic Development Bank to support the development of the Crows Landing Industrial Business Park.

Promoting First-Rate Learning is an ongoing effort at ensuring a well-educated population. The Library continues to expand its reach to members of the community through pop-up libraries in Grayson and Westley. Programs like Maker Space at the Modesto Library will offer customers an opportunity to explore and develop 21st century skills and experience Science, Technology, Engineering, and Math (STEM) learning in a self-directed and informal hands-on environment.

A majority of our County departments work at *Delivering Efficient Services and Community Infrastructure* through their daily activities to meet the public’s needs. Cyber security is critical to the County’s network and Strategic Business Technology is addressing that concern by implementing a County-wide information technology security training program with its new Cyber Security Officer. Several departments are working to improve office efficiencies through the use of technology, including the Assessor, Auditor-Controller, Clerk-Recorder, Planning and Community Development, and Treasurer-Tax Collector. Of note, the Final Budget includes support for analysis of the enterprise-wide finance/HR applications to develop a needs assessment for upgrade or replacement. The Oracle PeopleSoft systems are 20 years old and it is important to evaluate their ability for sustained operations in the future. The General Services Agency is focused on providing timely maintenance and services to other County departments to ensure ongoing operations. Environmental Resources will work through projects that will improve capacity for waste disposal at the Fink Road Landfill, Parks and Recreation will complete the Grayson Road Firing Range Site Cleanup Project to restore it to its natural environment, and road improvements geared at providing safe and efficient movement throughout the County remains a priority for Public Works.

Financial Factors and Budget Policies

Budget Development – The County organization has spent the past two years preparing to implement the two-year budget model for Budget Years 2018-2019/2019-2020. The building blocks for success in this venture included: establishment of the Budget Leadership Forum, zero-base budgeting for all General Fund departments, department-specific Long-Range Model deployment, reporting of actuals in the published budget book, and various workshops and trainings on budget submittal, narrative templates, setting budget goals and objectives, and finally, performance visioning. It is due to this holistic and detailed change process focused on continuous improvement of our financial forecasting strategies that I am confident our financial modeling can support two-year budget balancing.

Budget Policies – The County has several long-standing policies that serve to maintain the financial stability and sustainability of County operations, including an Appropriations for Contingencies Policy, Fund Balance Policy, No Backfill Policy, Use of One-Time Funds Policy, Debt Reserve Policy, General Fund Contribution Policy, Appropriations Transfers Policy, and Realignment Revenue Policy. These policies are all contained in the annual budget document to provide context to budget recommendations and support for Board of Supervisors’ financial decisions.

New this year, are a number of budget policies specific to the two-year budget model, developed by Chief Executive Office Leadership, Department Heads, and staff engaged in the Budget Leadership Forum, that include:

- Appropriation Transfer Requests – Government Code identifies the Board of Supervisors as the authority to establish the budget and approve transfers among objects. In Stanislaus County, the Board has delegated this authority to the Chief Executive Officer to approve any requests for transfers of appropriations, except for Fixed Assets over \$10,000 and Appropriations for Contingencies which must be approved by the Board. Appropriation transfer requests are not automatically approved by the CEO and in general, salary savings in General Fund departments will be retained for carryover savings and/or be returned to the General Fund. This long-standing policy is a central component to the multi-year budget approach.
- Year One Carryover Savings – To provide departments with the most flexibility in operations to achieve their respective missions, departments will have the ability to carry over savings from Year One operations to Year Two. Any savings at the end of the two-year budget cycle will be returned to the County General Fund.
- Elimination of Vacancy Rate Deduction – As part of the zero-base budget process, General Fund departments received funding for all Board approved staff positions and service levels, less a 5% vacancy deduction to ensure appropriations were not over-stated to meet department needs. This was supported by historical analysis that reflects County department vacancy rates generally average around 8%. To provide departments with maximum flexibility to manage salary-related costs in the two-year period, the vacancy rate deduction is eliminated in the two-year budget. This new approach, along with all changes in the two-year budget model, will be re-evaluated at the conclusion of the two-year budget period for potential improvements going forward.

Budget Process – As previously described, the two-year budget process is based on a robust Proposed Budget in Year One, built on zero-base budget projections and focused on a two-year strategy or plan aligned with each department’s success measures. The Final Budget in Year One will adjust for prior year-end actuals and State Budget impacts. The Midyear and Quarterly Financial Reports will provide an opportunity to check in on how we are progressing in the implementation of our plans. Year Two Proposed Budget will begin with the Spending Plan amounts established in Year One. Year Two Final Budget will adjust for prior year-end close and State Budget impacts; focus will be on reporting results!

State Budget – The final State Budget was approved on June 27, 2018. Notably for counties, the Budget includes: a commitment to paying down mandate debt for post 2004 mandates, significant new funding for homelessness programs and funding for local courthouse construction. We are challenged by a lack of State funding in certain Health and Human Service programs. Specifically, in spite of a small additional State allocation, our County continues to be underfunded for Child Support Services, and the current State financing structure for the In-Home Supportive Services program is designed to increase the County share, or maintenance of effort, while reducing State General Fund offset which will place a significant burden on the County General Fund in the near future. These and other issues will remain hot topics in our legislative platform.

Economic Factors and Long-Range Planning – Federal and State economic projections identify continued positive growth. This is consistent with the local experience in which recent sales tax trends have averaged 1-2% growth annually while property tax growth has averaged at approximately 4% over the past 20 years. While a recession is overdue when comparing to historical economic cycles, our long-range projections do not factor an economic decline, but instead factor slow, steady growth to even out the peaks and valleys that can occur in actual experience. This approach serves the organization well, by planning for sustainable operations and avoiding volatility in staffing and service levels.

Regulatory and Legislative Challenges – Departments are asked to provide updates on significant regulatory and legislative changes affecting their respective programs and services; this information can be found in the department budget narratives in the section titled “Challenges and Opportunities.” Of significant concern to County operations and finances are the potential repeal of the transportation tax and the possibility of changes to the Affordable Care Act that would increase costs to local government for indigent health care.

Significant Budgetary Factors – Salaries and Benefit costs are a significant component of the County Budget. Salaries are budgeted in full for all allocated, or Board of Supervisors’ approved, positions consistent with current labor agreements. The County has current contracts in place with nine labor organizations and is actively negotiating with two groups and entering mediation with a third group; these labor agreements expired on June 30, 2018. Projections for the two-year budget period reflect annual health plan cost increases of approximately 5%, retirement will increase by 9.1% in Fiscal Year 2018-2019 and then is projected to be essentially flat for the next two years as a result of the most recent actuarial valuation of plan assets.

Challenges and Opportunities

Housing and Homelessness – Some challenges we face in our community expand beyond the reach of one single Board priority area. Homelessness is one of those challenges that affects the safety of our community, requires thoughtful planning for solutions, and often requires assistance for those in dire need of physical and behavioral health services. The Community Assessment, Response, and Engagement (CARE) service model provides the means for a multi-disciplinary approach to this growing issue and will continue to be a significant focus of our collective efforts in the years to come. Plans to provide a temporary, low-barrier emergency shelter are ongoing as are those for a permanent access center to expand outreach and engagement to those in need.

Employee Recruitment and Retention – Another challenge has developed into an opportunity for our Chief Executive Office Human Resources (CEO – HR) division. Many County departments have struggled to recruit and retain quality staff, especially in critical, high-level, and professional classification positions. This has greatly impacted the ability to provide thoughtful succession planning and seamless transition upon employee retirements. CEO – HR is working to expand its County-wide services on the first floor of 10th Street Place to include training and increased accessibility for applicants to the County workforce.

Facilities and Infrastructure – The County’s aging facilities and infrastructure require significant investment in annual repairs and maintenance as well as ongoing deferred maintenance, the need for demolition and/or remediation of old buildings and County sites, and ongoing capital improvement planning. This exposure is continuously evolving and a key consideration in updates to the County’s Long-Range Financial Model.

Tied to the aging facilities and County infrastructure needs is the opportunity for prudent debt service to support the organization in building and/or maintaining capital assets designed to best address the customer and staff needs of the future. The County’s Debt Advisory Committee will be asked to evaluate appropriate debt levels in the upcoming two-year budget term.

Finally, in the Board of Supervisors’ priority area of *Supporting Community Health*, changing customer demographics, regulations and community needs will be assessed and addressed through an intensive process to build a Business, Strategic and Facility Master Plan for Behavioral Health and Recovery Services, Community Services Agency, and Health Services Agency. These plans will provide the road map for health and human services in the next ten to twenty years.

Safety and Security – National, statewide and local trends related to the safety and security of government facilities and functions is a paramount focus of the Chief Executive Office, in partnership with the Sheriff and other

law enforcement agencies. Additional resources for the County Security Team and information technology security are recommended in this budget for staff from the Sheriff's Department assigned to CEO - Office of Emergency Services and for Strategic Business Technology focused on physical, information and cyber-security to address this growing challenge.

No one department or Board priority area can tackle the challenges we face in our community alone, it requires the dedicated, collaborative efforts of all our County departments and staff to address the needs of our community. I take great pride in the work we do as a County and of the leadership that exists within each and every one of our departments. Together we can address and resolve these challenges and make the most of the opportunities that are before us today.

Looking Ahead

Planning for the future and articulating those plans make up the content of our budget document each and every year. This is critical to the smooth operations of our County. However, this doesn't tell the whole story nor does it present results and ensure accountability in a meaningful way to tell you how we are doing.

This Final Budget incorporates performance visioning into the budget document to provide context and a gauge for our success. What began with the 2017-2018 Adopted Final Budget is expanded upon to not only look at department-specific success measures, but also to evaluate those indicators that affect entire priority areas. This analysis is highlighted in each priority area in the section titled: Community Indicators. This will allow us to think collaboratively on solutions that impact us all and guide us as we make plans for the future so that we collectively move the needle in the right direction, not just for this generation of residents, but for those to come as well. We plan to present our Annual Report to the Community aligned with the Final Budget presentation in order to demonstrate the return on investment generated from the County budget and operations.

It is my distinct honor to present this first two-year budget to the Board of Supervisors on behalf of the entire leadership of the County organization and the many staff who have worked to bring this spending plan before you. This budget represents the type of achievement that is only possible when we model an environment of collaborative leadership, and I am personally very proud of the manner in which our departments have influenced the final product before you. This effort has been a significant lift for the entire organization, and I am very grateful to everyone who worked to bring this forward.

I am also very proud to work in an organization that continues to inspire creativity and initiative in support of long-range planning on behalf of our community. We can never forget how the actions of today will influence the environment we will create for the 166,132 children projected to be born into Stanislaus County over the next two decades. If successful, we hope this future generation will look back with fond memories of growing up in this community and bring forward their own aspirations to elevate Stanislaus County to even greater heights. As your CEO, it is my honor to make this future generation my top priority before they ever arrive.

Respectfully,



Jody L. Hayes
Chief Executive Officer



Community Profile

The vibrant nature of Stanislaus County

County Overview

Stanislaus County was established in 1854 and has a total land area of 1,521 square miles and approximately 973,440 acres. The County is centrally located within 90 minutes of the San Francisco Bay Area, the Silicon Valley, Sacramento, the Sierra Nevada Mountains and California's Central Coast.

With an estimated 555,624 people calling Stanislaus County home, our community reflects a region rich in diversity with a strong sense of community.

The County is a global center for agribusiness, positioned by its mild Mediterranean climate, rich soils and progressive farming practices. The area is recognized

internationally for agricultural innovation with almonds, milk, poultry, cattle, nurseries, and walnuts ranking among the top producing crops.

Two of California's major north-south transportation routes (Interstate 5 and Highway 99) intersect the area and the County has become one of the dominant logistics center locations on the west coast.

The County continues to promote first-rate learning and is home to Stanislaus State University, Modesto Junior College and benefits from satellite locations of other high-quality educational institutions throughout the County.



County Population

Based on the Department of Finance (DOF) January 2018 population estimates, Stanislaus County has 555,624 residents. The Stanislaus County population is expected to reach 747,188 by 2050.

Stanislaus County has grown an estimated 7.7% between 2010 and January 2018. The DOF estimates there was a 1% growth in population in Stanislaus County when comparing January 1, 2017 to January 1, 2018.

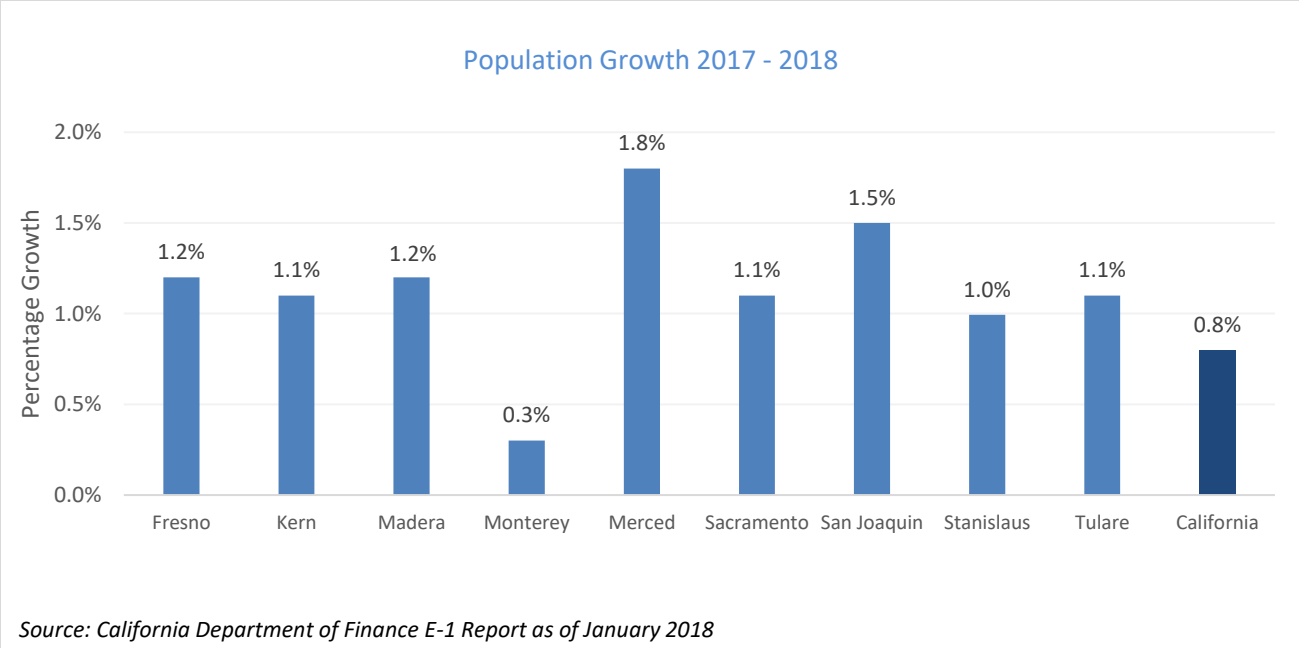
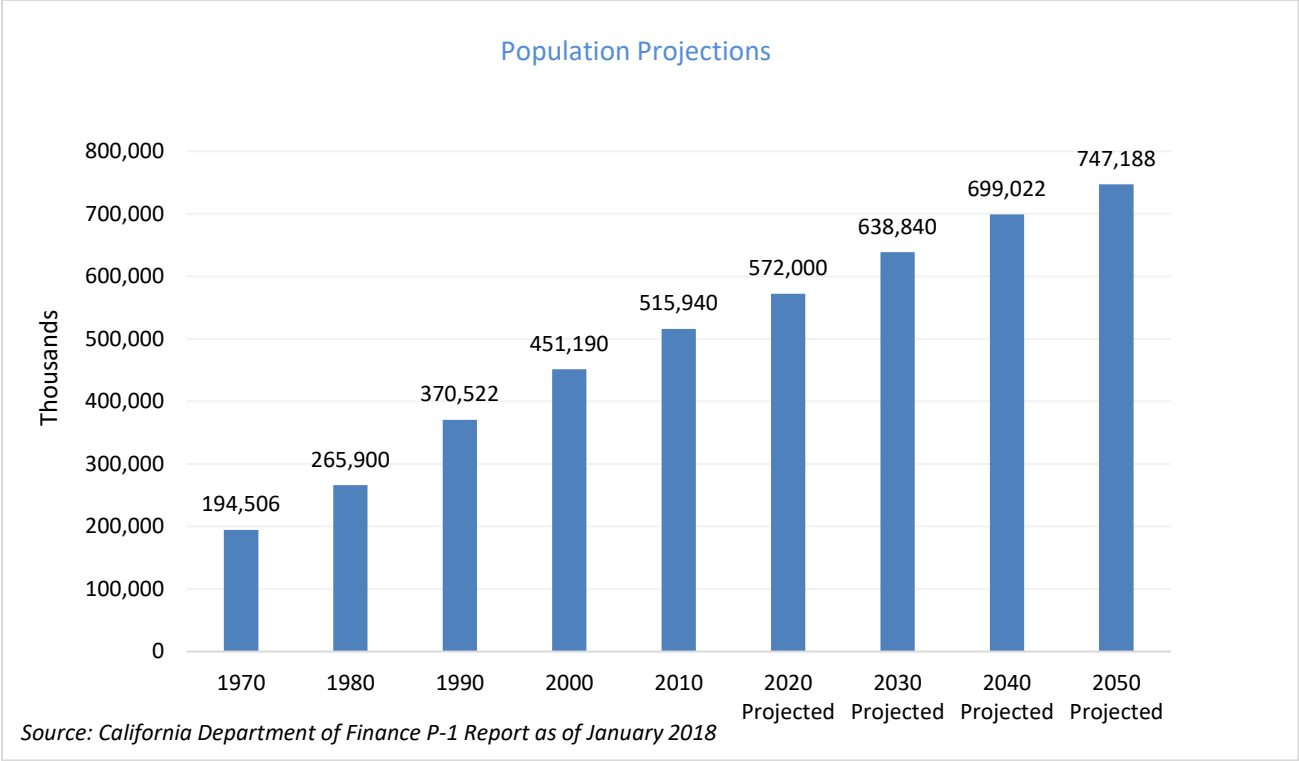
Population growth projections from the DOF continue to scale back since the Great Recession. Pre-Recession growth projections indicated a County population base of nearly 700,000 people by 2020. The current projection for 2020 is 572,000.

Dealing with the impacts of growth will be an ongoing challenge for the area. Water, farmland preservation, air quality, job availability, a trained workforce, affordable housing, transportation and school capacity are all issues tied to population growth.

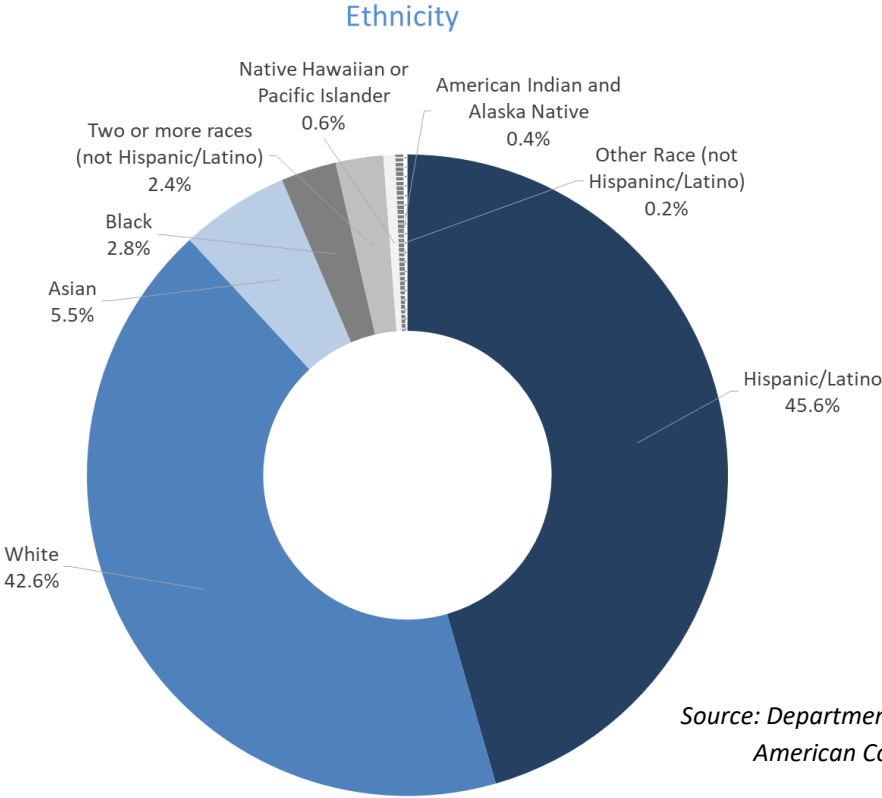
Population Demographics

Stanislaus County residents come from a variety of ethnic backgrounds; no one group is a majority. Approximately 45.6% of the population is Hispanic/Latino and 42.6% is

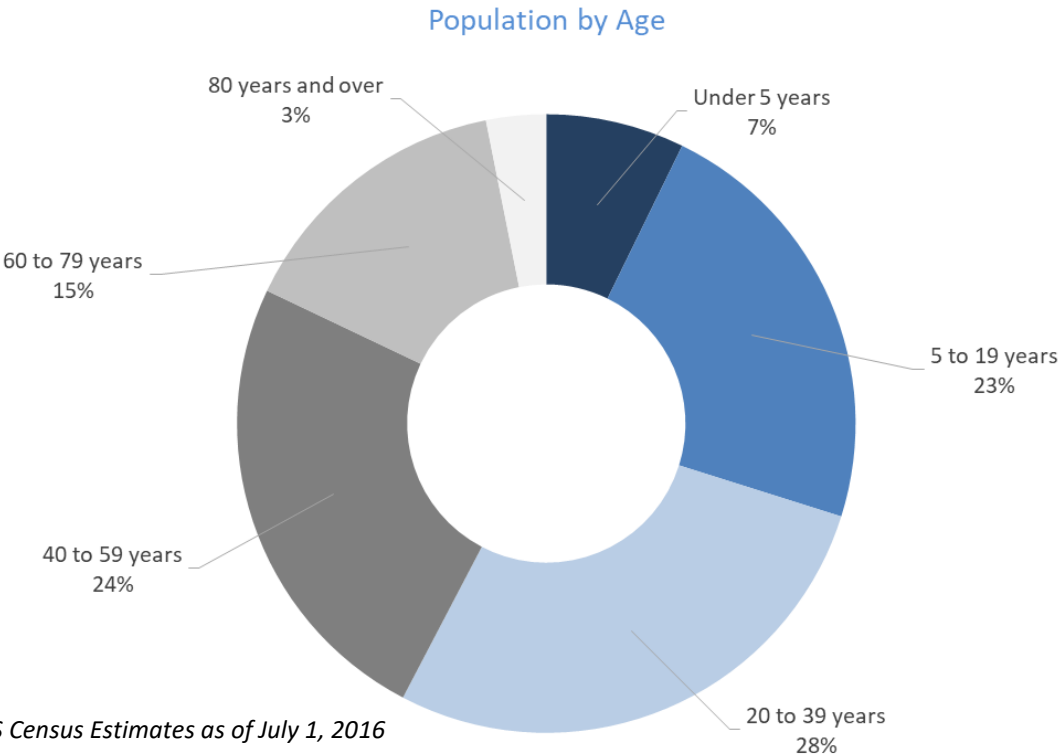
white. Just over half, 59%, of the population is under 40 years of age with the largest segment, 28%, of residents between the ages of 20-39.



Population Demographics



Source: Department of Finance 2012-2016 American Community Survey



Source: US Census Estimates as of July 1, 2016

Population by City

There are nine incorporated cities within Stanislaus County: Ceres, Hughson, Modesto, Newman, Oakdale, Patterson, Riverbank, Turlock, and Waterford. There are 12 unincorporated communities within the County: Crows Landing, Denair, Empire, Eugene, Grayson, Hickman, Keyes, Knights Ferry, La Grange, Salida, Valley Home, and Westley. Additionally, there are two Census Designated Places (CDP); Monterey Park Tract and Riverdale Park Tract.

When comparing population growth from January 1, 2017 to January 1, 2018, Newman experienced the fastest city growth at 5.7%, followed by Hughson at 5.6% and Waterford and Oakdale at 2.7% respectively. Modesto, the largest city in the County, experienced a .3% growth rate in 2017 which was down compared to 2016 with a growth rate of 1.5%.

Population By City

City	1/1/2014	1/1/2015	1/1/2016	1/1/2017	1/1/2018	% Change	
						1 Year	5 Years
Ceres	46,596	46,703	47,166	47,754	48,326	1.2%	3.7%
Hughson	7,137	7,056	7,150	7,331	7,738	5.6%	8.4%
Modesto	207,878	210,147	211,903	215,080	215,692	0.3%	3.8%
Newman	10,695	10,663	10,840	11,165	11,801	5.7%	10.3%
Oakdale	21,499	21,918	22,348	22,711	23,324	2.7%	8.5%
Patterson	20,979	22,185	22,590	22,730	22,679	-0.2%	8.1%
Riverbank	23,305	23,576	23,913	24,610	25,244	2.6%	8.3%
Turlock	70,362	71,327	72,050	72,879	74,730	2.5%	6.2%
Waterford	8,639	8,719	8,788	8,906	9,149	2.7%	5.9%
Unincorporated	111,067	112,612	113,466	114,891	116,941	1.8%	5.3%
County Total	528,157	534,906	540,214	548,057	555,624	1.4%	5.2%

Source: California Department of Finance E-1 as of January 2018

Economy

Stanislaus County is an international agri-business powerhouse. The County agricultural production value ranks 5th in the State and is higher than 20 states in agricultural income. Of the approximately 973,440 acres in the County 768,046 acres (79%) of the land is in farms.

The Agricultural sector and its related industry accounts for \$13 billion in our local economy or \$35 million per day. One in four jobs is directly tied to agriculture or related food manufacturing, placing our county at significant risk due to a lack of diversity. Economic development strategies are targeted to expand business more broadly to include tourism and transportation/distribution services.

The value of agricultural commodities produced in 2017 was approximately \$3.7 billion, an increase of more than \$387 million (12%) from a total of \$3.3 billion in 2016. This was the first year there was an increase in agricultural production value after two consecutive years of significant decreases.

The top 10 commodities account for over 80% of the total agricultural production value. The almond industry posted the largest increase of \$125 million followed by organic products at \$99 million in the County. Farmers in Stanislaus County export more than 134 commodities to 106 countries around the world.



Westley Almond Orchard

Photo Credit: Mel Machado

Manufacturing Employers

Manufacturing continues to be an important employer sector in Stanislaus County. Some of the largest brands in the world can be found with operations in the County. The top 15 manufacturing companies employ over 18,000 workers in the County.

Company or Organization	Employees	Description
E. & J. Gallo Winery	6,700	Winery, Manufacturing and Distribution
Foster Farms	2,200	Food Manufacturing
Del Monte Foods	2,010	Food Manufacturing
Stanislaus Food Products	1,875	Food Manufacturing
Conagra Brands Inc	1,145	Food Manufacturing
Silgan Containers	762	Container Manufacturing
Frito-Lay Inc	637	Food Manufacturing
Blue Diamond Growers	500	Nut Manufacturing
Bronco Wine Company	495	Winery
Pacific Southwest Containers LLC	430	Container Manufacturing
Valley Sun Products, Inc	385	Food Manufacturing
International Paper Company	280	Paper Product Manufacturing
Champion Industrial Contractors	280	Metal Fabrication
Rizo-Lopez Foods	250	Food Manufacturing
Flowers Baking Company Modesto	250	Food Manufacturing

Source: Opportunity Stanislaus

Non-Manufacturing Private Employers

The healthcare sector is a significant contributor to the County's economic engine with some of the finest hospitals in the world located in the County. The top non-manufacturing companies, excluding Government Agencies, employ over 13,000 workers.

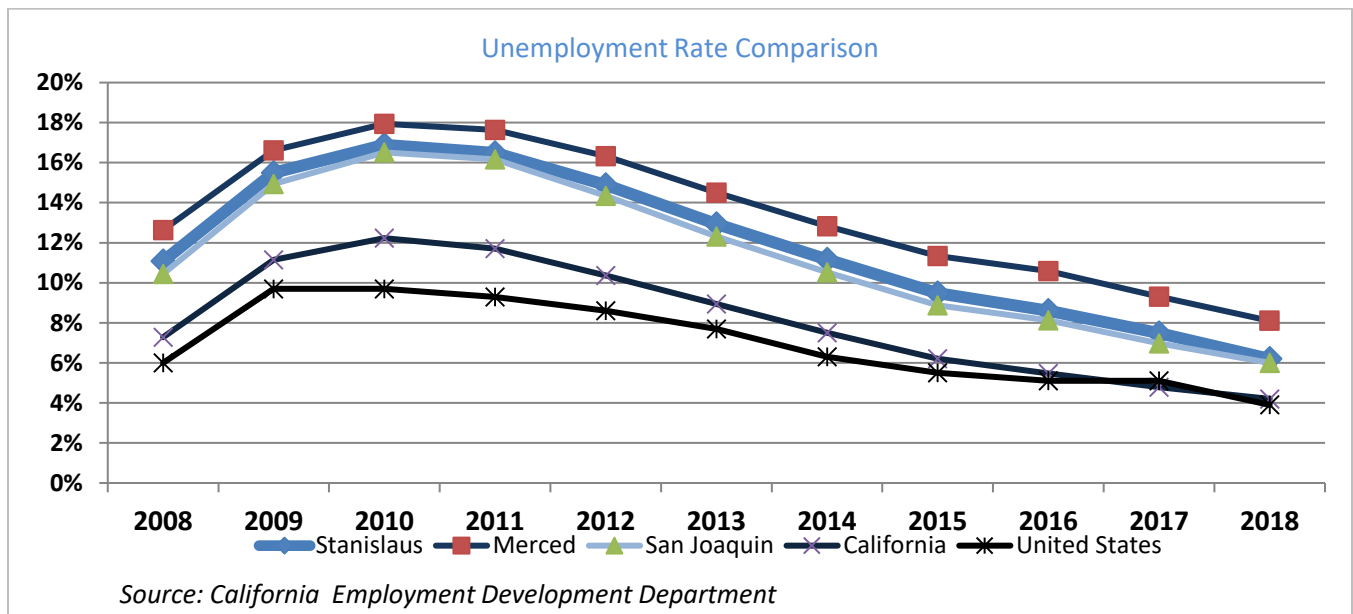
Company or Organization	Employees	Description
Doctors Medical Center	2,600	Health Care
Memorial Medical Center	2,300	Health Care
Walmart	1,742	Retailer
Save Mart Supermarkets	1,650	Retail Grocer
Amazon	1,605	Distribution Center
Emanuel Medical Center	1,250	Health Care
MedAmerica Billing Services	900	Medical Billing/Coding
Kaiser Permanente	800	Health Care
Costco	697	General Merchandise

Source: Opportunity Stanislaus

Economic Indicators

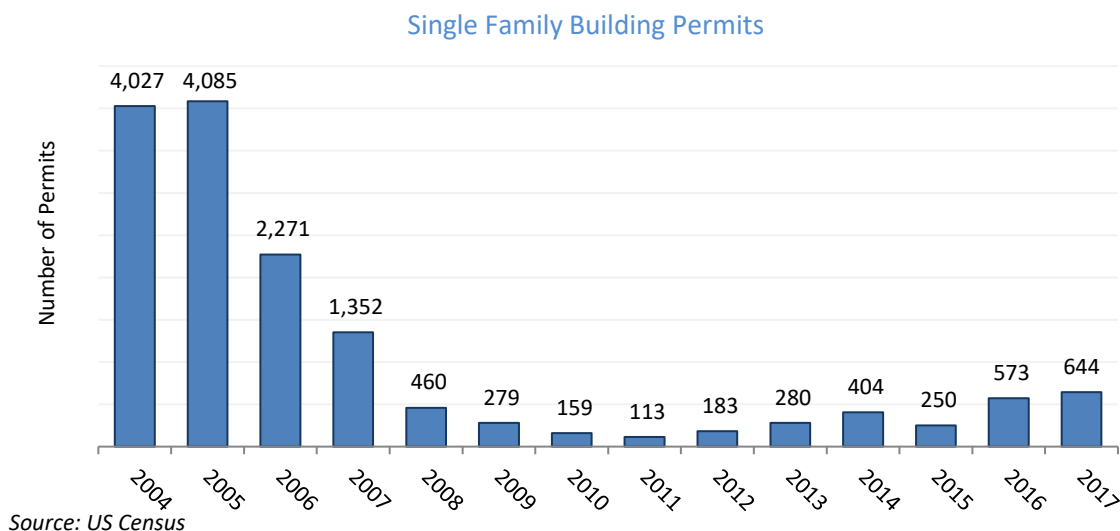
Unemployment Rate

The County's unemployment rate for July 2018, is 6.2%, a decrease from 7.5% in 2017, but higher than the State rate of 4.2%. Unemployment rates in the Central Valley are historically twice the national average which is currently 3.9%. High unemployment rates mean more people receiving government assistance, thus placing a greater strain on local public resources.



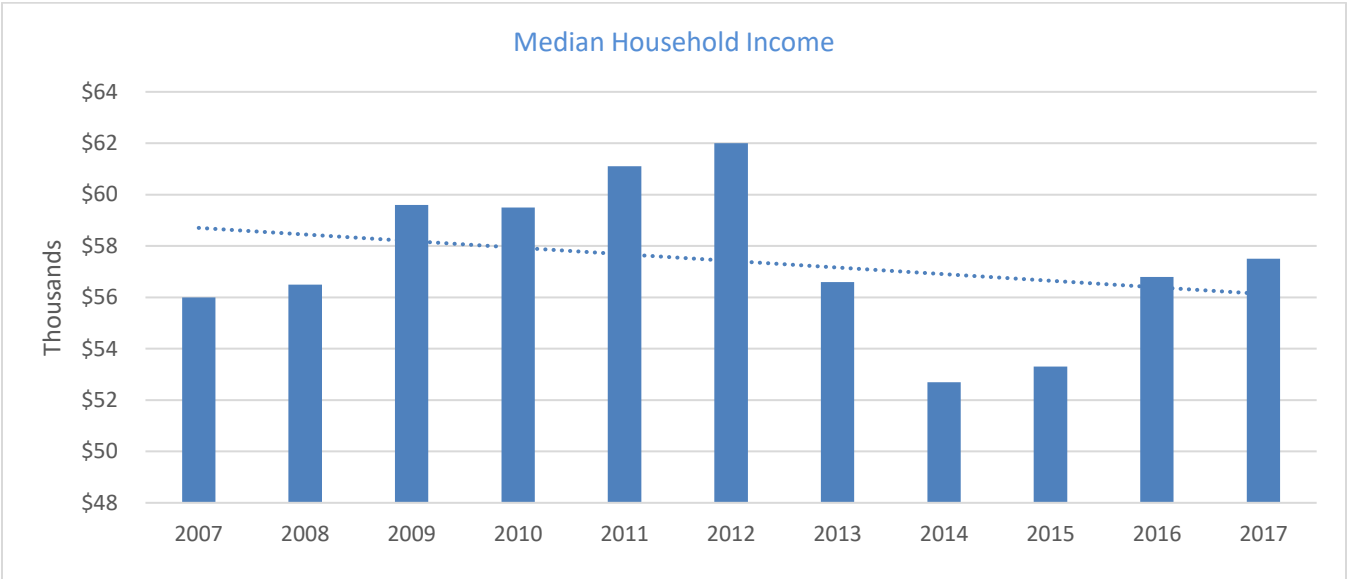
Single-Family Building Permits

Stanislaus County tracks issued single family residential construction permits as a way of monitoring the home construction, building materials and construction employment sector. Issued permits plummeted from a high of over 4,000 in 2005 to a low of 113 in 2011. Issued permits continue to trend upward from 250 in 2015, to 573 in 2016 and 644 in 2017.



Median Household Income

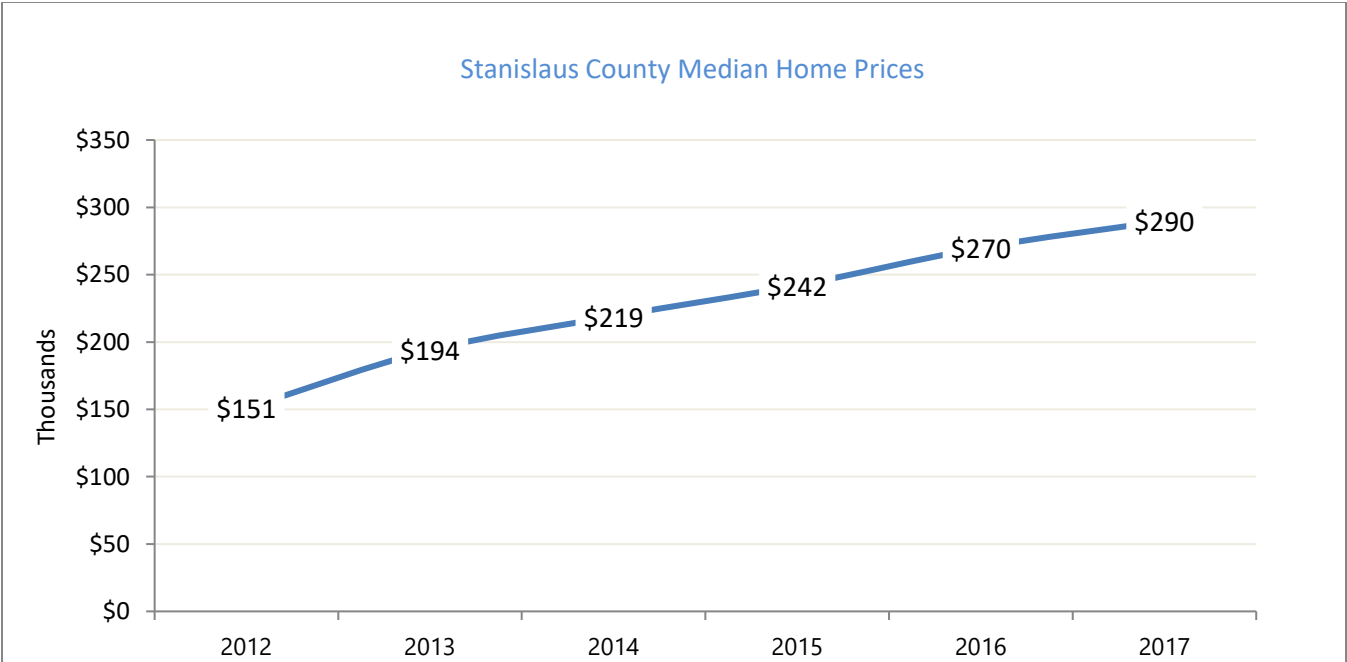
Median Household Income is up 1% from the fourth quarter of 2016 and up 9% from the market low during the fourth quarter of 2014. However, Household Income is 7% lower than the market high in fourth quarter of 2012.



Source: NAHB/Wells Fargo Housing Market Data

Median Home Prices

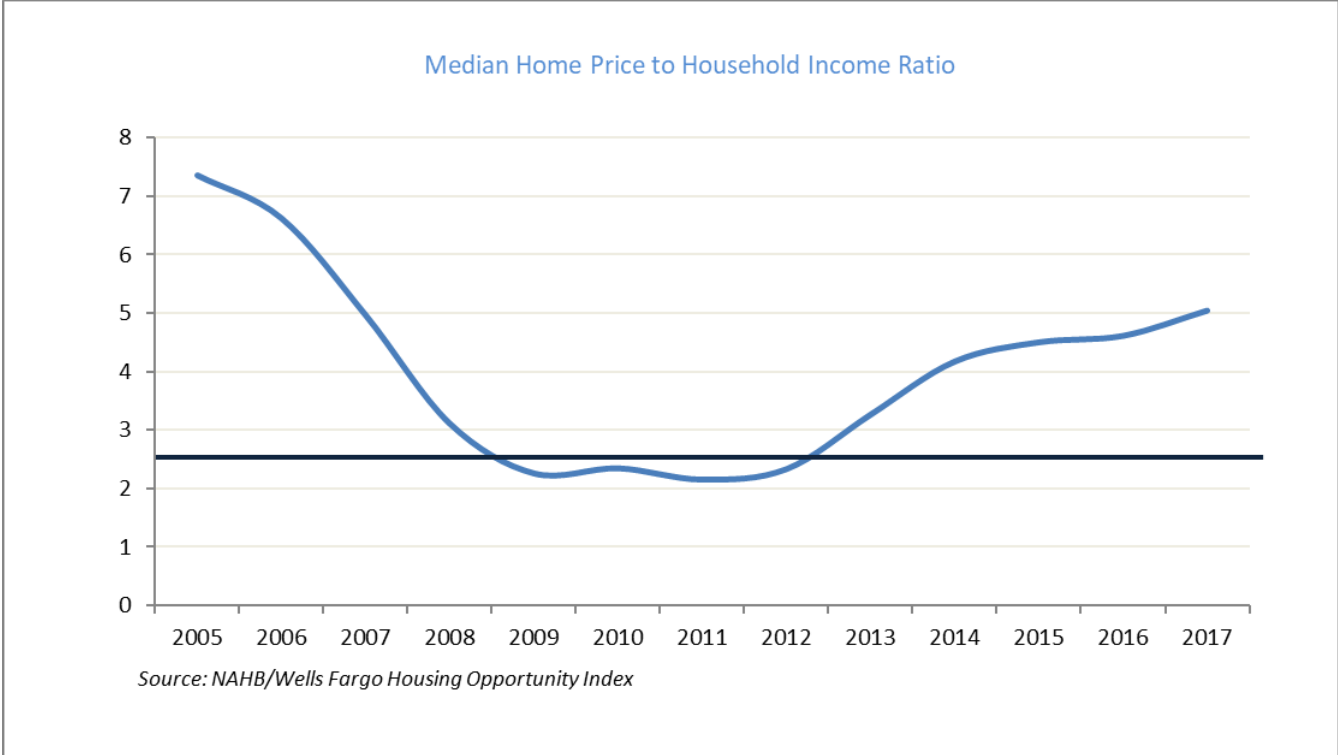
Median Home Prices are up 7% from the fourth quarter of 2016 and up 128% from the market low during the first quarter of 2012.



Source: NAHB/Wells Fargo Housing Market Data

Home Affordability

A Ratio of Median Home Prices to Household Income in the 2.2 to 2.6 range has historically been viewed as an indicator of Home Affordability nationally. Prior to the housing bubble the affordability was in the low 2s. The current Affordability Ratio is 5.0, higher than the historical average. As home prices increase and wages remain flat, the ratio will continue to reflect less affordability for Modesto residents.



Introduction

The Adopted Proposed Budget for Fiscal Year 2018-2019 was approved by the Board of Supervisors on June 12, 2018. The Recommended Final Budget incorporates changes to the Adopted Proposed Budget in response to State Budget actions, updated revenue estimates, department operational needs, and the year-end closing of the County's financial books; and provides Stanislaus County with a balanced operational plan for Fiscal Year 2018-2019. Additional adjustments to the County's budget are routinely made as needed during the fiscal year as part of quarterly financial reports presented to the Board of Supervisors or as separate Board agenda items.

The Recommended Final Budget also includes adjustments to the 2019-2020 Spending Plan for ongoing costs or revenue associated with Final Budget adjustments to the current fiscal year. The Spending Plan will remain at the level presented in the Final Budget for the remainder of the fiscal year and serve as the base budget in the 2019-2020 Proposed Budget. Any adjustments to the current year budget made through quarterly financial reports that impact ongoing costs or revenue will be noted through third quarter and addressed as adjustments to the base budget as part of the 2019-2020 Proposed Budget process.

The Adopted Proposed Budget as approved on June 12, 2018 totaled \$1,339,009,098 for all funds. The Recommended Final Budget for all funds in Fiscal Year 2018-2019 increased by \$19,837,005 for a total of

\$1,358,846,103. Specifically, increases in appropriations occurred in the following funds: General Fund by \$12,179,433, Special Revenue Funds by \$7,336,902, and Enterprise Funds by \$320,670.

For planning and presentation purposes, the County budget is developed and displayed consistent with the Board of Supervisors' priorities:

- ◆ *Supporting Strong and Safe Neighborhoods*
- ◆ *Supporting Community Health*
- ◆ *Developing a Healthy Economy*
- ◆ *Promoting First-Rate Learning*
- ◆ *Delivering Efficient Public Services*
- ◆ *Delivering Community Infrastructure*

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.

Recommended Final Budget by Fund Type

General Fund

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. The revenue used to pay for these services

comes primarily from local taxes such as property tax and 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 \$600,000. The 2018-2019 Recommended Final Budget for

Final Budget Summary by Fund Type	Total Recommended Appropriations	Total Recommended Revenue	Fund Balance and One-Time Funding Required
General Fund	\$ 356,575,653	\$ 339,823,001	\$ 16,752,652
Special Revenue Fund	802,880,307	772,467,608	30,412,699
Capital Projects Fund	731,000	760,000	(29,000)
Enterprise Fund	84,041,359	65,518,153	18,523,206
Internal Service Fund	114,617,784	111,739,723	2,878,061
Total	\$ 1,358,846,103	\$ 1,290,308,485	\$ 68,537,618

the General Fund is \$356.6 million, an increase of \$35.7 million from the 2017-2018 Adopted Final Budget of \$329.9 million, and an increase of \$12.2 million above the 2018-2019 Adopted Proposed Budget of \$344.4 million.

The recommended increase in the General Fund from the 2017-2018 Adopted Final Budget to the 2018-

2019 Recommended Final Budget includes base funding adjustments to cover the funded service level cost of all current programs and allocated positions as approved by the Board of Supervisors in the 2018-2019 Adopted Proposed Budget. In addition, the \$12.2 million in Final Budget recommendations includes \$4.1 million in technical adjustments for approved labor agreement increases to salaries and benefits; \$2.9 million for the Crows Landing Air Facility; \$2.7 million of increased support for unmet needs requested by departments and detailed in the individual department narratives and Schedule 9s; and \$2.5 million in additional contributions to other agencies.

The recommended funding level for General Fund budgets relies on \$116.7 million in department revenue and \$223.1 million in Discretionary Revenue. The General Fund assumes the use of \$16.8 million in fund balance, bringing total funding sources for the General Fund to \$356.6 million. The General Fund balance on July 1, 2018, was \$204.2 million with a projected fiscal year-end fund balance of \$187.4 million on June 30, 2019.

Discretionary Revenue is the revenue that is available to the Board of Supervisors to fund programs at their discretion. Much of Discretionary Revenue funding supports public safety and criminal justice services provided by the Sheriff, District Attorney, Public Defender, and the Probation Department, as well as government-related services provided by the Chief Executive Office, Agricultural Commissioner, Treasurer-Tax Collector, Auditor-Controller, and Assessor. The health and human services departments use Discretionary Revenue to support maintenance of effort requirements, allowing them to obtain additional revenue for a variety of Federal supported and State supported programs and services.

The 2018-2019 Recommended Final Budget includes estimated Discretionary Revenue of \$223.1 million, which is 8.4%, or \$17.2 million, above the 2017-2018 Adopted Final Budget of \$205.8 million. The \$223.1 million represents a slight decrease from Fiscal Year 2017-2018 actual receipts of nearly \$224 million, which included approximately \$7.5 million in one-time revenue for the repayment of AB 900 Jail and Animal Services Facility internal debt; adjusting for one-time revenue, the 2018-

2019 Final Budget amount represents an increase of 3%, or \$6.6 million, over prior year actual revenue received.

The recommended increase to Discretionary Revenue is largely attributed to the increase in projected property tax revenue, which is increasing by \$3.2 million consistent with the growth in the Assessment Roll of approximately 6.2% for the unincorporated areas of Stanislaus County. The 2018-2019 Adopted Proposed Budget for property taxes was estimated using a preliminary 3% increase in the Assessment Roll. Additionally, Public Safety Sales Tax (Proposition 172) revenue is projected to increase by 5% and Sales and Use Tax by 1.1%. One-time revenue in the amount of \$2 million is intended as pass-through funding for a local non-profit. These increases are offset slightly by a reduction of \$1 million in Fines, Forfeitures, and Penalties based on Fiscal Year 2017-2018 pre-close revenue receipts and a decrease in Other Financing Sources of \$191,368 to reflect actual annual tobacco endowment interest revenue received in July 2018.

Ongoing analysis of Discretionary Revenue is conducted throughout the fiscal year as revenue is received. Any necessary adjustments to the Discretionary Revenue budget will be included in subsequent reports to the Board to reflect the most up-to-date information.

Discretionary Revenue Summary	Fiscal Year 2016-2017 Actuals	Fiscal Year 2017-2018 Actuals	Fiscal Year 2018-2019 Proposed Budget	Fiscal Year 2018-2019 Recommended Final Budget
Taxes	\$ 147,635,366	\$ 154,866,351	\$ 155,969,000	\$ 159,462,000
Licenses, Permits & Franchises	1,106,618	1,166,401	1,100,000	1,100,000
Fines, Forfeitures & Penalties	3,288,822	3,158,261	2,500,000	1,500,000
Revenue from Use of Money	3,366,855	4,372,196	4,250,000	4,250,000
Intergovernmental Revenue	43,768,214	46,450,668	46,007,000	50,207,000
Charges for Services	1,974,342	2,814,167	2,451,000	2,451,000
Miscellaneous Revenues	63,560	496,386	-	-
Other Financing Sources	2,138,076	10,640,920	4,290,000	4,098,632
Total	\$ 203,341,853	\$ 223,965,350	\$ 216,567,000	\$ 223,068,632

Special Revenue Funds

Special Revenue Funds are a fund type used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. Special Revenue Funds account for over half of Stanislaus County’s budget. Some of the larger Special Revenue Funds include Behavioral Health and Recovery Services, Community Services Agency, Workforce Development, Child Support Services, Environmental Resources, Public Works, and a variety of grant-related programs. The Recommended Final Budget for Special Revenue Funds for Fiscal Year 2018-2019 is \$802.9 million, an increase of \$61.6 million from the 2017-2018 Adopted Final Budget of

\$741.3 million and \$7.3 million over that included in the 2018-2019 Adopted Proposed Budget. The recommended increase for Special Revenue Funds is largely attributed to growth in health and human services program needs with \$4 million required to cover administrative costs for CalFresh programming and \$3 million needed for increased foster care placements. Approximately \$300,000 is recommended to support other Special Revenue departmental needs.

Budgets within the Special Revenue Funds are supported by \$754.8 million in department revenue, the use of \$30.4 million in departmental fund balance, and a \$17.7 million General Fund contribution. The Special Revenue Funds began the fiscal year with \$218.7 million in fund balance and are projected to end the year with a fund balance of \$188.3 million.

Capital Projects Funds

The Courthouse Construction Fund and the Criminal Justice Facilities Fund are the two remaining budgets in Capital Projects Funds. This fund type is typically used to account for financial resources that are used for the acquisition or construction of major capital facilities for County departments. The Recommended Final Budget for Capital Projects Funds for Fiscal Year 2018-2019 is \$731,000, equal to that provided in the 2018-2019 Adopted Proposed Budget and a decrease of \$703,551 from the 2017-2018 Adopted Final Budget.

Budgets within Capital Projects Funds are funded by \$760,000 in department revenue, estimating an increase of \$29,000 to fund balance. The Capital Project Funds began the fiscal year with \$3.5 million in fund balance and project a year-end fund balance of \$3.6 million.

Enterprise Funds

Enterprise Funds are set up for specific services that are funded directly by fees charged for goods and/or services. Examples of County Enterprise Funds include the Health Services Agency - Clinics and Ancillary Services budget, the County landfills, and the local transit system. The 2018-2019 Recommended Final Budget for Enterprise Funds for is \$84 million, a decrease of \$2.7 million from the 2017-2018 Adopted Final Budget and a slight increase of \$320,670 over the 2018-2019 Adopted Proposed Budget. The small increase will fund tablets for inmate programs at the Re-Entry and Enhanced Alternatives to Custody Training (REACT) center and the restoration of a Landfill Equipment Operator at the Fink Road Landfill.

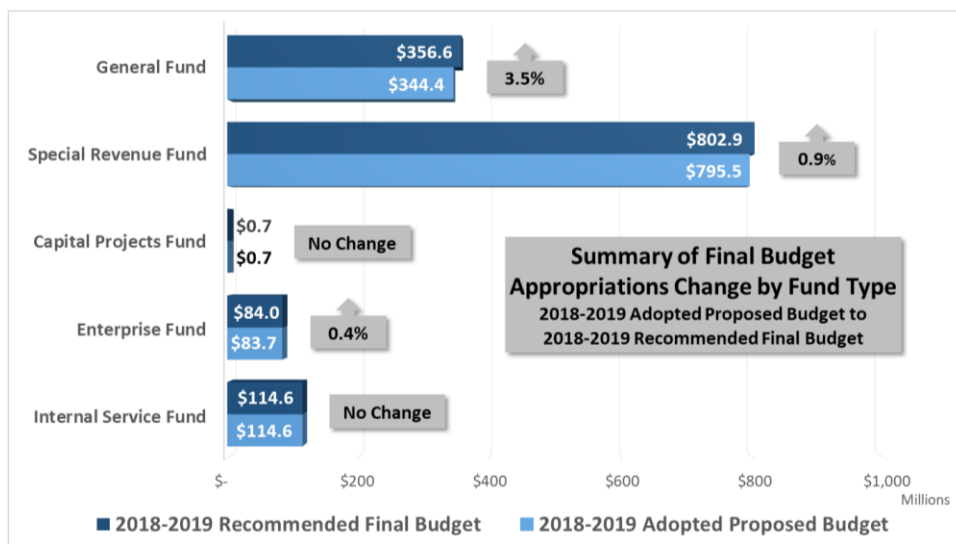
Budgets within the Enterprise Funds are funded by \$62.4 million in department revenue, the use of \$18.5 million in prior year retained earnings, and a \$3.1 million General Fund contribution. Enterprise Funds began the fiscal year with \$58 million in retained earnings and are projected to end the year with a retained earnings balance of \$39.4 million.

Internal Service Funds

Internal Service Funds is a proprietary fund type used to report activities that provide goods or services to other County departments or agencies on a cost-reimbursement basis. Examples of Internal Service Funds include Strategic Business Technology (SBT), General Services Agency (GSA) Central Services and Fleet Services divisions, and a variety of County self-insurance funds within the Risk Management Division of the Chief Executive Office. The 2018-2019 Recommended Final Budget for Internal Service Funds totals \$114.6 million, equal to that provided in the 2018-2019 Adopted Proposed Budget and an overall

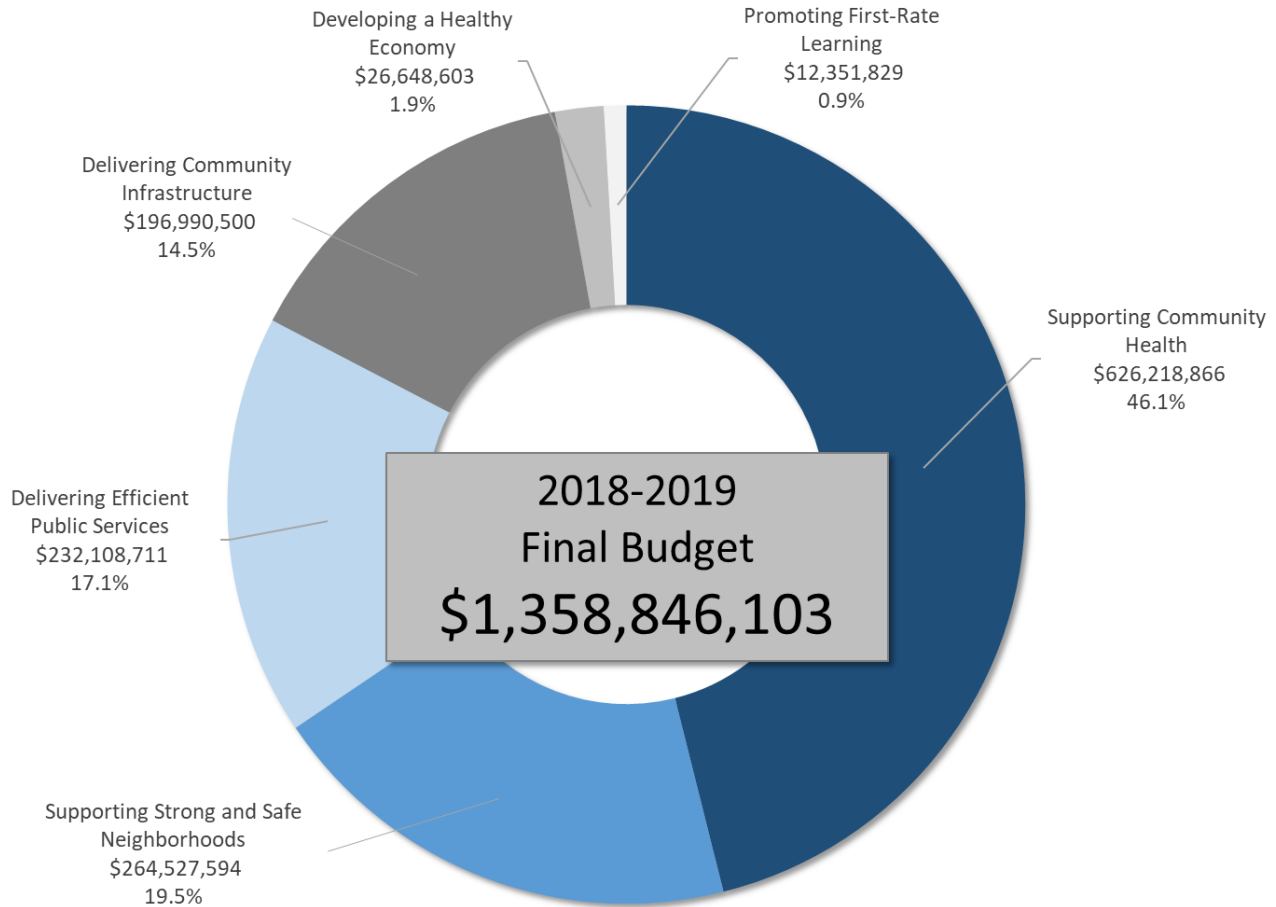
increase of \$8.7 million from the 2017-2018 Adopted Final Budget containing a total budget of approximately \$105.9 million.

The Internal Service Funds budgets are funded by a total of \$111.7 million in department revenue and the use of \$2.9 million in retained earnings to fund appropriations. Internal Service Funds began the fiscal year with a total \$23.4 million in combined retained earnings and are projected to end the year with a retained earnings balance of \$20.6 million.



Recommended Final Budget by Priority

Below is a summary of the Recommended Final Budget by Board Priority Area. Detailed descriptions and recommendations can be found later in the document in their respective priority areas.



Summary of Recommended Final Budget by Board Priority	Supporting Strong and Safe Neighborhoods	Supporting Community Health	Developing a Healthy Economy	Promoting First-Rate Learning	Delivering Efficient Public Services	Delivering Community Infrastructure	2018-2019 Recommended Final Budget
Resources							
Department Revenue*	\$ 90,406,356	\$ 595,640,979	\$ 21,136,619	\$ 11,235,798	\$ 166,694,887	\$ 161,343,788	\$ 1,046,458,427
County Match Revenue	431,311	18,733,162	-	491,810	20,100	1,105,043	20,781,426
Department Fund Balance/ Retained Earnings**	7,028,490	11,450,504	155,000	624,221	3,383,763	29,142,988	51,784,966
General Fund Contribution***	166,661,437	394,221	5,356,984	-	62,009,961	5,398,681	239,821,284
Total Recommended Final Budget Resources	\$ 264,527,594	\$ 626,218,866	\$ 26,648,603	\$ 12,351,829	\$ 232,108,711	\$ 196,990,500	\$ 1,358,846,103
Appropriations							
Total Recommended Final Budget Appropriations	\$ 264,527,594	\$ 626,218,866	\$ 26,648,603	\$ 12,351,829	\$ 232,108,711	\$ 196,990,500	\$ 1,358,846,103

*Department Revenue excludes Discretionary Revenue of \$223,068,632; included, total County revenue is \$1.3 billion.

**General Fund has \$16.8 million in fund balance dedicated to balancing the Final Budget for a total use of \$68.5 million in fund balance.

***General Fund Contribution is funded by the use of \$223.1 million in Discretionary Revenue and \$16.8 million in fund balance.

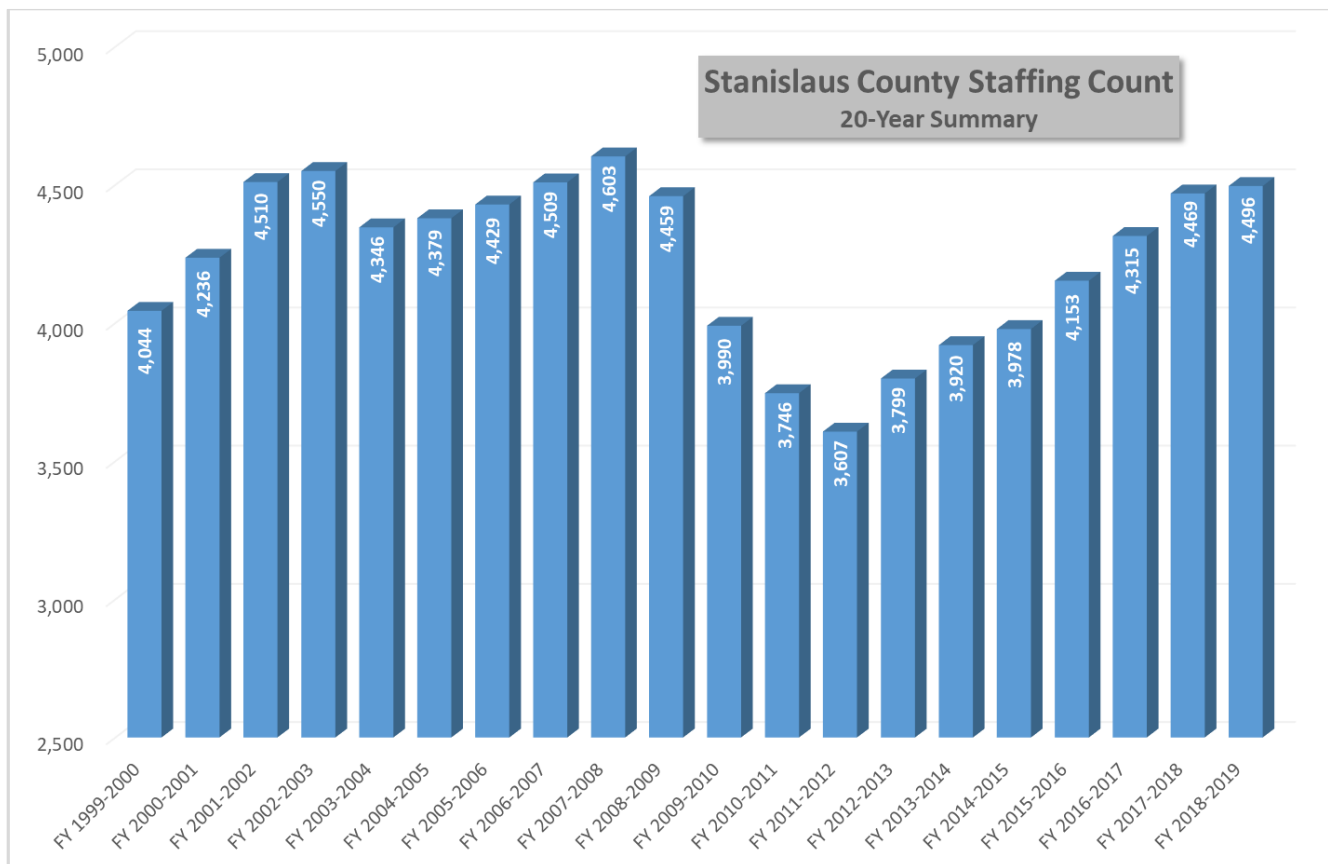
Staffing Levels

The 2018-2019 Final Budget staffing recommendations include an addition of 11 positions to the allocation count. The recommendations include adding six new positions and restoring five unfunded positions, along with the transfer of five positions between divisions within a department with no net effect on the position allocation count. The 2018-2019 Adopted Proposed Budget position allocation count was 4,483. Two additional positions were added through a separate Board agenda item, bringing the current allocated staffing level to 4,485. With the implementation of the recommendations in the Final Budget, the new position allocation count will be 4,496.

The County has developed a strong, sustainable workforce by taking a conservative approach to adjusting staffing levels and assessing the appropriate classifications and skillsets needed for optimal departmental operations and the provision of services to the community. The chart

below provides a 20-year historical summary of the staffing allocation count for Stanislaus County. Staffing has steadily increased since Fiscal Year 2011-2012 as the County has rebounded from the Great Recession, with an average annual increase to staffing of 3.6% through Fiscal Year 2017-2018. Fiscal Year 2018-2019 recognizes a modest 0.6% increase to the staffing count over the prior fiscal year and includes the 11 additional positions recommended in the Final Budget.

The 2018-2019 Final Budget staffing recommendations adjust staffing levels in support of department workload, intended to improve department efficiencies and meet community needs. Positions are being recommended for departments within the Board priorities of Supporting Strong and Safe Neighborhoods, Developing a Healthy Economy, Delivering Efficient Public Services, and Delivering Community Infrastructure.



Ongoing Challenges and Opportunities

Housing and Homelessness

Homelessness affects the safety and health of the community, requiring thoughtful, collaborative planning for solutions that often include assistance for those in dire need of physical and behavioral health services. The Community Assessment, Response, and Engagement (CARE) service model provides the means for a multi-disciplinary approach to this growing issue and will continue to be a significant focus for the community's efforts in the years to come. Plans to provide a temporary, low-barrier emergency shelter are ongoing as are those for a permanent access center to expand outreach and engagement services to those in need.

Employee Recruitment and Retention

Many County departments have struggled to recruit and retain quality staff, especially for high-level, professional positions. This has posed challenges in providing thoughtful succession planning and seamless transition upon employee retirements. The Chief Executive Office Human Resources (CEO-HR) division is working to expand training opportunities, increase accessibility to valuable staffing resources, and improve recruitment and retention activities to address the issue.

Facilities and Infrastructure

The County's aging facilities and infrastructure require significant investment in annual repairs and maintenance, the need for demolition and/or remediation of old buildings and County sites, and ongoing capital improvement planning. This exposure is continually evolving and is factored into updates to the County's Long-Range Financial Model. Prudent debt service and planning is critical in supporting the organization in building and/or maintaining capital assets designed to best address the customer and staff needs of the future. The County's Debt Advisory Committee will be asked to evaluate appropriate debt levels in the upcoming two-year budget term.

Safety and Security

The safety and security of government facilities and functions is an ongoing concern and focus of the Chief Executive Office, Sheriff's Department, and local law enforcement agencies. Cyber security is also a critical component in addressing the needs of the organization and the integrity of its records and confidential information. Additional resources have been designated to address this growing threat.

Conclusion

The Fiscal Year 2018-2019 Recommended Final Budget continues to support the conservative, steady recovery the County has experienced since the Great Recession and prepares the organization to sustain the delivery of critical services during another financial downturn. It also represents a significant component of the transformation to a two-year budget process. On July 1, 2018, Stanislaus County implemented its first two-year budget with a comprehensive document that projected a second year Spending Plan along with its operational budget for Fiscal Year 2018-2019. The 2018-2019 Recommended Final Budget serves as the second installment of this overarching plan. In addition to providing updates to both

the Year 1 operational budget and Year 2 Spending Plan, the Final Budget places a strong focus on financial and operational performance outcomes through an Annual Report on Results segment presented in each department section. Individual departments, in conjunction with the Board of Supervisors and Chief Executive Officer, have identified success measures that will help gauge departmental progress and each Board priority area introduction section includes community metrics that address issues that go beyond any single department's responsibility. It is through reflection on outcomes that the County develops direction for the future as an organization "striving together to be the best".

Next Steps

The Stanislaus County Board of Supervisors will conduct the Recommended Final Budget hearing on September 18, 2018, at 6:35 p.m. Given the broad scope of the County's budget, it is not uncommon for the County to make budget adjustments throughout the fiscal year. Such adjustments will be addressed as appropriate through the

quarterly financial reporting process or through separate agenda items presented to the Board, as needed.

The Stanislaus County 2018-2019 Recommended Final Budget can be found online at the County's web site: <http://www.stancounty.com/budget>.

Budget Process and Financial Policies

To ensure the long-term economic stability of the organization, the County of Stanislaus has developed a series of financial and budgetary policies. Using both operational guidelines and qualitative standards, these policies strive to maintain a stable and positive financial

position for the foreseeable future. Moreover, they provide guidelines to management in planning and directing the County's day-to-day financial affairs and in developing recommendations to the Chief Executive Officer and the Board of Supervisors.

Budget Process

Basis of Budgeting

The fiscal year budget is prepared, reviewed, and approved in accordance with the provisions of Sections 29000 and 29144, inclusive, of the California Government Code and other statutory provisions, commonly known as the County Budget Act. The County prepares a budget for each fiscal year on or before October 2, pursuant to the County Budget Act. Budgeted expenditures are enacted into law through the passage of an appropriation resolution. This resolution mandates the maximum authorized expenditures for the fiscal year and cannot be exceeded except by subsequent amendments to the budget by the County's Board of Supervisors.

The Budget and the Comprehensive Annual Financial Report are prepared using Generally Accepted Accounting Principles (GAAP). The accounts of the County are organized on the basis of fund and organizational groups, each of which is considered a separate accounting entity. Governmental type funds like the General Fund, Special Revenue Funds, Capital Projects, and Debt Service use the modified accrual basis of accounting, while Proprietary Funds use the full accrual basis.

Basis of Accounting

Under the modified accrual basis of accounting, revenues are recognized when they are both measurable and available. Measurable means the amount of the transaction is known; available means the revenue will be collected in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the related liability is incurred, except for (1) principal of and interest on general long-term debt which are recognized when due; and (2) employee annual leave and claims as well as

judgments for litigation and self-insurance, which are recorded in the period due and payable.

Full accrual is similar to commercial accounting. Recognition occurs at the time of the transaction – revenue when earned and expenses when incurred.

County Budget Process

The budget for Stanislaus County is an operational plan, a fiscal plan, and a staffing plan for the provision of services to the residents of Stanislaus County. The budget process encompasses the manner in which resources are assigned to goals, objectives, and community priorities set by the Board of Supervisors. A balanced budget is where the amount of budgeted expenditures is equal to or less than the amount of budgeted revenue plus other available resources. In order for government to remain in business, the law requires that an adopted budget be in place by the beginning of each fiscal year – July 1st through June 30th. While the County has adopted a biennial budget, appropriations are approved on an annual basis.

Encumbrances

Encumbrances are obligations in the form of purchase orders, contracts, or other commitments which are chargeable to an appropriation and for which a part of an appropriation is reserved. The County budget is prepared on the modified accrual basis of accounting, with the exception that encumbrances outstanding at year-end are considered expenditures. Encumbrances outstanding at year-end are reported as assignments of fund balances since the commitments will be honored through subsequent years' continuing appropriations. Encumbrances do not constitute expenditures or liabilities for GAAP reporting purposes.

Budget Amendment Process

California Government Code Sections 29125 through 29130 authorize the Board of Supervisors to amend the adopted budget through the budget revision process. Revisions enable departments to move or adjust budgeted appropriations and/or estimated revenues.

The County's Board of Supervisors also dictates policies regarding budget revisions. Budget revisions requiring Board of Supervisors' approval may be approved throughout the year either during the quarterly financial reporting process or by individual Board agenda item, in accordance with the following procedures:

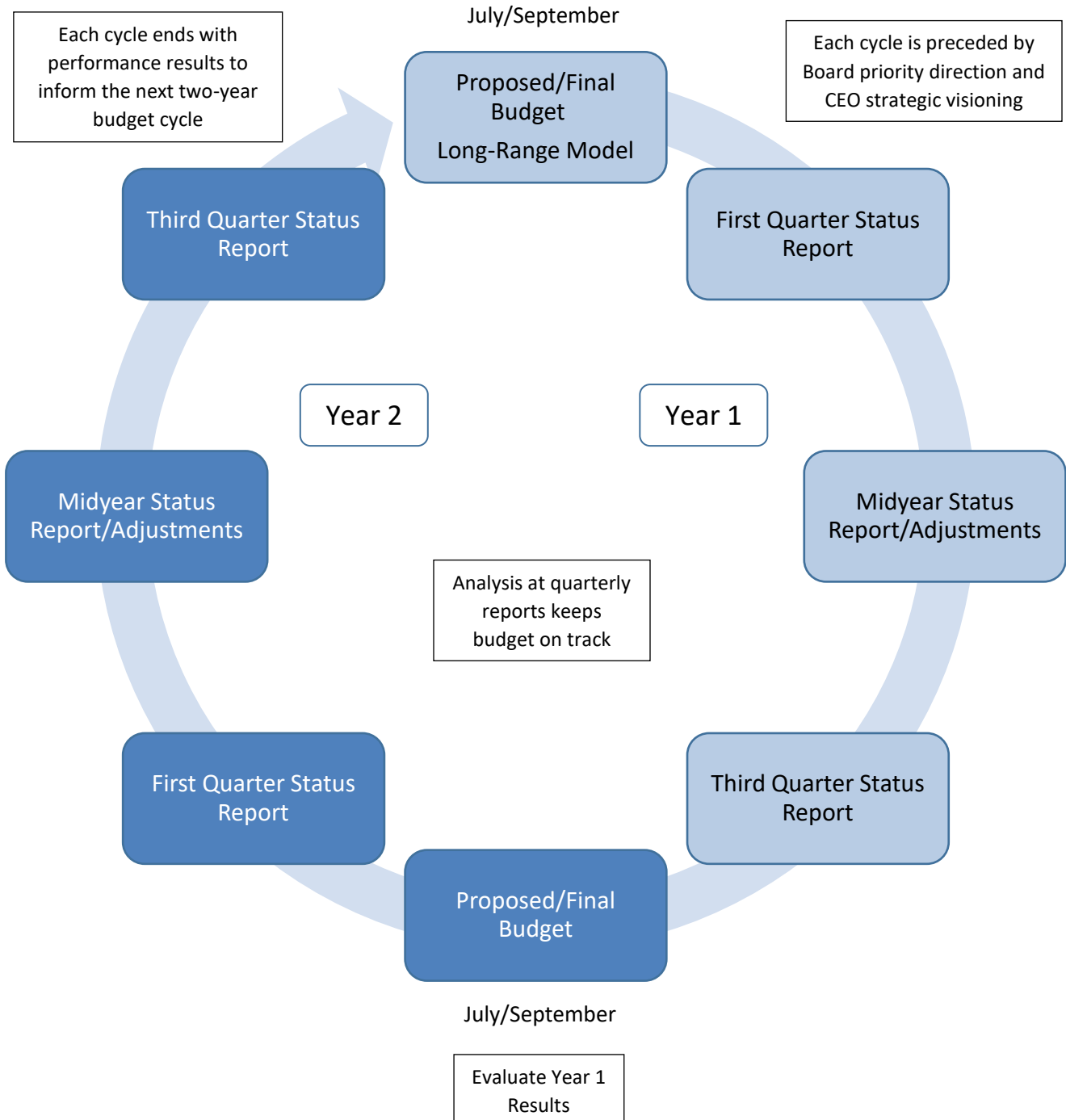
- ◆ By 4/5 vote, all transfers from the Appropriations for Contingencies budget in the General Fund;
- ◆ By 4/5 vote, all appropriation of unbudgeted revenues from any source and the use of fund balance and/or retained earnings; and

- ◆ The addition or deletion of any appropriation for Fixed Assets over \$10,000 or any transfer between Fixed Asset groups, regardless of the amount.

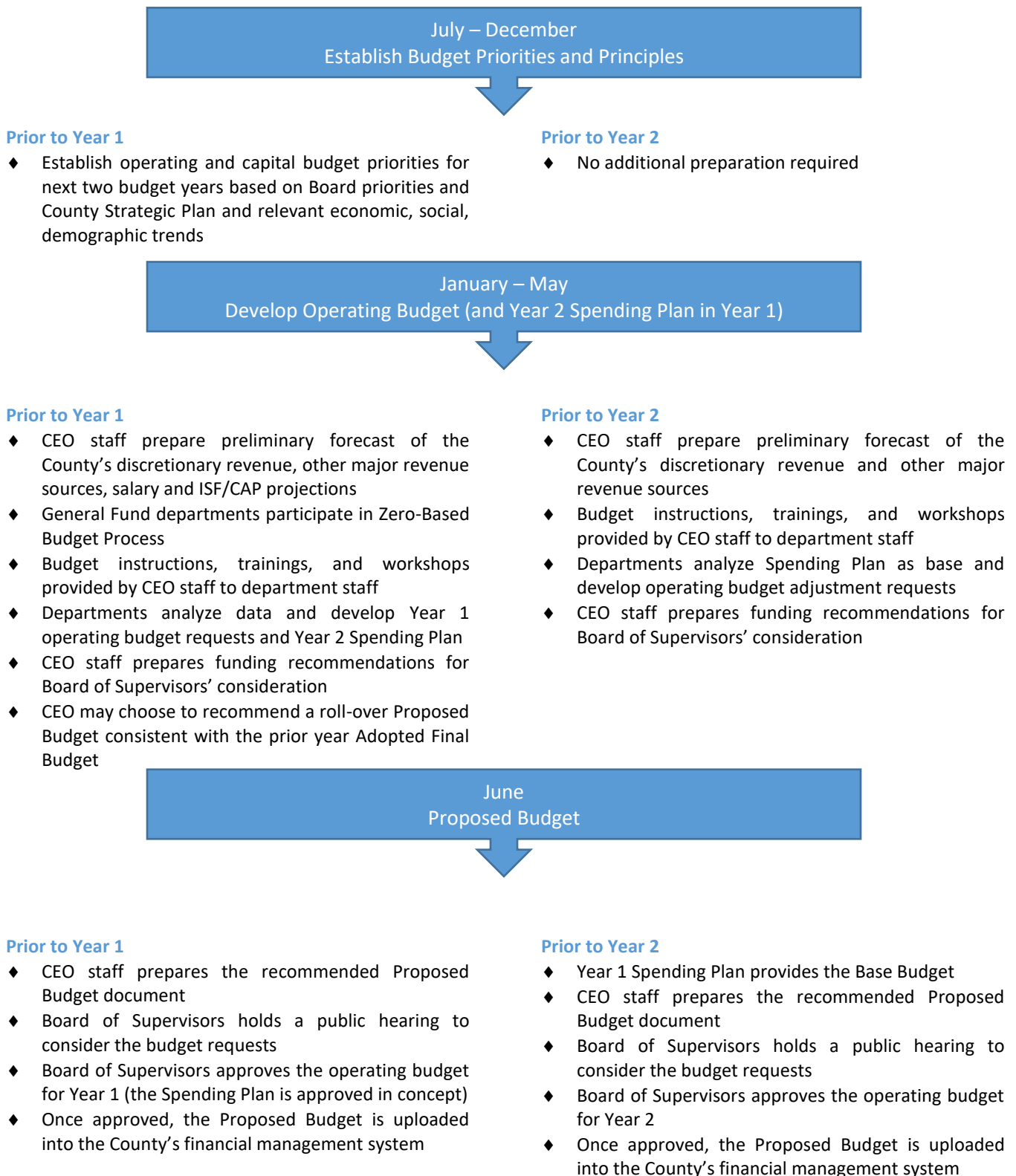
Revisions that may be approved by the Chief Executive Office (CEO) are appropriations and estimated revenue transfers within or between categories within a budget, with the exclusion of the Fixed Assets cost category. Transfers within a single Fixed Asset group within a budget unit can be approved by a CEO representative for transfers of \$10,000 or less. Transfers in amounts greater than \$10,000 in and out of, or any adjustments between, Fixed Asset groups (such as land, buildings and improvements, equipment, etc.) within a budget unit require approval by the Board of Supervisors. All transfers between separate budget units require Board of Supervisors' approval.

Stanislaus County Two-Year Budget Cycle

This budget cycle is a distinct two-year period, beginning on July 1, 2018, in Fiscal Year 2018-2019 (Year 1) and ending on June 30, 2020, in Fiscal Year 2019-2020 (Year 2). The following diagram outlines the process in clockwise fashion. The subsequent County Budget Process Chart provides additional detail.



County Budget Process Chart



July – September
Final Budget



Year 1

- ◆ Departments may request budget adjustments
- ◆ CEO staff evaluate requests and prepare Final Budget recommendations
- ◆ Board of Supervisors holds a public hearing to consider budget requests
- ◆ Board of Supervisors approves the revised operating budget for Year 1 (adjusted Spending Plan is established in concept)
- ◆ Once approved, the Final Budget is uploaded into the County’s financial management system

Year 2

- ◆ Departments may request budget adjustments
- ◆ CEO staff evaluate requests and prepare Final Budget recommendations
- ◆ Board of Supervisors holds a public hearing to consider budget requests
- ◆ Board of Supervisors approves the revised operating budget for Year 2
- ◆ Once approved, the Final Budget is uploaded into the County’s financial management system

October – June
Quarterly Status Reports



Year 1

- ◆ Purpose is to ensure budget remains balanced and stable
- ◆ Department and CEO staff continually monitor actual revenue and expenditures
- ◆ CEO staff prepares a public fiscal status report on a quarterly basis
- ◆ Quarterly Status Reports are approved by the Board of Supervisors
- ◆ In the event of a year-end deficit, steps are taken to reduce expenditures

Year 2

- ◆ Purpose is to ensure budget remains balanced and stable
- ◆ Department and CEO staff continually monitor actual revenue and expenditures
- ◆ CEO staff prepares a public fiscal status report on a quarterly basis
- ◆ Quarterly Status Reports are approved by the Board of Supervisors
- ◆ In the event of a year-end deficit, steps are taken to reduce expenditures

July
Fiscal Year is Closed as of June 30

Capital Assets

Capital assets (including infrastructure) are recorded at historical cost or estimated historical cost if actual historical cost is not available. Contributed fixed assets are valued at their estimated fair market value on the date contributed. Capital assets include public domain assets (infrastructure) consisting of improvements to roads, bridges, lighting systems, drainage systems, and flood control. The County defines capital assets as assets with an initial, individual cost of more than \$5,000 and an estimated useful life of more than one year.

Capital assets used in operations are depreciated or amortized (assets under capital leases) using the straight-

line method over the lesser of the capital lease period or their estimated useful lives.

Governmental Accounting Standards Board (GASB) has issued Statement 51, Accounting and Financial Reporting for Intangible Assets. Intangible assets, including easements, water rights, timber rights, patents, trademarks, and computer software need to be classified as capital assets. Additionally, internally generated intangible assets (e.g., computer software) are subject to capitalization. This provision should be retroactively applied to intangible assets acquired in fiscal years ending after June 30, 1980.

Investment and Cash Management

Responsibility

Investments and cash management are the responsibility of the County Treasurer.

Investment Objective

The County's primary investment objective is to maintain the principal of such funds (safety) in investment vehicles which are easily converted to cash (liquidity) while obtaining a competitive market rate of return (yield) for the risk taken at the time of investing.

Safety of principal is of paramount importance. Investments will only be made in securities which have a very high probability of maintaining the principal invested. Only highly rated or strongly collateralized investments will be made. Diversification by type of investment, issuer, and maturity to minimize the risk of loss of principal due to credit deterioration or interest rate volatility will be made. Sales of securities before maturity may be made if at a gain to avoid an anticipated default of payment by the issuer of interest or principal or if such sale will allow investment in a higher yielding vehicle and any loss upon sale can be more than compensated by additional interest earnings within a six-month period.

To achieve appropriate liquidity needs, the Treasury Pool's investments must be in maturity ranges which meet normal, anticipated disbursement requirements of all depositors, as can be determined by historical disbursement patterns as well as communicated forecasts

by depositors. Unanticipated cash disbursement needs require that investments be easily convertible to cash by maintaining shorter maturity in highly traded securities.

To achieve a competitive market rate of return or yield, individual investment decisions must be made on a competitive basis. Due to the primary need of maintaining the purchasing power and cash availability of depositors' funds, the portfolio's yield will normally be lower than that of higher risk, longer maturity investment pools. An earnings rate goal for the fund will generally achieve a yield that is 100 basis points higher than inflation.

Authorized Investments

Pursuant to Government Code Section 53601, investments will only be made in authorized securities with a maturity date of five years or less from the transaction settlement date. All investments (except in mutual funds) must be in securities which have a positive return if held to maturity.

In addition to the restrictions and guidelines cited in Government Code, the County Board of Supervisors annually adopts an "Investment Policy" for the Stanislaus County Treasury Pool. The Policy is prepared by the County Treasurer and approved by the Stanislaus County Treasury Pool Oversight Committee. The Policy adds further specificity to the investments permitted and reduces concentration within the most permitted investment types.

Appropriations for Contingencies Policy

The purpose of the Appropriations for Contingencies policy is to provide funds to meet unexpected and emergency financial exposures which may arise during the fiscal year as a result of reductions in Federal and State revenue, a sudden downturn in the economy, or other unforeseen program and community needs. As a result, the budget provides for adequate funds in the base funding of the Chief Executive Office – Appropriations for

Contingencies budget. As per policy, the base amount in Appropriations for Contingencies shall be funded at a level of at least 2% of the average annual General Fund revenue of the preceding three fiscal years. Using this criteria, the base amount was established at \$5.9 million in the 2018-2019 Adopted Proposed Budget. Potential exposures that are relevant to the budget year are considered and appropriate funding is added to the base.

Appropriations Transfer Policy

Government Code identifies the Board of Supervisors as the authority to establish the budget and approve transfers among objects. In Stanislaus County, the Board has delegated this authority to the Chief Executive Officer (CEO) to approve any requests for transfers of appropriations, except for Fixed Assets over \$10,000 or between fixed asset group types and Appropriations for

Contingencies which must be approved by the Board. Appropriation transfer requests are not automatically approved by the CEO and in general, salary savings in General Fund departments will be retained for carryover savings and/or returned to the General Fund. This long-standing practice is a central component to the multi-year budget approach.

Fund Balance Policy

The following policies are intended to address certain fund balance accounts within the County General Fund, including Contingency Reserve and Debt Service Reserve. These policies are designed to provide the County with sufficient working capital to maintain operations and provide a comfortable margin of safety with which to address emergencies and unexpected declines in revenue without having to borrow funds.

Should the fund balance fall below the 8% threshold, the Board of Supervisors shall approve and adopt a plan to restore the fund balance to the target level within 24 months. If the restoration of the fund balance cannot be accomplished within 24 months without severe hardship to the County, the Board of Supervisors shall establish a more appropriate time period.

Contingency Reserve Policy

The General Fund Assigned Contingency Reserve shall be equal to at least 8% of the average annual Discretionary Revenue receipts from the preceding three fiscal years. The purpose of the Contingency Reserve is to mitigate exposures brought on by economic downturns, unforeseen circumstances, State and/or Federal budget actions that reduce revenue to the County, costs associated with emergencies and natural disasters, and to maintain critical, core service levels.

Any transfer of funds out of the Contingency Reserve must be approved by a 4/5 vote of the Board of Supervisors and cannot exceed the amount sufficient to balance the General Fund.

Debt Service Reserve Policy

A portion of the General Fund is required to be set aside as a Debt Service Reserve Assignment in order to maintain the County's positive credit rating. This classification of fund balance shall be equal to at least one year of debt service payments.

General Fund Contribution Policy

The County General Fund is the payor of last resort. General Fund contributions to departments will be made annually at the minimum mandate level. The Board of Supervisors may choose to provide a General Fund contribution to a department or external partner when local priorities dictate a need for such funding.

Departments with fund balance or retained earnings will be required to use their internal fund balance or retained earnings prior to making a request for General Fund support. Departments will have the opportunity to identify limitations that may exist on fund balance by mandate or other sources. Documentation will be

required to support any fund balance or retained earnings that is restricted and not available to fund a department's request. There are no exceptions to the documentation

review which will provide support for budget recommendations consistent with the General Fund Contribution policy.

No Backfill Policy

The Board of Supervisors has maintained a long-standing policy that the County shall operate State and Federal programs based on the level of funding provided and shall

not backfill any State or Federal cuts with General Fund resources except when local priorities dictate a need for program continuance.

Realignment Revenue Policy

The California State Legislature enacted Assembly Bill (AB) 1491 in Fiscal Year 1991-1992 to provide counties with a source of funding for public health, mental health, and certain social services programs. The revenue used to fund these programs, identified as 1991 Realignment, comes from a one-half cent sales tax and a portion of the Vehicle License Fees collected from California vehicle owners. As part of the Fiscal Year 2011-2012 State Budget Plan, AB 109 and AB 117 legislation was passed and as a result public safety programs and responsibility for housing low level inmate offenders previously housed at State prisons were realigned from the State level to counties. To fund these increased local responsibilities, 2011 Realignment revenue was established to provide counties with funding for local criminal justice programs. Both 1991 and 2011 Realignment revenues are apportioned by the State with a base funding commitment to each county along with a subsequent annual apportionment of available growth funding.

year is added to the statewide basis and then allocated to counties. For consistency in budgeting, all departments will submit Proposed Budget for each budget year using this adjusted base.

Realignment Growth Budget Policy

Realignment growth funding represents sales tax receipts from the prior State fiscal year in excess of that required to cover base Realignment revenue to counties. Realignment growth funds are generally received in the fall/winter each fiscal year. Consistent with County standard practice, departments will recognize the one-time growth funds upon receipt through a budget adjustment in the Midyear or Third Quarter Financial Report to the Board of Supervisors. For 1991 Realignment this will include the county-specific adjustment to base.

Realignment Base Budget Policy

The beginning base Realignment revenue for each budget year is supported by State Controller's Office (SCO) schedules and typically exceeds the prior year base (except in cases of economic downturn). For 1991 Realignment, county-specific growth funding received in the prior year is added to the base amount for the subsequent budget year, creating the adjusted base. For 2011 Realignment, statewide growth received in the prior

Exception to Reporting of Growth Funds

The exception to reporting growth funds in a midyear budget cycle occurs when a department is anticipating an increased need for General Fund support at the beginning of a budget year. In these situations, an estimate of the State growth revenue will be included in Proposed/Final Budget revenue projections in order to minimize the General Fund impact early in the budget year. Any adjustment in General Fund impact above or below that originally projected will be addressed in a future budget cycle once known.

Retirement - Unfunded Liability

A pension plan's payment obligations, including all income, death, and termination benefits owed, are compared to the plan's present investment experience and if the total plan obligations exceed the projected plan assets at any point in time, the plan has an unfunded liability. As of June 30, 2017, the date of the last actuarial

valuation, the Stanislaus County Employees' Retirement Association (StanCERA) recognized an unfunded liability of \$679.9 million. This represents a funded ratio of 74.5% when measured using the market value of plan assets. The funded ratio as of June 30, 2016 was 69.1%. The main drivers of the subsequent increase were largely due to

investments and demographic gains. The Retirement Board continually explores options to optimize returns and increase the funded ratio.

The Government Accounting Standards Board (GASB) Statement No. 68 established new standards for pension accounting and reporting. Beginning with Fiscal Year 2014-2015, government entities are required to record the unfunded liability of their retirement plans in the

government-wide financial statements. These standards are applicable to all State and local government agencies. The County Auditor-Controller made the appropriate post-closing accounting entries to record the unfunded liability for Fiscal Year 2014-2015 and each subsequent fiscal year-end thereafter to the unfunded liability. The impact to Enterprise and Internal Service Funds will be highlighted in the affected departments in the narrative discussing fund balance in the Final Budget document.

Use of One-Time Funds Policy

In the case of program and staffing requests with ongoing expenditures, it is the general guidance of the County that the use of one-time revenues for program or staffing requests with 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 to ensure ongoing obligations remain proportionate to ongoing resources.

Financial Overview of Appropriations by Department

2018-2019 Recommended Final Budget

Department	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	2018-2019 Final Budget Total
Aging and Veterans Services	\$ 587,646	\$ 3,740,941	\$ -	\$ -	\$ -	\$ 4,328,587
Agricultural Commissioner	5,389,800	-	-	-	-	5,389,800
Assessor	7,097,621	-	-	-	-	7,097,621
Auditor-Controller	5,538,358	-	-	-	-	5,538,358
Behavioral Health and Recovery Services	-	129,746,648	-	-	-	129,746,648
Board of Supervisors	1,357,973	-	-	-	-	1,357,973
CEO-Capital Projects Fund	-	-	731,000	-	-	731,000
CEO-County Operations (Efficient)	80,585,599	-	-	-	-	80,585,599
CEO-County Operations (Safe)	6,486,613	290,000	-	-	-	6,776,613
CEO-Economic Development Bank	2,880,000	-	-	-	-	2,880,000
CEO-Office of Emergency Services/Fire Warden	2,093,188	1,916,014	-	-	-	4,009,202
CEO-Risk Management Division	1,917,202	-	-	-	82,261,778	84,178,980
CEO-Stanislaus Veterans Center	-	799,200	-	-	-	799,200
Chief Executive Office	10,891,871	-	-	-	-	10,891,871
Child Support Services	-	15,452,111	-	-	-	15,452,111
Children and Families Commission	-	6,388,193	-	-	-	6,388,193
Clerk-Recorder	5,235,205	2,622,082	-	-	-	7,857,287
Community Services Agency	-	387,535,250	-	-	-	387,535,250
Cooperative Extension	719,007	5,000	-	-	-	724,007
County Counsel	3,315,160	-	-	-	-	3,315,160
District Attorney	20,915,913	2,127,428	-	-	-	23,043,341
Environmental Resources	-	12,975,116	-	19,346,433	-	32,321,549
General Services Agency	755,200	40,300	-	-	17,425,200	18,220,700
Grand Jury	162,573	-	-	-	-	162,573
Health Services Agency	-	36,562,080	-	45,406,797	-	81,968,877
Integrated Criminal Justice Information System	-	-	-	-	1,202,529	1,202,529
Library	-	12,351,829	-	-	-	12,351,829
Parks and Recreation	8,092,266	953,379	-	-	-	9,045,645
Planning and Community Development	2,554,248	12,651,010	-	-	-	15,205,258
Probation	35,041,296	31,799,199	-	-	-	66,840,495
Public Defender	12,855,892	-	-	-	-	12,855,892
Public Works	-	118,962,899	-	16,779,850	4,675,299	140,418,048
Sheriff	138,090,838	8,306,832	-	2,508,279	-	148,905,949
Strategic Business Technology	-	-	-	-	9,052,978	9,052,978
Treasurer-Tax Collector	4,012,184	-	-	-	-	4,012,184
Workforce Development	-	17,654,796	-	-	-	17,654,796
Grand Total	\$ 356,575,653	\$ 802,880,307	\$ 731,000	\$ 84,041,359	\$ 114,617,784	\$ 1,358,846,103

Financial Overview of Appropriations by Department

2019-2020 Spending Plan

Department	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	2019-2020 Spending Plan Total
Aging and Veterans Services	\$ 613,884	\$ 3,891,984				\$ 4,505,868
Agricultural Commissioner	5,555,367					5,555,367
Assessor	7,323,187					7,323,187
Auditor-Controller	6,255,024					6,255,024
Behavioral Health and Recovery Services		134,132,691		-		134,132,691
Board of Supervisors	1,403,274					1,403,274
CEO-Capital Projects Fund			731,000			731,000
CEO-County Operations (Efficient)	78,784,770					78,784,770
CEO-County Operations (Safe)	6,616,348	220,000				6,836,348
CEO-Economic Development Bank	-					-
CEO-Office of Emergency Services/Fire Warden	2,117,180	2,014,733				4,131,913
CEO-Risk Management Division	1,994,333				85,140,940	87,135,273
CEO-Stanislaus Veterans Center		804,937				804,937
Chief Executive Office	11,053,949					11,053,949
Child Support Services		15,857,968				15,857,968
Children and Families Commission		6,417,345				6,417,345
Clerk-Recorder	6,158,948	2,545,488				8,704,436
Community Services Agency		399,427,051				399,427,051
Cooperative Extension	734,286	5,175				739,461
County Counsel	3,416,917					3,416,917
District Attorney	21,286,124	905,564				22,191,688
Environmental Resources		13,297,795		22,406,266		35,704,061
General Services Agency	778,900	41,700			17,837,800	18,658,400
Grand Jury	167,068					167,068
Health Services Agency		37,958,664		47,137,250		85,095,914
Integrated Criminal Justice Information System					1,243,392	1,243,392
Library		12,865,622				12,865,622
Parks and Recreation	7,569,612	111,780				7,681,392
Planning and Community Development	2,634,626	8,502,796				11,137,422
Probation	35,618,174	32,360,713				67,978,887
Public Defender	13,261,712					13,261,712
Public Works		91,815,589		14,573,920	4,647,409	111,036,918
Sheriff	137,670,964	7,639,755		2,223,511		147,534,230
Strategic Business Technology					9,331,460	9,331,460
Treasurer-Tax Collector	3,996,682					3,996,682
Workforce Development		18,244,967				18,244,967
Grand Total	\$ 355,011,329	\$ 789,062,317	\$ 731,000	\$ 86,340,947	\$ 118,201,001	\$ 1,349,346,594

Financial Overview by Priority

2018-2019 Recommended Final Budget

Revenue Categories	Supporting Strong and Safe Neighborhoods	Supporting Community Health	Developing a Healthy Economy	Promoting First-Rate Learning	Delivering Efficient Public Services	Delivering Community Infrastructure	2018-2019 Final Budget Total
Taxes	\$ 1,385,526	\$ -	\$ -	\$ 10,254,497	\$ 159,462,000	\$ 13,479,153	\$ 184,581,176
Licenses, Permits, Franchises	599,868	111,600	429,500	-	1,299,947	2,232,680	4,673,595
Fines, Forfeitures, Penalties	3,186,512	788,741	-	-	1,581,000	32,000	5,588,253
Revenue from use of Assets	105,806	1,415,159	7,825	2,850	5,885,208	729,015	8,145,863
Intergovernmental Revenue	44,011,713	469,303,405	11,400,186	366,000	83,837,378	87,632,140	696,550,822
Charges for Service	37,568,137	91,033,192	9,299,108	550,001	129,857,726	32,745,531	301,053,695
Miscellaneous Revenue	1,862,774	8,423,059	-	62,450	844,128	162,075	11,354,486
Other Financing Sources	2,117,331	43,298,985	-	491,810	7,016,232	25,436,237	78,360,595
Total Revenue	\$ 90,837,667	\$ 614,374,141	\$ 21,136,619	\$ 11,727,608	\$ 389,783,619	\$ 162,448,831	\$ 1,290,308,485

Expenditure Categories	Supporting Strong and Safe Neighborhoods	Supporting Community Health	Developing a Healthy Economy	Promoting First-Rate Learning	Delivering Efficient Public Services	Delivering Community Infrastructure	2018-2019 Final Budget Total
Salaries and Benefits	\$ 161,349,246	\$ 212,539,346	\$ 14,686,796	\$ 8,204,714	\$ 42,769,680	\$ 32,133,179	\$ 471,682,961
Services and Supplies	49,601,943	130,245,084	7,590,327	2,706,564	110,662,996	128,633,605	429,440,519
Other Charges	44,065,635	280,979,242	1,234,019	1,293,007	15,358,757	18,044,166	360,974,826
Fixed Assets	5,507,937	2,183,537	167,500	147,544	1,075,600	14,654,716	23,736,834
Other Financing Uses	1,698,316	271,657	2,899,200	-	54,868,170	3,200,000	62,937,343
Intrafund	(15,483)	-	70,761	-	(541,991)	324,834	(161,879)
Contingencies	2,320,000	-	-	-	7,915,499	-	10,235,499
Total Gross Costs	\$ 264,527,594	\$ 626,218,866	\$ 26,648,603	\$ 12,351,829	\$ 232,108,711	\$ 196,990,500	\$ 1,358,846,103

Net Change in Fund Balance/Retained Earnings	\$ (173,689,927)	\$ (11,844,725)	\$ (5,511,984)	\$ (624,221)	\$ 157,674,908	\$ (34,541,669)	\$ (68,537,618)
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Note: Estimated Total Revenue as displayed on this schedule is reported in accordance with Governmental Accounting Standards in which contributions from the General Fund and County Match (General Fund Contribution to Other Programs, County Mandated Match) are reflected as Revenue for non-General Fund departments. For departments within the General Fund, the General Fund Contribution is reflected as use of Fund Balance/Retained Earnings.

This presentation varies from the display in the priority sections and department narratives where contributions from the General Fund and County Match are reflected as a General Fund Contribution, regardless of fund type, to provide transparency in reporting the use of all local General Fund dollars.

General Fund Contribution to Other Programs provided to outside agencies is reflected in the Total Gross Costs and not in the Total Revenue because these outside agencies are not included in the County's budget document. The General Fund Contribution to Other Programs for outside agencies in Fiscal Year 2018-2019 totals \$6,846,487.

Financial Overview by Fund

2018-2019 Recommended Final Budget

Revenue Categories	General Fund	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	2018-2019 Final Budget Total
Taxes	159,462,000	18,416,336	-	6,702,840	-	184,581,176
Licenses, Permits, Franchises	2,534,795	2,138,800	-	-	-	4,673,595
Fines, Forfeitures, Penalties	3,889,412	968,841	730,000	-	-	5,588,253
Revenue from use of Assets	5,495,154	1,521,984	30,000	606,925	491,800	8,145,863
Intergovernmental Revenue	94,704,626	600,391,796	-	1,354,400	100,000	696,550,822
Charges for Service	64,199,985	85,117,787	-	40,797,900	110,938,023	301,053,695
Miscellaneous Revenue	855,877	637,677	-	9,668,532	192,400	11,354,486
Other Financing Sources	8,681,152	63,274,387	-	6,387,556	17,500	78,360,595
Total Revenue	\$ 339,823,001	\$ 772,467,608	\$ 760,000	\$ 65,518,153	\$ 111,739,723	\$ 1,290,308,485

Expenditure Categories	General Fund	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	2018-2019 Final Budget Total
Salaries and Benefits	191,403,376	244,411,526	-	24,946,672	10,921,387	471,682,961
Services and Supplies	58,442,034	239,362,186	700,000	33,803,351	97,132,948	429,440,519
Other Charges	33,611,820	311,181,323	31,000	11,332,834	4,817,849	360,974,826
Fixed Assets	4,915,483	6,317,249	-	10,758,502	1,745,600	23,736,834
Other Financing Uses	57,933,170	1,804,173	-	3,200,000	-	62,937,343
Intrafund	34,271	(196,150)	-	-	-	(161,879)
Contingencies	10,235,499	-	-	-	-	10,235,499
Total Gross Costs	\$ 356,575,653	\$ 802,880,307	\$ 731,000	\$ 84,041,359	\$ 114,617,784	\$ 1,358,846,103

Net Change in Fund Balance/Retained Earnings	\$ (16,752,652)	\$ (30,412,699)	\$ 29,000	\$ (18,523,206)	\$ (2,878,061)	\$ (68,537,618)
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Note: Estimated Total Revenue as displayed on this schedule is reported in accordance with Governmental Accounting Standards in which contributions from the General Fund and County Match (General Fund Contribution to Other Programs, County Mandated Match) are reflected as Revenue for non-General Fund departments. For departments within the General Fund, the General Fund Contribution is reflected as use of Fund Balance/Retained Earnings.

This presentation varies from the display in the priority sections and department narratives where contributions from the General Fund and County Match are reflected as a General Fund Contribution, regardless of fund type, to provide transparency in reporting the use of all local General Fund dollars.

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Net County Cost Schedule – 2018-2019 Recommended Final Budget

Fund Type/Budget Unit	Recommended Final Budget Costs	Recommended Final Budget Revenue	Use of Fund Balance/Retained Earnings	Recommended Final Budget Net County Cost
General Fund				
AAA - Veterans Services	\$ 587,646	\$ 193,425	\$ -	\$ 394,221
Agricultural Commissioner	5,389,800	3,631,823	-	1,757,977
Assessor	7,097,621	1,039,500	-	6,058,121
Auditor-Controller	5,538,358	3,539,728	-	1,998,630
Board of Supervisors	1,357,973	64,005	-	1,293,968
Chief Executive Office - ADA Self-Evaluation and Transition Plan Project	500,000	-	-	500,000
Chief Executive Office - Airport	190,000	-	-	190,000
Chief Executive Office - Appropriations for Contingencies	7,915,499	-	-	7,915,499
Chief Executive Office - C.I.F.A.	140,633	-	-	140,633
Chief Executive Office - Cannabis Program	1,189,755	1,189,755	-	-
Chief Executive Office - County Court Funding	6,486,613	3,142,816	-	3,343,797
Chief Executive Office - County Facilities	744,441	5,750	-	738,691
Chief Executive Office - Crows Landing Air Facility	3,153,294	3,153,294	-	-
Chief Executive Office - Debt Service	516,866	2,050,489	-	(1,533,623)
Chief Executive Office - Economic Development Bank	2,880,000	-	-	2,880,000
Chief Executive Office - Focus on Prevention	1,774,663	274,663	-	1,500,000
Chief Executive Office - General Fund Contribution to Other Programs	8,559,836	-	-	8,559,836
Chief Executive Office - General Fund Match - VLF	33,500,000	33,500,000	-	-
Chief Executive Office - Jail Medical	-	-	-	-
Chief Executive Office - Mandated County Match	19,068,077	-	-	19,068,077
Chief Executive Office - OES/Fire Warden	2,093,188	251,047	-	1,842,141
Chief Executive Office - Operations and Services	10,891,871	4,764,048	-	6,127,823
Chief Executive Office - Plant Acquisition	3,332,535	-	-	3,332,535
Chief Executive Office - Risk Management Division	1,917,202	1,518,730	-	398,472
Clerk of the Board	-	-	-	-
Clerk-Recorder	2,794,186	2,161,687	-	632,499
Clerk-Recorder - Elections	2,441,019	205,000	-	2,236,019
Cooperative Extension	719,007	-	-	719,007
County Counsel	3,315,160	1,591,667	-	1,723,493
District Attorney - Criminal Division	20,915,913	1,808,904	-	19,107,009
General Services Agency - Administration	755,200	755,200	-	-
Grand Jury	162,573	-	-	162,573
Parks and Recreation	7,893,864	4,203,098	-	3,690,766
Parks and Recreation - Parks Master Plan	-	-	-	-
Parks and Recreation - Tuolumne River Regional Park	198,402	-	-	198,402
Planning and Community Development	2,554,248	1,044,735	-	1,509,513
Probation - Administration	3,484,675	325,600	-	3,159,075
Probation - Community Corrections Partnership	5,389,994	5,389,994	-	-
Probation - Field Services	14,178,176	2,325,742	-	11,852,434
Probation - Institutional Services	7,545,563	1,416,700	-	6,128,863
Probation - Juvenile Commitment Facility	4,442,888	1,378,611	-	3,064,277
Public Defender	8,371,939	1,194,266	-	7,177,673
Public Defender - Indigent Defense	4,483,953	90,000	-	4,393,953
Sheriff - Administration	13,137,993	852,165	-	12,285,828
Sheriff - Adult Detention Expansion	17,024,197	5,029,004	-	11,995,193
Sheriff - Contract Cities	12,022,632	12,022,632	-	-
Sheriff - Detention	57,272,607	10,860,818	-	46,411,789
Sheriff - Operations	38,633,409	2,896,577	-	35,736,832
Treasurer - Admin/Taxes	1,562,538	487,250	-	1,075,288
Treasurer - Revenue Recovery	1,637,378	1,592,378	-	45,000
Treasurer - Treasury	812,268	803,268	-	9,000
Total General Fund	\$ 356,575,653	\$ 116,754,369	\$ -	\$ 239,821,284

Net County Cost Schedule

Fund Type/Budget Unit	Recommended Final Budget Costs	Recommended Final Budget Revenue	Use of Fund Balance/Retained Earnings	Recommended Final Budget Net County Cost
Discretionary Revenue/Fund Balance				
Chief Executive Office - Discretionary Revenue	\$ -	\$ 223,068,632	\$ -	\$ (223,068,632)
Assigned Fund Balance	-	-	14,879,322	(14,879,322)
Unassigned Fund Balance	-	-	1,873,330	(1,873,330)
Adjusted General Fund	\$ 356,575,653	\$ 339,823,001	\$ 16,752,652	\$ -

Fund Type/Budget Unit	Recommended Final Budget Costs	Recommended Final Budget Revenue	Use of Fund Balance/Retained Earnings	Recommended Final Budget Net County Cost
Special Revenue Funds				
Aging and Veterans Services	\$ 3,740,941	\$ 3,124,514	\$ 323,505	\$ 292,922
BHRS - Alcohol and Drug	14,379,104	14,379,104	-	-
BHRS - Managed Care	13,603,662	9,938,378	3,665,284	-
BHRS - Mental Health Services Act	39,898,223	39,898,223	-	-
BHRS - Public Guardian	1,327,758	140,500	31,693	1,155,565
BHRS - Stanislaus Recovery Center	3,447,034	3,447,034	-	-
BHRS - Substance Abuse & Crime Prevention Act	-	-	-	-
Behavioral Health and Recovery Services	57,090,867	51,820,290	4,445,218	825,359
CSA - County Childrens Fund	169,516	169,516	-	-
CSA - General Assistance	1,139,549	175,049	-	964,500
CSA - IHSS Provider Wages	110,684,933	106,975,421	-	3,709,512
CSA - IHSS Public Authority - Administration	659,114	614,885	-	44,229
CSA - IHSS Public Authority - Benefits	1,143,097	1,048,801	-	94,296
CSA - Integrated Childrens Services	-	-	-	-
CSA - Program Services and Support	165,897,656	161,882,237	-	4,015,419
CSA - Public Economic Assistance	107,841,385	106,077,400	-	1,763,985
CSA - Seriously Emotionally Disturbed Children	-	-	-	-
Chief Executive Office - County Fire Service Fund	1,916,014	1,575,026	128,000	212,988
Chief Executive Office - DNA Identification Fund Prop 69	190,000	120,000	70,000	-
Chief Executive Office - DOJ Drug & Alcohol	100,000	30,000	70,000	-
Chief Executive Office - OES Homeland Security Grants	-	-	-	-
Chief Executive Office - Stanislaus Veterans Center	799,200	599,200	100,000	100,000
Child Support Services	15,452,111	15,452,111	-	-
Children and Families Commission	6,388,193	4,889,108	1,499,085	-
Clerk-Recorder - Vital & Health Statistics	184,284	56,745	127,539	-
Clerk-Recorder Modernization	2,437,798	740,118	1,697,680	-
Cooperative Extension - Farm & Home Advisors Res	5,000	-	5,000	-
District Attorney - Arson Task Force	82,659	82,659	-	-
District Attorney - Auto Insurance Fraud Prosecution	207,887	207,887	-	-
District Attorney - Consumer Fraud Prosecution Program	-	-	-	-
District Attorney - Criminal Division Asset Forfeiture	6,000	-	6,000	-
District Attorney - Elder Abuse Advocacy & Outreach	201,407	192,849	-	8,558
District Attorney - Family Justice Center	-	-	-	-
District Attorney - Federal Asset Forfeiture	2,731	-	2,731	-
District Attorney - Impaired Driver Vertical Prosecution	-	-	-	-
District Attorney - Real Estate Fraud	260,229	190,000	-	70,229
District Attorney - Rural Crimes Prevention	-	-	-	-
District Attorney - Spousal Abuser Prosecution	-	-	-	-
District Attorney - Unserved/Underserved Victim Advocacy and Outreach Program	188,876	169,041	-	19,835
District Attorney - Vertical Prosecution Block Grant	-	-	-	-
District Attorney - Victim Compensation & Government Claims	86,881	66,586	-	20,295
District Attorney - Victim Services Program	1,090,758	1,090,758	-	-
Environmental Resources	10,049,414	6,858,732	2,156,171	1,034,511
Environmental Resources - AB 939 - Source Reduction and Recycle	923,600	923,600	-	-
Environmental Resources - Abandoned Vehicle Abatement	56,694	52,000	4,694	-
Environmental Resources - Beverage Container Recycling	30,000	30,000	-	-

Net County Cost Schedule

Fund Type/Budget Unit	Recommended	Recommended	Use of Fund	Recommended
	Final Budget Costs	Final Budget Revenue	Balance/ Retained Earnings	Final Budget Net County Cost
Environmental Resources - Code Enforcement Abatement	20,000	-	20,000	-
Environmental Resources - Disclosure Program	447,500	381,180	66,320	-
Environmental Resources - E-Waste Collection Facility	-	-	-	-
Environmental Resources - Household Hazardous Waste	1,163,608	802,500	361,108	-
Environmental Resources - Trust Fund	5,300	-	5,300	-
Environmental Resources - Underground Storage Tank Program	-	-	-	-
Environmental Resources - Used Oil Recycling	85,000	85,000	-	-
Environmental Resources - Vehicle Registration Fee Surcharge	68,000	4,000	64,000	-
Environmental Resources - Waste Tire Enforcement Grant	126,000	126,000	-	-
General Services Agency - 12th Street - Office Building	40,300	20,200	-	20,100
General Services Agency - 12th Street - Parking Garage	-	-	-	-
H.S.A. - I.H.C.P. (CHIP)	-	-	-	-
Health Services Agency - Administration	7,942,161	7,942,161	-	-
Health Services Agency - EMS Discretionary Fund	103,878	101,443	2,435	-
Health Services Agency - Health Coverage & Quality Svcs	-	-	-	-
Health Services Agency - IHCP EMS Hospital	380,550	213,528	167,022	-
Health Services Agency - IHCP EMS Physicians	430,710	407,699	23,011	-
Health Services Agency - Indigent Health Care	240,419	233,650	(293,231)	300,000
Health Services Agency - Local PH Preparedness Fund	-	-	-	-
Health Services Agency - PH Vital and Health Statistics	20,000	63,000	(43,000)	-
Health Services Agency - Public Health	27,444,362	25,093,710	(3,326)	2,353,978
Library	12,351,829	11,235,798	624,221	491,810
Library Literacy Program	-	-	-	-
Parks and Recreation - Fish and Wildlife	20,000	1,000	19,000	-
Parks and Recreation - Modesto Reservoir Patrol	23,000	23,000	-	-
Parks and Recreation - Off-Highway Vehicle Fund	843,926	753,465	90,461	-
Parks and Recreation - Regional Water Safety Training Center	66,453	21,000	26,221	19,232
Planning - Building Permits	2,764,814	2,486,000	278,814	-
Planning - Dangerous Building Abatement	48,000	24,000	24,000	-
Planning - General Plan Maintenance	316,000	180,500	135,500	-
Planning - Salida Planning Efforts	-	-	-	-
Planning - Special Revenue Grants	9,522,196	5,823,196	3,699,000	-
Planning - Successor Housing Agency	-	-	-	-
Probation - Corrections Performance Incentive Fund	1,588,724	875,000	713,724	-
Probation - Juvenile Accountability Block Grant	100,000	100,000	-	-
Probation - Juvenile Justice Crime Prevention Act	2,646,407	1,734,930	911,477	-
Probation - Local Community Corrections	24,382,235	22,476,508	1,905,727	-
Probation - Ward Welfare Fund	80,000	20,000	60,000	-
Probation - Youthful Offender Block Grant	3,001,833	1,745,994	1,255,839	-
Public Works - Administration	1,241,770	1,241,770	-	-
Public Works - Engineering	5,935,120	5,890,120	-	45,000
Public Works - Road and Bridge	111,786,009	106,624,417	5,155,292	6,300
Sheriff - CAL ID Program	721,205	469,290	251,915	-
Sheriff - CAL-MMET	730,125	730,125	-	-
Sheriff - Civil Process Fee	438,697	251,000	187,697	-
Sheriff - Court Security	5,548,587	5,316,624	132,557	99,406
Sheriff - Dedicated Funds	-	-	-	-
Sheriff - Driver Training Program	155,736	167,640	(11,904)	-
Sheriff - Justice Assistance Grant	155,748	155,748	-	-
Sheriff - Vehicle Theft Unit	556,734	455,815	100,919	-
Workforce Development	9,340,223	9,190,223	150,000	-
Workforce Development - StanWORKs	8,314,573	8,314,573	-	-
Total Special Revenue Funds	\$ 802,880,307	\$ 754,799,579	\$ 30,412,699	\$ 17,668,029

Fund Type/Budget Unit	Recommended	Recommended	Use of Fund	Recommended
	Final Budget Costs	Final Budget Revenue	Balance/ Retained Earnings	Final Budget Net County Cost
Capital Projects Funds				
Chief Executive Office - Courthouse Construction Fund	\$ 700,000	\$ 400,000	\$ 300,000	\$ -
Chief Executive Office - Criminal Justice Facilities Fund	31,000	360,000	(329,000)	-
Planning - RDA Housing Set Aside	-	-	-	-
Planning - Redevelopment Agency	-	-	-	-
Total Capital Projects Funds	\$ 731,000	\$ 760,000	\$ (29,000)	\$ -

Fund Type/Budget Unit	Recommended	Recommended	Use of Fund	Recommended
	Final Budget Costs	Final Budget Revenue	Balance/ Retained Earnings	Final Budget Net County Cost
Enterprise Funds				
BHRS - Stanislaus Behavioral Health Center	\$ -	\$ -	\$ -	\$ -
Environmental Resources - Fink Road Landfill	16,536,899	8,585,000	7,951,899	-
Environmental Resources - Geer Road Landfill	2,809,534	2,724,534	85,000	-
Health Services Agency - Clinic and Ancillary Services	45,406,797	40,760,592	1,532,808	3,113,397
Public Works - Local Transit System	16,779,850	8,672,130	8,107,720	-
Sheriff - Jail Commissary / Inmate Welfare	2,508,279	1,662,500	845,779	-
Total Enterprise Funds	\$ 84,041,359	\$ 62,404,756	\$ 18,523,206	\$ 3,113,397

Fund Type/Budget Unit	Recommended	Recommended	Use of Fund	Recommended
	Final Budget Costs	Final Budget Revenue	Balance/ Retained Earnings	Final Budget Net County Cost
Internal Service Funds				
Chief Executive Office - Dental Self-Insurance	\$ 4,565,604	\$ 4,362,869	\$ 202,735	\$ -
Chief Executive Office - General Liability	5,520,608	5,520,608	-	-
Chief Executive Office - Medical Self-Insurance	64,455,734	64,680,734	(225,000)	-
Chief Executive Office - Other Employee Benefits	639,328	508,876	130,452	-
Chief Executive Office - Professional Liability	477,100	227,100	250,000	-
Chief Executive Office - Unemployment Insurance	618,057	675,350	(57,293)	-
Chief Executive Office - Vision Care Insurance	761,779	731,779	30,000	-
Chief Executive Office - Workers Compensation	5,223,568	5,223,568	-	-
General Services Agency - Central Services Division	1,590,300	1,508,800	81,500	-
General Services Agency - Facilities Maintenance Division	7,019,500	6,699,400	320,100	-
General Services Agency - Fleet Services Division	3,682,900	3,577,900	105,000	-
General Services Agency - Utilities	5,132,500	5,132,500	-	-
ICJIS	1,202,529	775,500	427,029	-
Public Works - Morgan Shop	4,675,299	3,782,811	892,488	-
S.B.T. - Telecommunications	1,312,658	998,658	314,000	-
Strategic Business Technology	7,740,320	7,333,270	407,050	-
Total Internal Service Funds	\$ 114,617,784	\$ 111,739,723	\$ 2,878,061	\$ -
Total All Funds	\$ 1,358,846,103	\$ 1,269,527,059	\$ 68,537,618	\$ 20,781,426

Fund Type/Budget Unit	Recommended	Recommended	Use of Fund	Recommended
	Final Budget Costs	Final Budget Revenue	Balance/ Retained Earnings	Final Budget Net County Cost
General Fund Contributions to Other Programs				
Camp Taylor	\$ -	\$ -	\$ -	\$ 2,000,000
Law Library	-	-	-	54,240
Local Area Formation Commission (LAFCO)	-	-	-	225,960
North McHenry Sales Tax	-	-	-	2,610,270
Other Contributions	-	-	-	250,000
Stanislaus Animal Services Agency	-	-	-	1,701,825
Stanislaus Council of Governments (StanCOG)	-	-	-	4,192
Total General Fund Contributions to Other Programs/Contingencies	\$ -	\$ -	\$ -	\$ 6,846,487
Total County Budget Appropriations	\$ 1,358,846,103	\$ 1,269,527,059	\$ 68,537,618	\$ 27,627,913

Fund Balance Report – 2018-2019 Recommended Final Budget

Fund	Fund Type/Budget Unit	Beginning Fund Balance 7/1/2018	Recommended Final Budget Revenue	Recommended Final Budget Costs	Projected Fund Balance 6/30/2019
Total General Fund		\$ 204,155,548	\$ 339,823,001	\$ (356,575,653)	\$ 187,402,896
Fund	Fund Type/Budget Unit	Beginning Fund Balance 7/1/2018	Recommended Final Budget Revenue	Recommended Final Budget Costs	Projected Fund Balance 6/30/2019
Special Revenue Funds					
1001	ER Environmental Resources	\$ 6,105,281	\$ 7,893,243	\$ (10,049,414)	\$ 3,949,110
1002	ER Household Hazardous Waste	1,039,924	802,500	(1,163,608)	678,816
1003	ER Vehicle Registration	376,259	4,000	(68,000)	312,259
1004	ER Source Reduction and Recycling	1,669	923,600	(923,600)	1,669
1005	ER Disclosure Program	313,570	381,180	(447,500)	247,250
1008	ER Used Oil Recycling	90,568	85,000	(85,000)	90,568
1009	ER Environmental Enforcement	38,785	-	(5,300)	33,485
1010	ER Beverage Container Recycling	(5,172)	30,000	(30,000)	(5,172)
1012	ER Waste Tire Enforcement Grant	61,700	126,000	(126,000)	61,700
1014	ER Abandoned Vehicle	141,607	52,000	(56,694)	136,913
1016	ER-Code Enforcement Abatement	100,107	-	(20,000)	80,107
1051	AAA Area Agency on Aging	998,749	3,417,436	(3,740,941)	675,244
1071	Department of Child Support Services	(3,018,004)	15,452,111	(15,452,111)	(3,018,004)
1101	PW Road and Bridge	10,225,383	20,724,779	(23,648,906)	7,301,256
1102	PW Road Projects	(276,857)	85,905,938	(88,137,103)	(2,508,022)
1103	PW AB-2928 Supplemental Maintenance	11,507	-	-	11,507
1104	PW Kaiser Voluntary Funds (Road Infrastructure)	393,015	-	-	393,015
1151	PW Parklawn Sewer Project	-	-	-	-
1201	PW Administration	116,334	1,241,770	(1,241,770)	116,334
1202	PW Engineering	(310,317)	5,850,120	(5,864,870)	(325,067)
1203	PW County survey monument pres	413,788	85,000	(70,250)	428,538
1206	PL Building Permits Division	3,253,402	2,486,000	(2,764,814)	2,974,588
1317	AW Stan Work	7,045	8,314,573	(8,314,573)	7,045
1320	AW Subfund Clearing Pool	4,132,447	9,190,223	(9,340,223)	3,982,447
1401	HSA Administration	92,959	7,942,161	(7,942,161)	92,959
1402	HSA Public Health	12,602,230	27,447,688	(27,444,362)	12,605,556
1404	HSA Indigent Health Care	1,207,129	533,650	(240,419)	1,500,360
1405	HSA PH Tobacco Tax Education	1,422	-	-	1,422
1428	HSA PH Vital and Health Statistics	779,738	63,000	(20,000)	822,738
1429	HSA EMS - Discretionary	48,755	101,443	(103,878)	46,320
1431	HSA PH California Children Services Donation	2,005	-	-	2,005
1434	HSA IHCP EMS-Hospitals	409,017	213,528	(380,550)	241,995
1435	HSA IHCP EMS-Physicians	139,174	407,699	(430,710)	116,163
1436	HSA PH CDC Base Funding	974	-	-	974
1437	HSA PH CDC h1n1 Funding	-	-	-	-
1438	HSA PH HPP Base Funding	1,199	-	-	1,199
1501	Mental Health	17,773,616	52,645,649	(57,090,867)	13,328,398
1502	MH Alcohol and Drug	3,182,735	14,379,104	(14,379,104)	3,182,735
1503	MH Public Guardian	615,550	1,296,065	(1,327,758)	583,857
1504	MH Managed Care	(2,077,980)	9,938,378	(13,603,662)	(5,743,264)
1505	MH Stanislaus Recovery Center	628,461	3,447,034	(3,447,034)	628,461
1507	MH Prop 63	(96,279)	39,898,223	(39,898,223)	(96,279)
1631	CSA Program Services and Support	129,660	165,897,656	(165,897,656)	129,660
1632	CSA Public Economic Assistance	-	107,841,385	(107,841,385)	-
1633	CSA General Assistance	-	1,139,549	(1,139,549)	-
1636	CSA Integrated Childrens Services	-	-	-	-
1637	CSA County Children's Fund	197,899	169,516	(169,516)	197,899
1640	CSA Public Authority - Administration	-	659,114	(659,114)	-

Fund	Fund Type/Budget Unit	Beginning Fund Balance 7/1/2018	Recommended Final Budget Revenue	Recommended Final Budget Costs	Projected Fund Balance 6/30/2019
1641	CSA Public Authority - Benefits Administration	-	1,143,097	(1,143,097)	-
1642	CSA IHSS Provider Wages	-	110,684,933	(110,684,933)	-
1651	Library	10,608,705	11,727,608	(12,351,829)	9,984,484
1665	CEO Stanislaus Veterans Center	1,066,187	699,200	(799,200)	966,187
1670	CEO OES Homeland Security Grant	(18,789)	-	-	(18,789)
1677	CEO OES Homeland Security Grant 2011	-	-	-	-
1678	DA Impaired Driver Vertical Prosecution Program	-	-	-	-
1679	PROB Local Community Corrections	17,880,493	22,476,508	(24,382,235)	15,974,766
1680	CEO Honor Farm Barracks 1,2 Proceeds	-	-	-	-
1681	PL St CalHome 2010 Grant	24,890	-	-	24,890
1682	PL - State Grants	(560)	1,224,000	(1,224,000)	(560)
1683	PL HOME Grant	99,041	273,010	(273,009)	99,042
1684	PL Annual Work Plan-Hughson	-	137,000	(137,000)	-
1685	CEO OES Homeland Security Grant 2010	-	-	-	-
1686	DA Unserved/Underserved Victim Advocacy and Outreach Program	39,786	188,876	(188,876)	39,786
1687	CEO Stanislaus Family Justice Center	889	-	-	889
1688	PROB Corrections Performance Incentive Act	3,292,874	875,000	(1,588,724)	2,579,150
1689	PL St CalHome Grant Housing Rehabilitation	36,361	-	-	36,361
1690	CEO OES Homeland Security Grant 2009	-	-	-	-
1691	PL CDBG/NSP3	1,102,039	-	(201,000)	901,039
1692	PL CDBG-R (Recovery Act)	-	-	-	-
1693	PL CDBG-HPRP and Emergency Solutions (Homeless Prevention Program)	-	360,000	(360,000)	-
1694	PKS Regional Water Safety Training Center	53,828	40,232	(66,453)	27,607
1695	PL Con Plan-County-CDBG/NSP	3,536,066	-	(3,498,000)	38,066
1696	OES 2007 PSIC Grant Program	(20,599)	-	-	(20,599)
1697	CEO OES Homeland Security Grant 2008	11,693	-	-	11,693
1698	PROB Youthful Offender Block Grant (YOBG)	5,118,037	1,745,994	(3,001,833)	3,862,198
1702	PARKS-Off Highway Vehicle Fund	343,668	753,465	(843,926)	253,207
1703	SO Cal Id	689,405	469,290	(721,205)	437,490
1706	DA Elder Abuse Program	6,165	201,407	(201,407)	6,165
1707	DA Federal Asset Forfeiture	136	-	(2,731)	(2,595)
1710	DA BOC Victim Restitution	46	86,881	(86,881)	46
1711	DA Child Abduction	5,000	-	-	5,000
1712	DA Auto Fraud	-	207,887	(207,887)	-
1713	DA Workers' Comp Fraud	-	-	-	-
1714	DA Victim Witness	7,245	1,090,758	(1,090,758)	7,245
1715	SO Vehicle Theft	183,765	455,815	(556,734)	82,846
1716	DA Rural Crime Task Force	-	-	-	-
1717	PL State CDBG Program Income	-	-	-	-
1723	CLK Fixed Asset Acquisition	2,445,342	740,118	(2,437,798)	747,662
1725	CEO County Fire Service	2,608,445	1,788,014	(1,916,014)	2,480,445
1726	CEO Alcohol and Drug Analysis	264,677	30,000	(100,000)	194,677
1727	PARKS-Fish and Wildlife	43,996	1,000	(20,000)	24,996
1728	PARKS-Modesto Reservoir Patrol	65,102	23,000	(23,000)	65,102
1737	PROB Criminalistics Lab	146,622	-	-	146,622
1746	PL Dangerous Bldg Abatement fund	(24,381)	24,000	(48,000)	(48,381)
1755	CFFC Children and Families Commission	6,291,304	4,889,108	(6,388,193)	4,792,219
1759	AG Ag Comm Development Fees	878	-	-	878
1760	AS Animal Services Donations	-	-	-	-
1761	DA Arson Task Force	(17,573)	82,659	(82,659)	(17,573)
1764	PROB Juvenile Accountability Grant 2003	(32,939)	100,000	(100,000)	(32,939)
1765	PROB Ward Welfare fund	363,075	20,000	(80,000)	303,075
1766	COOP Farm and Home Advisors Research	44,826	-	(5,000)	39,826
1767	CEO 2003 Local Law Enforcement Block Grant	-	-	-	-
1768	SO Sheriff's Civil Process Fee	1,374,403	251,000	(438,697)	1,186,706
1769	SO Sheriff's Driver Training Program	79,424	167,640	(155,736)	91,328

Fund	Fund Type/Budget Unit	Beginning Fund Balance 7/1/2018	Recommended Final Budget Revenue	Recommended Final Budget Costs	Projected Fund Balance 6/30/2019
1771	DA Asset Forfeiture	58,335	-	(6,000)	52,335
1776	DA Real Estate Fraud Prosecution	-	260,229	(260,229)	-
1777	CEO Prop 69-DNA Identification	72,099	120,000	(190,000)	2,099
1780	SO Cal-MMET	145,208	730,125	(730,125)	145,208
1781	AC Tobacco Settlement Securitization	61,985,445	-	-	61,985,445
1782	PL State CalHome Grant Reuse	304,559	-	-	304,559
1783	PL Annual Work Plan-County	(52,759)	2,082,186	(2,082,187)	(52,760)
1784	PL Annual Work Plan-Oakdale	-	510,000	(510,000)	-
1785	PL Annual Work Plan-Patterson	-	168,000	(168,000)	-
1786	CLK Vital and Health Statistics	415,387	56,745	(184,284)	287,848
1787	CEO OES Grant Programs	-	-	-	-
1792	CEO OES Homeland Security Grant 2006	-	-	-	-
1793	PROB cpa 2004/2005	-	-	-	-
1797	CEO 2004 Local Law Enforcement Block Grant	-	-	-	-
1798	PROB JJCPA Programs	3,186,099	1,734,930	(2,646,407)	2,274,622
1799	CEO Justice Assistance Grants (JAG)	(54)	155,748	(155,748)	(54)
171A	GSA 12th Street Office Bldg	105	40,300	(40,300)	105
171B	GSA 12th St Condominium Resv (former Parking Garage)	66,000	-	-	66,000
176C	SO Court Security	282,575	5,416,030	(5,548,587)	150,018
177A	DA Enforce Consumer Protection Laws	-	-	-	-
178A	PL Annual Work Plan-Ceres	-	360,000	(360,000)	-
178B	PL Annual Work Plan-Newman	-	539,000	(539,000)	-
178C	PL Annual Work Plan-Waterford	-	170,000	(170,000)	-
178D	PL Salida Planning Efforts	441,220	-	-	441,220
179A	PL General Plan Maintenance Fees	1,396,730	180,500	(316,000)	1,261,230
179B	CEO OES Homeland Security Grant 2005	(13,972)	-	-	(13,972)
179C	AC 2006 Tobacco Securitization	32,873,856	-	-	32,873,856
179D	CEO OES Homeland Security Grant 2007	215	-	-	215
Total Special Revenue Funds		\$ 218,729,674	\$ 772,467,608	\$ (802,880,307)	\$ 188,316,975
Fund	Fund Type/Budget Unit	Beginning Fund Balance 7/1/2018	Recommended Final Budget Revenue	Recommended Final Budget Costs	Projected Fund Balance 6/30/2019
Capital Projects Funds					
2025	CEO Courthouse Construction	\$ 3,161,015	\$ 400,000	\$ (700,000)	\$ 2,861,015
2026	CEO Criminal Justice Facility	378,281	360,000	(31,000)	707,281
Total Capital Projects Funds		\$ 3,539,296	\$ 760,000	\$ (731,000)	\$ 3,568,296
Fund	Fund Type/Budget Unit	Beginning Fund Balance 7/1/2018	Recommended Final Budget Revenue	Recommended Final Budget Costs	Projected Fund Balance 6/30/2019
Enterprise Funds					
4001	PW Transit	\$ 20,504,369	\$ 8,672,130	\$ (16,779,850)	\$ 12,396,649
4021	ER Fink Road Landfill	22,405,559	8,585,000	(16,536,899)	14,453,660
4031	ER Geer Road Landfill	1,942,437	2,724,534	(2,809,534)	1,857,437
4051	HSA Clinic and Ancillary Services	11,229,078	43,873,989	(45,406,797)	9,696,270
4081	SO Inmate Welfare/Commissary	1,886,101	1,662,500	(2,508,279)	1,040,322
Total Enterprise Funds		\$ 57,967,544	\$ 65,518,153	\$ (84,041,359)	\$ 39,444,338
Fund	Fund Type/Budget Unit	Beginning Fund Balance 7/1/2018	Recommended Final Budget Revenue	Recommended Final Budget Costs	Projected Fund Balance 6/30/2019
Internal Service Funds					
5001	GSA Central Services	\$ (274,327)	\$ 1,508,800	\$ (1,590,300)	\$ (355,827)
5011	SBT Communications	528,159	998,658	(1,312,658)	214,159
5021	GSA Fleet Services	532,462	3,577,900	(3,682,900)	427,462
5022	GSA Fleet Services Vehicle Replacement	-	-	-	-
5031	SBT General (MIS)	(410,683)	7,333,270	(7,740,320)	(817,733)

Fund	Fund Type/Budget Unit	Beginning Fund Balance 7/1/2018	Recommended Final Budget Revenue	Recommended Final Budget Costs	Projected Fund Balance 6/30/2019
5038	HRMS Upgrade	55,766	-	-	55,766
5051	General Liability	1,258,559	5,520,608	(5,520,608)	1,258,559
5061	Professional Liability	495,193	227,100	(477,100)	245,193
5071	Unemployment Insurance	(31,115)	675,350	(618,057)	26,178
5081	Workers' Compensation Ins	2,080,647	5,223,568	(5,223,568)	2,080,647
5091	Medical Self-Insurance (Purchased Insurance)	2,982,549	64,680,734	(64,455,734)	3,207,549
5093	Other Employee Benefits	217,190	508,876	(639,328)	86,738
5101	Dental Insurance	849,118	4,362,869	(4,565,604)	646,383
5111	Vision Insurance	91,843	731,779	(761,779)	61,843
5121	PW Morgan Shop Garage	13,595,001	3,782,811	(4,675,299)	12,702,513
5141	CEO I-CJIS Project	1,150,615	775,500	(1,202,529)	723,586
5170	GSA Facility Maintenance	324,558	11,831,900	(12,152,000)	4,458
Total Internal Service Funds		\$ 23,445,535	\$ 111,739,723	\$ (114,617,784)	\$ 20,567,474
Total All Funds		\$ 507,837,597	\$ 1,290,308,485	\$ (1,358,846,103)	\$ 439,299,979

Fund Balance Report – 2019-2020 Spending Plan

Fund	Fund Type/Budget Unit	Projected Fund Balance 7/1/2019	Recommended Final Budget Revenue	Recommended Final Budget Costs	Projected Fund Balance 6/30/2020
Total General Fund		\$ 187,402,896	\$ 343,993,987	\$ (355,011,329)	\$ 176,385,554

Fund	Fund Type/Budget Unit	Projected Fund Balance 7/1/2019	Recommended Final Budget Revenue	Recommended Final Budget Costs	Projected Fund Balance 6/30/2020
Special Revenue Funds					
1001	ER Environmental Resources	\$ 3,949,110	\$ 7,831,459	\$ (10,523,668)	\$ 1,256,901
1002	ER Household Hazardous Waste	678,816	784,500	(982,196)	481,120
1003	ER Vehicle Registration	312,259	4,000	(68,000)	248,259
1004	ER Source Reduction and Recycling	1,669	923,600	(923,600)	1,669
1005	ER Disclosure Program	247,250	393,400	(462,550)	178,100
1008	ER Used Oil Recycling	90,568	87,550	(87,550)	90,568
1009	ER Environmental Enforcement	33,485	-	(5,300)	28,185
1010	ER Beverage Container Recycling	(5,172)	30,900	(30,900)	(5,172)
1012	ER Waste Tire Enforcement Grant	61,700	129,780	(129,780)	61,700
1014	ER Abandoned Vehicle	136,913	53,560	(64,251)	126,222
1016	ER-Code Enforcement Abatement	80,107	-	(20,000)	60,107
1051	AAA Area Agency on Aging	675,244	3,417,436	(3,891,984)	200,696
1071	Department of Child Support Services	(3,018,004)	15,352,950	(15,857,968)	(3,523,022)
1101	PW Road and Bridge	7,301,256	21,147,303	(21,238,890)	7,209,669
1102	PW Road Projects	(2,508,022)	63,174,579	(63,174,579)	(2,508,022)
1103	PW AB-2928 Supplemental Maintenance	11,507	-	-	11,507
1104	PW Kaiser Voluntary Funds (Road Infrastructure)	393,015	-	-	393,015
1151	PW Parklawn Sewer Project	-	-	-	-
1201	PW Administration	116,334	1,291,720	(1,291,720)	116,334
1202	PW Engineering	(325,067)	6,022,850	(6,037,690)	(339,907)
1203	PW County survey monument pres	428,538	87,550	(72,710)	443,378
1206	PL Building Permits Division	2,974,588	2,560,580	(2,827,640)	2,707,528
1317	AW Stan Work	7,045	8,591,236	(8,591,236)	7,045
1320	AW Subfund Clearing Pool	3,982,447	9,503,731	(9,653,731)	3,832,447
1401	HSA Administration	92,959	8,259,440	(8,259,440)	92,959
1402	HSA Public Health	12,605,556	28,518,751	(28,510,047)	12,614,260
1404	HSA Indigent Health Care	1,500,360	540,661	(248,985)	1,792,036
1405	HSA PH Tobacco Tax Education	1,422	-	-	1,422

Fund	Fund Type/Budget Unit	Projected Fund Balance 7/1/2019	Recommended Final Budget Revenue	Recommended Final Budget Costs	Projected Fund Balance 6/30/2020
1428	HSA PH Vital and Health Statistics	822,738	65,205	(20,700)	867,243
1429	HSA EMS - Discretionary	46,320	104,994	(107,513)	43,801
1431	HSA PH California Children Services Donation	2,005	-	-	2,005
1434	HSA IHCP EMS-Hospitals	241,995	219,933	(381,269)	80,659
1435	HSA IHCP EMS-Physicians	116,163	419,930	(430,710)	105,383
1436	HSA PH CDC Base Funding	974	-	-	974
1437	HSA PH CDC h1n1 Funding	-	-	-	-
1438	HSA PH HPP Base Funding	1,199	-	-	1,199
1501	Mental Health	13,328,398	53,449,452	(59,162,124)	7,615,726
1502	MH Alcohol and Drug	3,182,735	14,714,971	(14,844,437)	3,053,269
1503	MH Public Guardian	583,857	1,300,280	(1,367,082)	517,055
1504	MH Managed Care	(5,743,264)	10,049,765	(14,065,848)	(9,759,347)
1505	MH Stanislaus Recovery Center	628,461	3,530,363	(3,601,078)	557,746
1507	MH Prop 63	(96,279)	41,092,122	(41,092,122)	(96,279)
1631	CSA Program Services and Support	129,660	165,742,175	(165,897,656)	(25,821)
1632	CSA Public Economic Assistance	-	107,841,385	(107,841,385)	-
1633	CSA General Assistance	-	1,135,522	(1,135,522)	-
1636	CSA Integrated Childrens Services	-	-	-	-
1637	CSA County Children's Fund	197,899	176,491	(176,491)	197,899
1640	CSA Public Authority - Administration	-	659,114	(659,114)	-
1641	CSA Public Authority - Benefits Administration	-	1,115,742	(1,115,742)	-
1642	CSA IHSS Provider Wages	-	122,601,141	(122,601,141)	-
1651	Library	9,984,484	12,306,714	(12,865,622)	9,425,576
1665	CEO Stanislaus Veterans Center	966,187	704,937	(804,937)	866,187
1670	CEO OES Homeland Security Grant	(18,789)	-	-	(18,789)
1677	CEO OES Homeland Security Grant 2011	-	-	-	-
1678	DA Impaired Driver Vertical Prosecution Program	-	-	-	-
1679	PROB Local Community Corrections	15,974,766	23,741,752	(25,233,403)	14,483,115
1680	CEO Honor Farm Barracks 1,2 Proceeds	-	-	-	-
1681	PL St CalHome 2010 Grant	24,890	-	-	24,890
1682	PL - State Grants	(560)	644,000	(644,000)	(560)
1683	PL HOME Grant	99,042	237,910	(237,910)	99,042
1684	PL Annual Work Plan-Hughson	-	259,000	(259,000)	-
1685	CEO OES Homeland Security Grant 2010	-	-	-	-
1686	DA Unserved/Underserved Victim Advocacy and Outreach Program	39,786	84,521	(94,439)	29,868
1687	CEO Stanislaus Family Justice Center	889	-	-	889
1688	PROB Corrections Performance Incentive Act	2,579,150	901,250	(1,371,715)	2,108,685
1689	PL St CalHome Grant Housing Rehabilitation	36,361	-	-	36,361
1690	CEO OES Homeland Security Grant 2009	-	-	-	-
1691	PL CDBG/NSP3	901,039	-	(40,000)	861,039
1692	PL CDBG-R (Recovery Act)	-	-	-	-
1693	PL CDBG-HPRP and Emergency Solutions (Homeless Prevention Program)	-	410,000	(410,000)	-
1694	PKS Regional Water Safety Training Center	27,607	-	(68,780)	(41,173)
1695	PL Con Plan-County-CDBG/NSP	38,066	-	(158,000)	(119,934)
1696	OES 2007 PSIC Grant Program	(20,599)	-	-	(20,599)
1697	CEO OES Homeland Security Grant 2008	11,693	-	-	11,693
1698	PROB Youthful Offender Block Grant (YOBG)	3,862,198	1,798,374	(3,153,076)	2,507,496
1702	PARKS-Off Highway Vehicle Fund	253,207	-	-	253,207
1703	SO Cal Id	437,490	483,369	(280,470)	640,389
1706	DA Elder Abuse Program	6,165	96,425	(100,722)	1,868
1707	DA Federal Asset Forfeiture	(2,595)	-	-	(2,595)
1710	DA BOC Victim Restitution	46	-	-	46
1711	DA Child Abduction	5,000	-	-	5,000
1712	DA Auto Fraud	-	-	-	-
1713	DA Workers' Comp Fraud	-	-	-	-
1714	DA Victim Witness	7,245	354,817	(354,817)	7,245

Fund	Fund Type/Budget Unit	Projected Fund Balance 7/1/2019	Recommended Final Budget Revenue	Recommended Final Budget Costs	Projected Fund Balance 6/30/2020
1715	SO Vehicle Theft	82,846	469,489	(527,306)	25,029
1716	DA Rural Crime Task Force	-	-	-	-
1717	PL State CDBG Program Income	-	-	-	-
1723	CLK Fixed Asset Acquisition	747,662	762,322	(2,515,488)	(1,005,504)
1725	CEO County Fire Service	2,480,445	1,835,265	(2,014,733)	2,300,977
1726	CEO Alcohol and Drug Analysis	194,677	30,000	(100,000)	124,677
1727	PARKS-Fish and Wildlife	24,996	1,000	(20,000)	5,996
1728	PARKS-Modesto Reservoir Patrol	65,102	23,000	(23,000)	65,102
1737	PROB Criminalistics Lab	146,622	-	-	146,622
1746	PL Dangerous Bldg Abatement fund	(48,381)	24,000	(48,000)	(72,381)
1755	CFFC Children and Families Commission	4,792,219	4,890,874	(6,417,345)	3,265,748
1759	AG Ag Comm Development Fees	878	-	-	878
1760	AS Animal Services Donations	-	-	-	-
1761	DA Arson Task Force	(17,573)	82,659	(82,659)	(17,573)
1764	PROB Juvenile Accountability Grant 2003	(32,939)	-	-	(32,939)
1765	PROB Ward Welfare fund	303,075	20,600	(82,800)	240,875
1766	COOP Farm and Home Advisors Research	39,826	-	(5,175)	34,651
1767	CEO 2003 Local Law Enforcement Block Grant	-	-	-	-
1768	SO Sheriff's Civil Process Fee	1,186,706	258,530	(339,497)	1,105,739
1769	SO Sheriff's Driver Training Program	91,328	172,669	(161,190)	102,807
1771	DA Asset Forfeiture	52,335	-	(6,000)	46,335
1776	DA Real Estate Fraud Prosecution	-	195,700	(266,927)	(71,227)
1777	CEO Prop 69-DNA Identification	2,099	120,000	(120,000)	2,099
1780	SO Cal-MMET	145,208	752,030	(752,282)	144,956
1781	AC Tobacco Settlement Securitization	61,985,445	-	-	61,985,445
1782	PL State CalHome Grant Reuse	304,559	-	-	304,559
1783	PL Annual Work Plan-County	(52,760)	2,330,186	(2,330,186)	(52,760)
1784	PL Annual Work Plan-Oakdale	-	168,000	(168,000)	-
1785	PL Annual Work Plan-Patterson	-	306,000	(306,000)	-
1786	CLK Vital and Health Statistics	287,848	58,447	(30,000)	316,295
1787	CEO OES Grant Programs	-	-	-	-
1792	CEO OES Homeland Security Grant 2006	-	-	-	-
1793	PROB cpa 2004/2005	-	-	-	-
1797	CEO 2004 Local Law Enforcement Block Grant	-	-	-	-
1798	PROB JJCPA Programs	2,274,622	1,786,978	(2,519,719)	1,541,881
1799	CEO Justice Assistance Grants (JAG)	(54)	-	-	(54)
171A	GSA 12th Street Office Bldg	105	41,700	(41,700)	105
171B	GSA 12th St Condominium Resv (former Parking Garage)	66,000	-	-	66,000
176C	SO Court Security	150,018	5,579,008	(5,579,010)	150,016
177A	DA Enforce Consumer Protection Laws	-	-	-	-
178A	PL Annual Work Plan-Ceres	-	260,000	(260,000)	-
178B	PL Annual Work Plan-Newman	-	190,000	(190,000)	-
178C	PL Annual Work Plan-Waterford	-	297,000	(297,000)	-
178D	PL Salida Planning Efforts	441,220	-	-	441,220
179A	PL General Plan Maintenance Fees	1,261,230	185,915	(327,060)	1,120,085
179B	CEO OES Homeland Security Grant 2005	(13,972)	-	-	(13,972)
179C	AC 2006 Tobacco Securitization	32,873,856	-	-	32,873,856
179D	CEO OES Homeland Security Grant 2007	215	-	-	215
Total Special Revenue Funds		\$ 188,316,975	\$ 765,790,562	\$ (789,062,317)	\$ 165,045,220
Fund	Fund Type/Budget Unit	Projected Fund Balance 7/1/2019	Recommended Final Budget Revenue	Recommended Final Budget Costs	Projected Fund Balance 6/30/2020
Capital Projects Funds					
2025	CEO Courthouse Construction	\$ 2,861,015	\$ 400,000	\$ (700,000)	\$ 2,561,015
2026	CEO Criminal Justice Facility	707,281	360,000	(31,000)	1,036,281
Total Capital Projects Funds		\$ 3,568,296	\$ 760,000	\$ (731,000)	\$ 3,597,296

Fund	Fund Type/Budget Unit	Projected Fund Balance 7/1/2019	Recommended Final Budget Revenue	Recommended Final Budget Costs	Projected Fund Balance 6/30/2020
Enterprise Funds					
4001	PW Transit	\$ 12,396,649	\$ 8,870,500	\$ (14,573,920)	\$ 6,693,229
4021	ER Fink Road Landfill	14,453,660	8,600,000	(17,616,319)	5,437,341
4031	ER Geer Road Landfill	1,857,437	4,701,971	(4,789,947)	1,769,461
4051	HSA Clinic and Ancillary Services	9,696,270	45,091,907	(47,137,250)	7,650,927
4081	SO Inmate Welfare/Commissary	1,040,322	1,703,375	(2,223,511)	520,186
Total Enterprise Funds		\$ 39,444,338	\$ 68,967,753	\$ (86,340,947)	\$ 22,071,144
Fund	Fund Type/Budget Unit	Projected Fund Balance 7/1/2019	Recommended Final Budget Revenue	Recommended Final Budget Costs	Projected Fund Balance 6/30/2020
Internal Service Funds					
5001	GSA Central Services	\$ (355,827)	\$ 1,563,300	\$ (1,563,300)	\$ (355,827)
5011	SBT Communications	214,159	1,351,531	(1,351,531)	214,159
5021	GSA Fleet Services	427,462	3,698,200	(3,680,400)	445,262
5022	GSA Fleet Services Vehicle Replacement	-	-	-	-
5031	SBT General (MIS)	(817,733)	7,979,929	(7,979,929)	(817,733)
5038	HRMS Upgrade	55,766	-	-	55,766
5051	General Liability	1,258,559	5,686,226	(5,713,829)	1,230,956
5061	Professional Liability	245,193	233,913	(493,798)	(14,692)
5071	Unemployment Insurance	26,178	695,611	(639,689)	82,100
5081	Workers' Compensation Ins	2,080,647	5,380,275	(5,406,393)	2,054,529
5091	Medical Self-Insurance (Purchased Insurance)	3,207,549	66,621,156	(66,711,685)	3,117,020
5093	Other Employee Benefits	86,738	524,142	(661,704)	(50,824)
5101	Dental Insurance	646,383	4,493,755	(4,725,400)	414,738
5111	Vision Insurance	61,843	753,732	(788,442)	27,133
5121	PW Morgan Shop Garage	12,702,513	3,866,643	(4,647,409)	11,921,747
5141	CEO I-CJIS Project	723,586	775,500	(1,243,392)	255,694
5170	GSA Facility Maintenance	4,458	12,449,100	(12,594,100)	(140,542)
Total Internal Service Funds		\$ 20,567,474	\$ 116,073,013	\$ (118,201,001)	\$ 18,439,486
Total All Funds		\$ 439,299,979	\$ 1,295,585,315	\$ (1,349,346,594)	\$ 385,538,700

The Fund Balance Report depicts the fund balance/retained earnings position of the County's General, Special Revenue, Capital Projects, Enterprise, and Internal Service funds. Variations in the amounts listed in individual department tables are due to post-closing adjustments that occurred after August 1, 2018. Final Fiscal Year 2017-2018 fund balance amounts will be recorded in the County's Comprehensive Annual Financial Report (CAFR) produced by the Auditor-Controller's Office at the end of Calendar Year 2018.

Ideally, each of the funds listed above would reflect a positive position after accounting for recommended budget requests. Negative balances can be divided into a few general categories. Several of the funds in a negative fund balance position can be covered through fund transfers from other departmental funds. Examples include the Mental Health fund (1501) providing the resources for the Mental Health Managed Care fund

(1504) and Public Works Road and Bridge fund (1101) providing the necessary resources for the Public Works Road Projects fund (1102).

Some of the funds show negative balances due to the timing of reimbursement revenue. Prime examples are the Planning and Community Development grants that have incurred costs in the prior fiscal year but have yet to receive reimbursement from the Federal or State agency that provides the funding. These grant sources provide reimbursement outside the six-month period for which an accounts receivable could be established. Also included in this category are the District Attorney funds and the Health Services Agency Indigent Health Care fund.

Additional explanation on fund balance can be found in each non-General Fund department section under Revenue and Funding Sources where the use of fund balance is projected.

General Fund – Classification of Fund Balance

The Government Accounting Standards Board (GASB) Statement 54 establishes five categories for the classification of fund balance: Nonspendable, Restricted, Committed, Assigned, and Unassigned. Although only the General Fund is addressed in this section, Statement 54 applies to the Special Revenue and Capital Projects funds as well. The amounts in the 2018-2019 Recommended Final Budget Classification of Fund Balance schedule show the beginning balances in the General Fund as of July 1, 2018, along with budget adjustment strategies, budgeted use of fund balance, and the projected ending balances for each category.

Nonspendable Fund Balance

Nonspendable fund balance includes amounts that are not in a spendable form or are legally or contractually required to be maintained intact (such as the long-term amount of notes receivable or prepaid amounts). The July 1, 2018, balance for this category is \$12.9 million and includes balances for Economic Development Bank advances, Teeter receivable, and prepaid items. No changes are anticipated for the Nonspendable category in Fiscal Year 2018-2019 and the June 30, 2019, balance is estimated at \$12.9 million.

Restricted Fund Balance

Restricted fund balance includes amounts that can be spent only for the specific purposes stipulated by constitution, external parties (such as creditors, grant providers, or contributors), or through enabling legislation. The only Restricted account at this time is for Tax Loss Reserve, for which the beginning fund balance is \$4.9 million. The Restricted fund balance is anticipated to remain the same throughout Fiscal Year 2018-2019.

Committed Fund Balance

Committed fund balance includes amounts that can be used only for the specific purposes determined by a formal action of the government's highest level of decision-making authority (the Board of Supervisors). Commitments may be changed or lifted only by the government taking the same formal action that imposed the constraint originally. The total Committed fund balance as of July 1, 2018, is \$14.7 million and includes a commitment for capital acquisition that is no longer needed. An adjustment strategy included in the 2018-2019 Recommended Final Budget is a recommendation to the Board of Supervisors to release \$13.3 million previously committed to capital acquisition and use those funds to support a new assignment for Community Impact

– Jobs/Crows Landing Industrial Business Park. If approved, the projected fund balance for Committed funds at year-end is estimated at \$1.4 million.

Assigned Fund Balance

Assigned fund balance is comprised of amounts intended to be used by the government for specific purposes that are neither restricted nor committed. Intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority; the Board of Supervisors has delegated this authority to the Chief Executive Office. Assigned fund balance can be used to assist in balancing the subsequent year's budget.

Amounts reflected in the July 1, 2018, Assigned fund balance of \$162.1 million includes \$15.6 million for the General Fund Contingency Reserve Policy, \$8.8 million for future years' retirement obligations, \$22 million for the Teeter Plan, \$3.8 in funds available carryover appropriations, \$5.8 million in encumbrances, \$13.4 for budget balancing, \$4 million for future cash-out obligations, \$11.8 million for the Debt Service Reserve Policy, a negative \$936,658 in fair value adjustments related to investments, \$2.5 million for housing and community development using funds secured by Assemblyman Adam Gray, \$23 million in Revenue Stabilization, and \$52.3 million in total Other Assignments. Other Assignments represent strategic savings for planned enterprise initiatives and/or exposures and include: debt payoff, deferred maintenance, technology upgrades, etc.

Several adjustment strategies have been included in the 2018-2019 Recommended Final Budget to better align funding with current County-wide needs and to comply with County policies. With the close of Fiscal Year 2017-2018, updated information regarding Discretionary Revenue receipts indicate that an additional \$1.1 million need to be assigned to Contingency Reserve to comply with the Contingency Reserve Policy. Alternately, less debt means that a lower Debt Service Reserve is required to meet policy guidelines; an adjustment reducing this assignment by \$11.2 million would leave the requisite \$600,000 to cover at least one year of debt payments.

An additional \$13.7 million in assigned funds will be reassigned to new assignments provide for critical projects. One assignment for \$20 million will address jobs and the development of the Crows Landing Industrial park, another for \$10 million will support housing, an

assignment for \$2 million will go towards library projects in Turlock and Empire, and \$5.2 million will be set aside for future budget balancing needs. The combined actions of uncommitting and reassigning provides a net neutral affect to the overall fund balance.

Budgeted use of Assigned fund balance totals \$14.9 million and includes \$1 million for deferred maintenance and \$500,000 for Americans with Disabilities Act (ADA) improvements in Other Assignments. An additional \$13.4 million will go towards balancing the budget. Total Assigned fund balance is projected to be \$160.5 million on June 30, 2019.

Unassigned Fund Balance

Unassigned fund balance is the classification for the General Fund which includes all amounts not contained in the other classifications. Unassigned fund balance is technically available for any purpose.

The total Unassigned balance as of July 1, 2018, is \$9.5 million. Due to the adjustment to increase Discretionary Revenue and a reduced reliance on fund balance, \$1 million will be returned to the General Fund. A total of \$2.9 million will be drawn from the Economic Development Bank to fund projects at the Crows Landing Industrial Park. These strategies combine for a total use of Unassigned fund balance of \$1.9 million. The projected Unassigned Fund Balance on June 30, 2019 is estimated to be \$4.6 million for the General Fund (0100), \$332,250 for the Economic Development Bank (0105), and \$2.7 million for the Community Development Bank (0107) for a total of \$7.6 million.

In summary, planned adjustment strategies and budgeted use of fund balance for the General Fund total \$16.8 million. After factoring in these changes, fund balance is estimated to be \$187.4 million on June 30, 2019.

Classification of Fund Balance

General Fund	Fund Balance 7/1/2018	Adjustment Strategies	Budgeted Use of Fund Balance	Projected Fund Balance 6/30/2019
<u>Fund Balance - Nonspendable</u>				
Imprest Cash	\$ 85,655			\$ 85,655
Advances to Other Funds	100,000			100,000
Advances to Other Governments (0100)	71,000			71,000
Advances to Other Governments (0105)	1,256,093			1,256,093
Advances to Other Governments (0107)	20,000			20,000
Teeter Receivable	11,241,313			11,241,313
Prepaid Items	175,301			175,301
Encumbrances (0100)	-			-
Total Nonspendable	\$ 12,949,362	\$ -	\$ -	\$ 12,949,362
<u>Fund Balance - Restricted</u>				
Fund 106 - Tax Loss Reserve	\$ 4,934,185			\$ 4,934,185
Total Restricted	\$ 4,934,185	\$ -	\$ -	\$ 4,934,185
<u>Fund Balance - Committed</u>				
Total Committed - Other	\$ 1,435,527			\$ 1,435,527
Total Committed - Capital Acquisition	13,260,295	(13,260,295)		-
Total Committed	\$ 14,695,822	\$ (13,260,295)	\$ -	\$ 1,435,527
<u>Fund Balance - Assigned</u>				
Contingency (General Fund Reserve Policy)	\$ 15,588,440	\$ 1,086,560		\$ 16,675,000
Retirement Obligation	8,800,000			8,800,000
Teeter Plan	21,961,559			21,961,559
Carryover Appropriations (0100) - Funds Available	3,727,374			3,727,374
Carryover Appropriations (0107)	121,806			121,806
Encumbrances (0100)	5,817,074			5,817,074
Encumbrances (0105)	45,024			45,024
Assigned - Budget Balancing	13,379,322		(13,379,322)	-
Assigned - Cash-out Obligations	4,000,000			4,000,000
Assigned - Community Impact - Housing	-	10,000,000		10,000,000
Assigned - Community Impact - Jobs/Crows Landing IP	-	20,000,000		20,000,000
Assigned - Debt Service Reserve	11,848,927	(11,248,927)		600,000
Assigned - Fair Value Adjustment (0100)	(916,155)			(916,155)
Assigned - Fair Value Adjustment (0105)	(10,888)			(10,888)
Assigned - Fair Value Adjustment (0107)	(9,615)			(9,615)
Assigned - Future Budget Balancing	-	5,190,116		5,190,116
Assigned - Housing and Community Development (Gray)	2,500,000			2,500,000
Assigned - Library Projects (Turlock and Empire)	-	2,000,000		2,000,000
Assigned - Revenue Stabilization	23,000,000			23,000,000
Total Assigned Other	52,265,869	(13,767,454)	(1,500,000)	36,998,415
Total Assigned	\$ 162,118,737	\$ 13,260,295	\$ (14,879,322)	\$ 160,499,710
<u>Fund Balance - Unassigned</u>				
General Fund (0100)	\$ 3,577,031		\$ 1,006,670	\$ 4,583,701
Economic Development Bank (0105)	3,212,250		(2,880,000)	332,250
Community Development Bank (0107)	2,668,161			2,668,161
Total Unassigned	\$ 9,457,442	\$ -	\$ (1,873,330)	\$ 7,584,112
Total Fund Balance	\$ 204,155,548	\$ -	\$ (16,752,652)	\$ 187,402,896

Discretionary Revenue

Account Description	Actuals as of 6/30/2017	Actuals as of 6/30/2018	Proposed Budget Fiscal Year 2018-2019	Recommended Final Budget Fiscal Year 2018-2019
<u>Taxes</u>				
10000 Property Taxes - Current Secured	\$ 50,621,858	\$ 53,092,657	\$ 55,105,000	\$ 56,375,000
10005 Property Taxes - Unitary	1,309,107	1,383,353	1,320,000	1,320,000
10007 Property Taxes - SRAF Loan	-	-	-	-
10210 RDA Pass-Through Increment	3,611,289	3,982,882	3,700,000	3,700,000
10400 Property Taxes - Current Unsecured	2,779,505	2,823,007	2,840,000	2,840,000
11000 Property Taxes - Prior Unsecured	74,086	56,434	55,000	55,000
11400 Property Taxes - Supplemental	476,489	621,541	750,000	750,000
11600 Supplemental Property Taxes - Prior Year	653,239	489,248	-	-
11800 Sales and Use Taxes	25,811,344	26,265,000	25,400,000	25,675,000
12600 Other Taxes	1,325,708	1,938,417	1,000,000	1,000,000
12630 Other Taxes - Occupancy Tax	1,159,704	1,210,377	1,200,000	1,200,000
12646 Unclaimed Property Tax Refunds	119,299	186,163	-	-
12650 Other Taxes - Property Transfer	2,045,155	2,313,879	2,300,000	2,300,000
12680 Other Taxes - Aircraft Tax	190,824	174,366	190,000	190,000
12700 In-Lieu of Sales and Use Tax Revenue	-	-	-	-
12710 Property Tax In-Lieu of Vehicle License Fee	57,074,275	60,329,027	62,109,000	64,057,000
12800 Tax Deeded Land Sale Appropriations	383,484	-	-	-
Total Taxes	\$ 147,635,366	\$ 154,866,351	\$ 155,969,000	\$ 159,462,000
<u>Licenses, Permits, and Franchises</u>				
14000 Franchises	\$ 1,106,618	\$ 1,166,401	\$ 1,100,000	\$ 1,100,000
Total Licenses, Permits, and Franchises	\$ 1,106,618	\$ 1,166,401	\$ 1,100,000	\$ 1,100,000
<u>Fines, Forfeitures, and Penalties</u>				
16500 Fines, Forfeitures, and Penalties	\$ 3,288,822	\$ 3,158,261	\$ 2,500,000	\$ 1,500,000
Total Fines, Forfeitures, and Penalties	\$ 3,288,822	\$ 3,158,261	\$ 2,500,000	\$ 1,500,000
<u>Revenue From Use of Money</u>				
17000 Interest	\$ 3,156,231	\$ 4,167,570	\$ 4,050,000	\$ 4,050,000
18000 Rents and Concessions	204,623	204,624	200,000	200,000
18060 County Center III - SCOE	6,001	2	-	-
Total Revenue From Use of Money	\$ 3,366,855	\$ 4,372,196	\$ 4,250,000	\$ 4,250,000
<u>Intergovernmental Revenues</u>				
20390 State Motor VLF/In-Lieu Tax Realignment	\$ 202,003	\$ 240,787	\$ 175,000	\$ 175,000
25000 State-Other	-	-	-	2,000,000
21460 State-Aid Realignment	922,000	922,000	922,000	922,000
24400 State-Homeowners' Property Tax Relief	616,048	621,453	610,000	610,000
24800 State-Public Safety (Prop 172)	41,367,179	43,800,000	43,800,000	46,000,000
25850 State-Other-Mandated Costs	635,364	626,179	500,000	500,000
28600 Federal-FHA In-Lieu Tax Apportionment	24,368	24,601	-	-
28800 Federal-Other	12	11	-	-
28810 Federal-Other-Entitlement Lands	200	98,459	-	-
29600 Federal-Other-Refuge Revenue Sharing	1,040	1,060	-	-
29715 Other Governmental Agencies	-	116,118	-	-
Total Intergovernmental Revenues	\$ 43,768,214	\$ 46,450,668	\$ 46,007,000	\$ 50,207,000

Account Description	Actuals as of 6/30/2017	Actuals as of 6/30/2018	Proposed Budget Fiscal Year 2018-2019	Recommended Final Budget Fiscal Year 2018-2019
Charges for Services				
30200 Special Assessments	\$ 1,551,646	\$ 1,680,473	\$ 1,600,000	\$ 1,600,000
36990 SB813 Administration Costs	602,600	633,435	440,000	440,000
37250 Outside Agencies	(15,300)	6,104	26,000	26,000
38021 Government Fund Rev A-87 Carry Forward	(88,236)	475,399	285,000	285,000
39901 Funds>13 Rev A-87 Carry Forward	(76,368)	18,756	100,000	100,000
Total Charges for Services	\$ 1,974,342	\$ 2,814,167	\$ 2,451,000	\$ 2,451,000
Miscellaneous Revenue				
40400 Miscellaneous Revenue	\$ 4,671	\$ 5,261	\$ -	\$ -
40410 Unclaimed Monies	57,833	101,206	-	-
40560 Cancelled Warrants	1,056	41,504	-	-
41450 Prior Period Revenue	-	348,415	-	-
Total Miscellaneous Revenue	\$ 63,560	\$ 496,386	\$ -	\$ -
Other Financing Sources				
46600 Operating Transfers In	\$ 327,124	\$ 2,700,569	\$ 330,000	\$ 330,000
46606 Transfer-2006 Tobacco Repay for AB 900 Jail	522,896	5,099,446	500,000	500,000
46607 Transfer-2006 Tobacco Repay for Coroner's Facility	-	-	-	-
46612 Transfer-2002 Endowment Drawdown	1,846,977	2,611,085	2,600,000	2,158,912
46613 Transfer-2006 Endowment Drawdown	756,850	855,546	860,000	1,109,720
46000 Sale of Fixed Assets	-	-	-	-
Total Other Financing Sources	\$ 3,453,847	\$ 11,266,646	\$ 4,290,000	\$ 4,098,632
85850 Other Operating Transfers Out	\$ -	\$ -	\$ -	\$ -
87981 Intrafund A-87 Carry Forward	53,940	1,357	-	-
Total Discretionary Revenue	\$ 204,711,564	\$ 224,592,433	\$ 216,567,000	\$ 223,068,632
17610 Increase (Decrease)-Fair Value Investments	(1,369,710)	(627,083)	-	-
Total Adjusted Discretionary Revenue	\$ 203,341,854	\$ 223,965,350	\$ 216,567,000	\$ 223,068,632

Revenue available to fund programs at the Board of Supervisors' discretion is referred to as Discretionary Revenue. Most of the Discretionary Revenue included the 2018-2019 Recommended Final Budget supports funding for public safety and criminal justice services for the Sheriff, Probation, District Attorney, and Public Defender's departments, as well as government-related services provided by the Chief Executive Office, Assessor, Auditor-Controller, Treasurer-Tax Collector, and the General Services Agency, among others. Health and human services departments use Discretionary Revenue as matching funds to support maintenance of effort (MOE) requirements for Federal and State supported programs. Since most of the Board of Supervisors' discretion is directly linked to this revenue type, considerable attention is given to key discretionary revenue sources.

The 2018-2019 Recommended Final Budget includes estimated Discretionary Revenue of \$223,068,632, which

is 8.4% or \$17.2 million above that estimated in the 2017-2018 Adopted Final Budget and \$6.5 million or 3% more than the 2018-2019 Adopted Proposed Budget estimate. Fiscal Year 2018-2019 projections represent a 0.4% decrease from the total Discretionary Revenue received in Fiscal Year 2017-2018, which included one-time revenue of approximately \$7.5 million for the repayment of AB 900 Jail and Coroners Facility internal debt. Adjusting for this one-time revenue pushes current year estimates over prior year actual revenue received by 3%, or \$6.1 million.

The increase in Discretionary Revenue projected for Fiscal Year 2018-2019 is primarily attributed to the rise in projected property tax revenue, which is increasing by \$3.2 million consistent with the growth in the Assessment Roll of 6.18% for the unincorporated areas of Stanislaus County. The 2018-2019 Adopted Proposed Budget for property taxes was originally estimated using a preliminary 3% increase in the Assessment Roll.

In addition to adjustments for property tax revenue, the 2018-2019 Recommended Final Budget includes adjustments based on updated estimates and known revenue amounts. Public Safety Sales Tax (Proposition 172) revenue is projected to increase by 5% and Sales and Use Tax by 1.1%. One-time State revenue in the amount of \$2 million is designated as pass-through funding for a local non-profit. These increases are offset slightly by a reduction of \$1 million in Fines, Forfeitures, and Penalties based on Fiscal Year 2017-2018 pre-close revenue receipts

and a decrease in Other Financing Sources of \$191,368 to reflect annual tobacco endowment interest revenue received in July 2018.

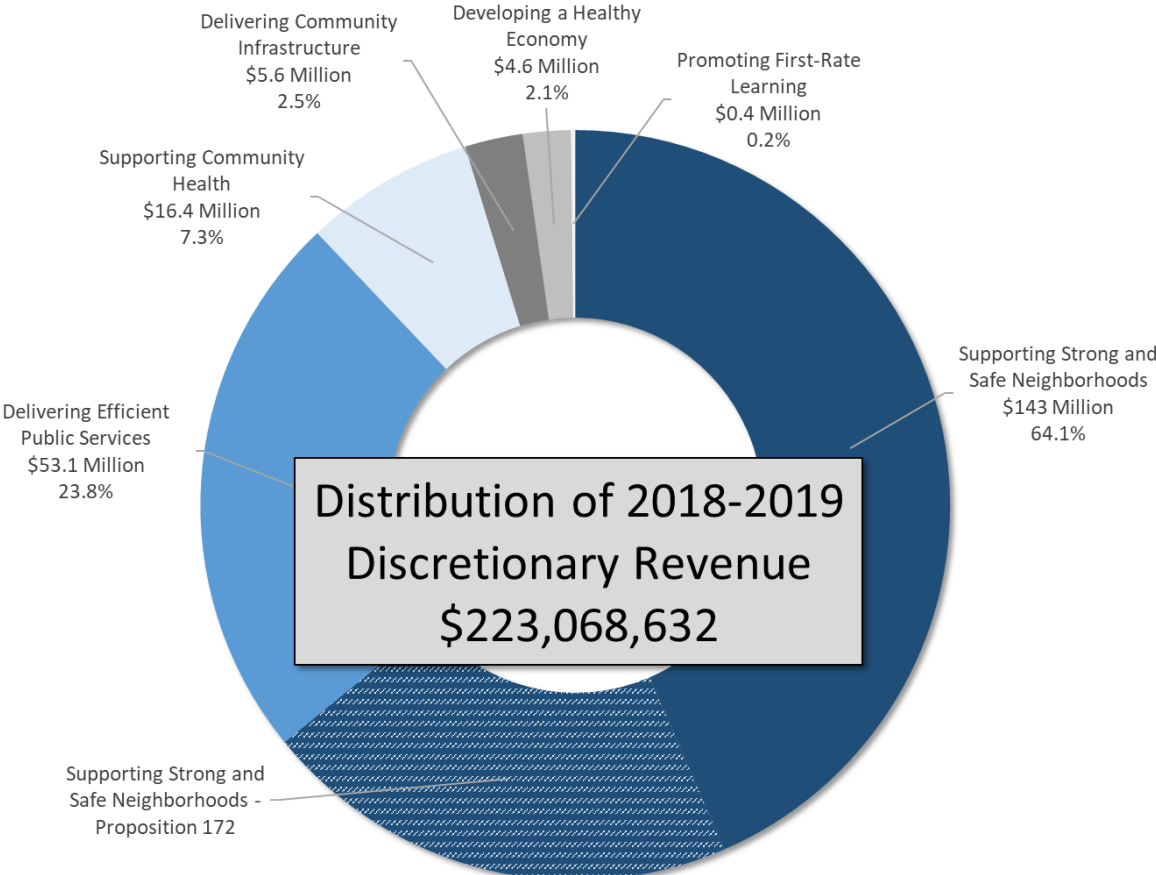
Discretionary Revenue is conservatively budgeted and closely monitored throughout the fiscal year, with ongoing analysis performed as revenue is received. Any necessary adjustments to the Discretionary Revenue budget will be included in subsequent reports to the Board to reflect the most up-to-date information.

Distribution of Discretionary Revenue

The following chart summarizes the distribution of Discretionary Revenue for the 2018-2019 Recommended Final Budget, displayed by Board of Supervisors' priority area. As indicated in the chart, the departments within the priority *Supporting Strong and Safe Neighborhoods* are the largest recipients of this revenue source, benefiting from 64.1% of the available \$223.1 million in Discretionary Revenue funds. Proposition 172 funding is expressly used to support public safety programs and activities and is estimated at \$46 million in the 2018-2019 Recommended Final Budget, accounting for nearly 32.2%

of the discretionary revenue funding provided to support this critical priority area.

Departments within the priority *Delivering Efficient Public Services* are allocated \$53.1 million, or 23.8%, of available funding, while departments within the *Supporting Community Health* priority area will receive \$16.4 million, utilizing up to 7.3% of anticipated receipts. *Delivering Community Infrastructure* will receive \$5.6 million, *Developing a Healthy Economy* will receive \$4.6 million, and *Promoting First-Rate Learning* will receive \$420,976.



Sources of Discretionary Revenue

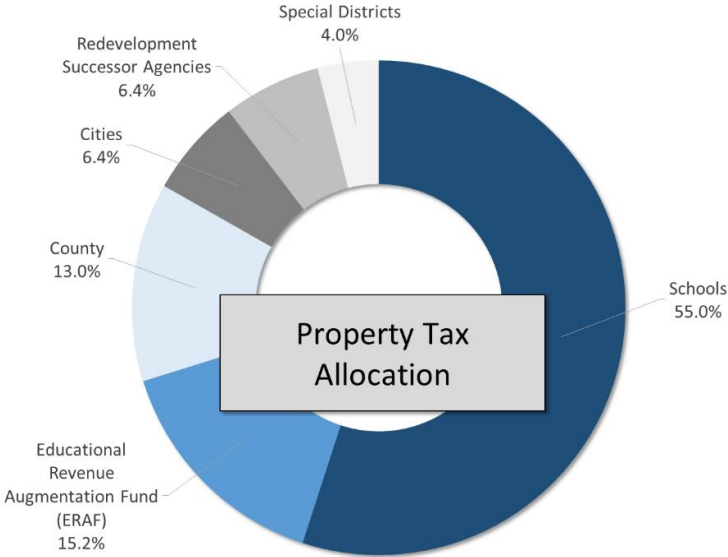
Discretionary Revenue Overview

Over 90% of all Discretionary Revenue consists of property and sales tax sources. The largest dollar volume comes from current secured property taxes, property taxes received in-lieu of Vehicle License Fees, Public Safety Sales Tax (Proposition 172), and the 1% local sales and use tax. A number of these categories are monitored on a regular basis with consideration given to, among other factors, historical inflow trends and local and regional economic conditions. A brief summary of the major Discretionary Revenue categories is provided below.

Secured Property Taxes and Property Taxes In-Lieu of Vehicle License Fees

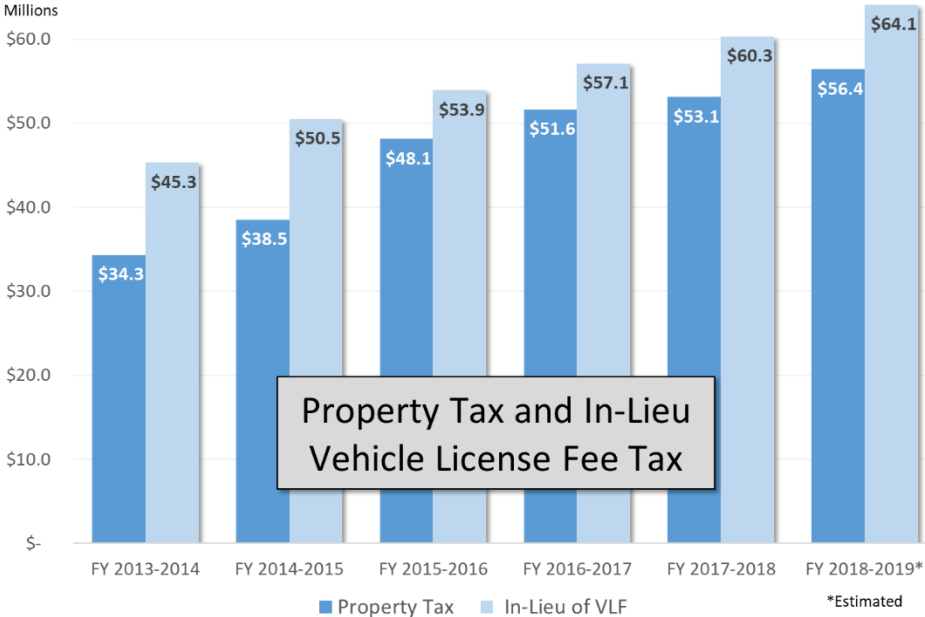
The total projection for current secured property taxes is \$56.4 million for Fiscal Year 2018-2019, which represents an increase of approximately 6.2% above the actual revenue received in Fiscal Year 2017-2018, consistent with the Assessor’s announcement on the valuation of the Assessment Roll. This will represent the sixth year of solid growth after five years of decline from Fiscal Years 2007-2008 through 2012-2013.

The County receives a portion of the annual property tax revenues that are collected by the Tax Collector. This portion varies among tax code areas, depending on the percentage that is allocated for each area between the County, cities, special districts, redevelopment agencies,



and schools. Historically, the County’s portion has fallen in the range of 10% to 12% of the taxes collected. After the elimination of Negative Bailout, the County’s portion has increased to approximately 13%. However, this remains among the lowest of the county allocations in the State. The chart above identifies the property tax allocations to all recipients and identifies the County’s base property tax percentage share along with that of the schools, cities, and other agencies and districts.

During the 2004-2005 Fiscal Year, a major shift in local government funding occurred as the revenue received from Vehicle License Fees (VLF) was exchanged by the State of California for an equivalent amount of property taxes. This swapped revenue, shown as Property Tax In-Lieu of VLF on the Discretionary Revenue schedule, increased the County’s reliance on property tax revenue. Today, this revenue represents the largest portion of total Discretionary Revenue. In Fiscal Year 2018-2019, it is projected to be \$64.1 million or approximately 28.7% of total Discretionary Revenue.



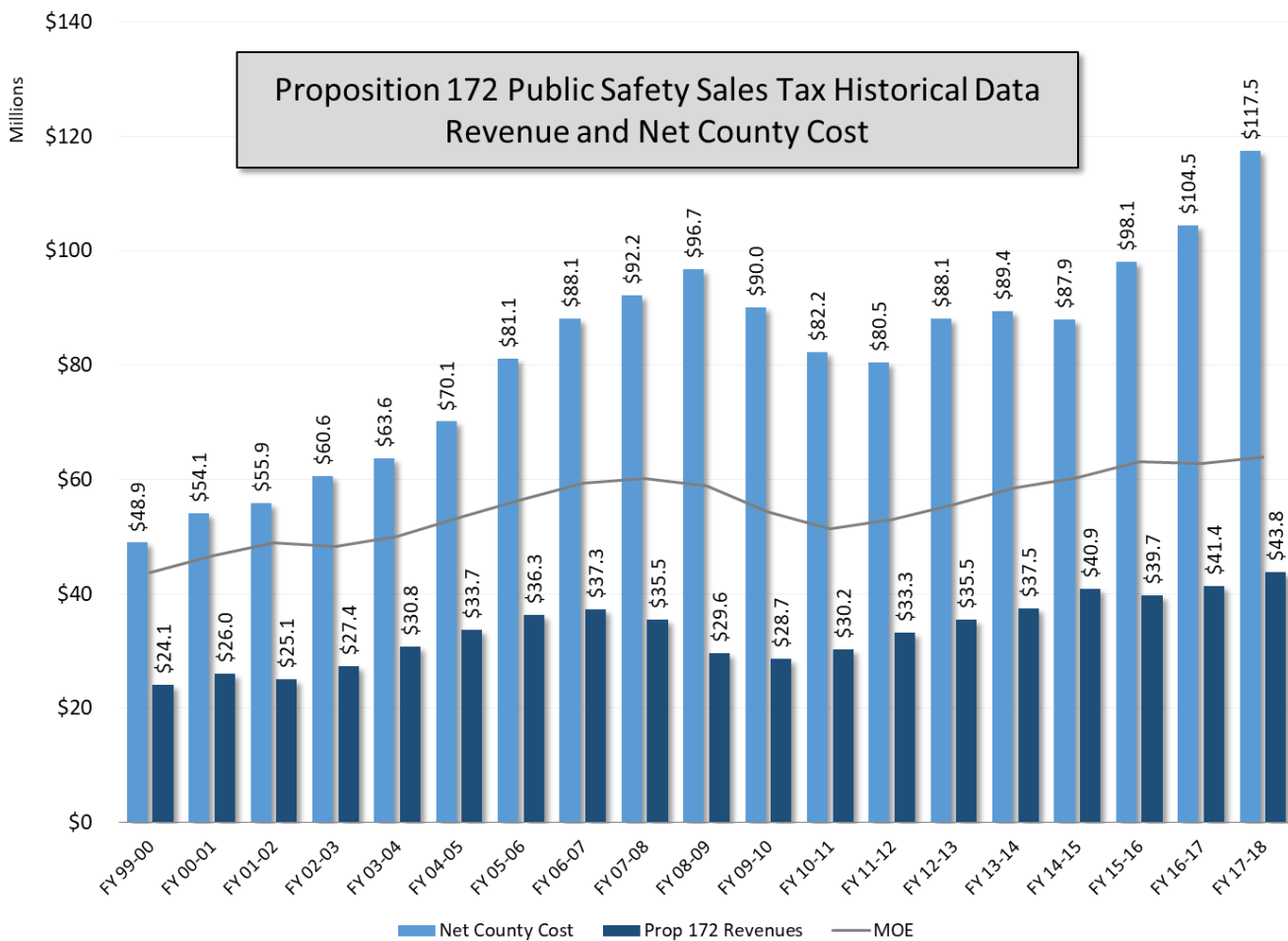
The chart on the preceding page reflects revenue received over the past five years along with that budgeted for 2018-2019, comparing Secured Property Tax revenue to Property Taxes received in-lieu of VLF. The formula used to calculate Property Tax In-Lieu of VLF is very specific, requiring that certified value of all properties be provided to the Auditor-Controller by the Assessor as of January 1 of each calendar year, prior to tax roll adjustments. This provides for a uniform application across the State and any roll changes made are captured in the following year.

Public Safety Sales Tax

As a result of the 1993-1994 State Budget, property tax revenues were shifted from the counties and cities to schools, thereby reducing the State’s funding obligations to public schools. A ½ cent sales tax was enacted in January of 1994 (Proposition 172) to help alleviate the impact to local government. This sales tax, known as the Public Safety Sales Tax, provided additional revenue for local agencies to exclusively fund public safety activities.

In Stanislaus County, these monies are used to fund the Sheriff, District Attorney, Probation, and Juvenile Institutions operations.

There is a Maintenance of Effort (MOE) for these funds that requires a minimum commitment of local resources be allocated to public safety services. To receive the full allocation of these revenues, minimum funding levels for public safety functions must equal or exceed the 1992-1993 base year funding level, adjusted by a growth factor. The minimum adjusted level calculated for 2017-2018 was \$64 million, with the actual budget commitment of Net County Cost established at \$117.5 million. This resulted in the County exceeding the MOE requirement by approximately \$53.5 million as it pertains to the use of Proposition 172 revenues. The chart below shows the long-range, historical detail of Proposition 172 funding, indicating the County’s annual commitment of funding that exceeds the MOE requirement by between 11.9% early on and 83.7% in the most recent fiscal year.



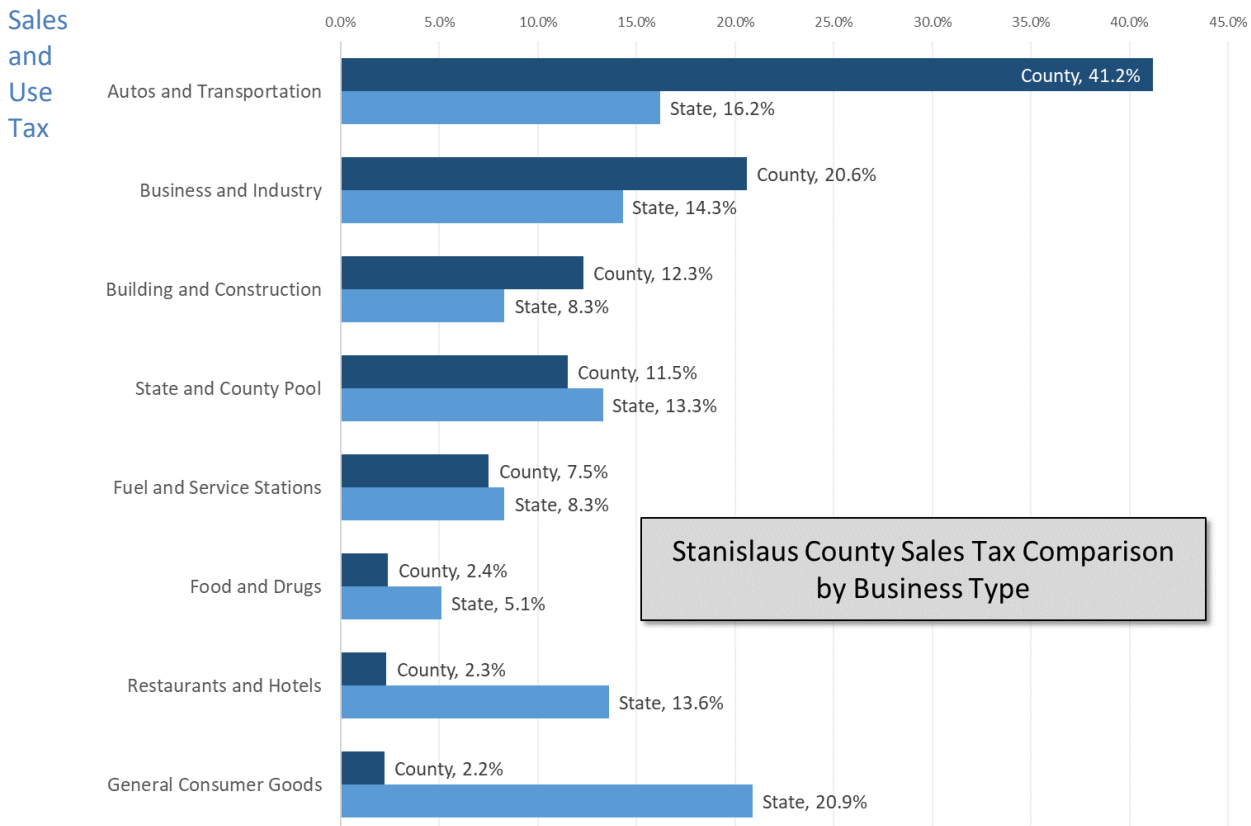
The Public Safety Sales Tax is collected by the State Board of Equalization and apportioned to each county based on the county’s proportionate share of statewide taxable sales. The combination of statewide taxable sales and the proportionate share (or pool rate) are the factors used to determine the amount of revenue from this tax source. As Stanislaus County’s portion of taxable sales adjusts in comparison to other counties in the State, the County’s pool rate adjusts as well. The pool rate for Fiscal Year 2018-2019 is currently projected at 0.013270; the actual rate will most likely be announced by the State in April 2019. Because the statewide total of the sales tax pool has averaged approximately \$3.2 billion over the past three years, even the slightest change in the pool rate can have a significant impact on revenue projections. Below is a table that shows the County’s pool rate over the past five years and projections for Fiscal Year 2018-2019.

Fiscal Year	Stanislaus County Pool Rate	Increase/ (Decrease)
2013-2014	0.012861	0.000057
2014-2015	0.013027	0.000166
2015-2016	0.012843	(0.000184)
2016-2017	0.012899	0.000056
2017-2018	0.013368	0.000469
Final Budget 2018-2019	0.013270	(0.000098)

California has a statewide sales and use tax rate of 7.25%. The voters in Stanislaus County passed a 1/8 cent sales tax measure in 1995 and renewed it in 1999, 2004, 2012, and again in 2017 for a 12-year term to support local libraries. In addition, Stanislaus County voters approved a 1/2 cent sales tax to support local roads that became effective April 1, 2017, for a local County rate of 7.875%. Sales tax receipts are distributed as follows:



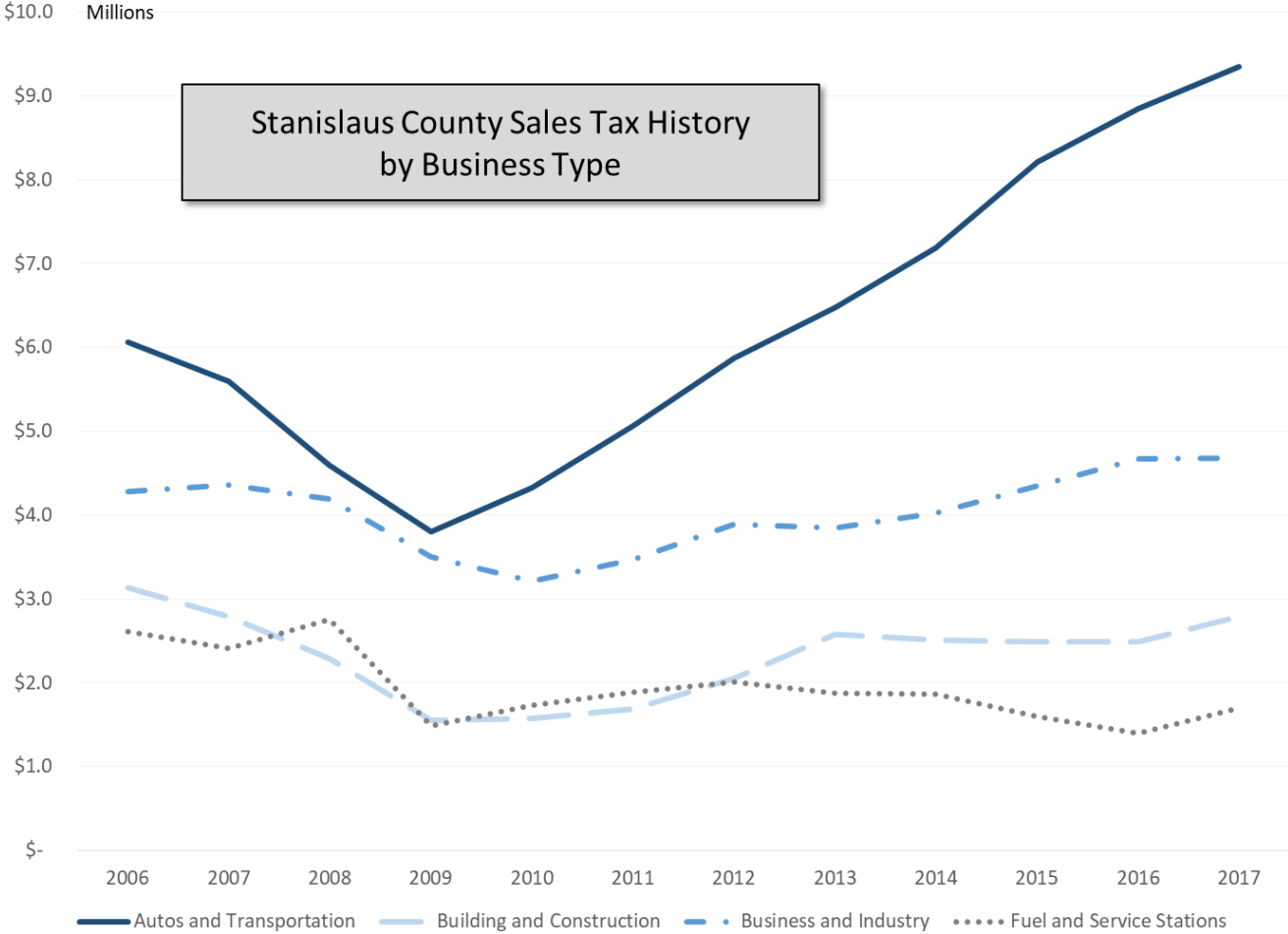
The graph below illustrates the business mix that contributes to sales and use taxes in unincorporated Stanislaus County compared to the taxes collected in the State as a whole. These percentages represent activity in calendar year 2017. It should be noted that Stanislaus County historically relies on Autos and Transportation sales and Business and Industry activity to a much larger degree than other counties throughout the State.



Stanislaus County Sales Tax History

The following graph shows a 12-year history of sales and use tax for four major industry groups in the unincorporated areas of Stanislaus County: Autos and Transportation; Building and Construction; Business and Industry; and Fuel and Service Stations. By providing a long-range history, it provides context in light of the last recession and the relative impacts on the sales and use tax revenues broken down by industry groups. The Autos and Transportation segment has fully recovered and now

significantly exceeds the pre-recession peak years that ended in 2016. The Business and Industry segment has recovered at a more gradual pace and has surpassed the peak of 2007. The Building and Construction segment has had a slower recovery than the other industries noted and is only now starting to near its previous peak level. Revenue for the Fuel and Service Stations segment is heavily dependent on gasoline and diesel prices as well as seasonal demands, declining steadily until recently, with a slight uptick in 2017.



Other Notable Discretionary Revenue Sources

Fines and penalties collected on delinquent property taxes provide one revenue source that benefited from the falling real estate market experienced during the last recession. At the height of the residential property crisis, the San Joaquin Valley became known for leading the nation in foreclosures. As homes were lost to the lenders, delinquent taxes and penalties were paid to the County Tax Collector. Stanislaus County added \$10.9 million to its fines and forfeitures revenue account in Fiscal Year 2008-

2009 at the height of the crisis. As the rate of foreclosures has declined significantly and the housing market has recovered and stabilized, revenue from fines and penalties has resumed a more normal level. The conservative 2018-2019 Recommended Final Budget of \$1.5 million reflects estimates based on preliminary receipts from Fiscal Year 2017-2018. Updated information from year-end close shows \$3.2 million for this revenue source; an adjustment for this line item will occur at a future budget cycle using informed analysis.

Interest earnings for the General Fund fluctuate based on the amount of cash on hand and the interest rate on the County’s short-term investment pool, which has averaged approximately 1% in Fiscal Year 2017-2018. Fiscal Year 2018-2019 projected revenue of nearly \$4.1 million represents a small decrease of \$117,570 from Fiscal Year 2017-2018 actual interest revenue. The interest rate is expected to remain consistent in Fiscal Year 2018-2019 and the pooled cash average is projected to remain stable with the prior year, given recent trends.

The Property Transfer Tax is a tax collected by the Clerk-Recorder at the time of recording when an interest in real property is conveyed. The tax rate is fifty-five cents (\$0.55) for each \$500 and is based on the unencumbered assessed value of the property, or the purchase price, whichever is greater. The 2018-2019 Recommended Final Budget of \$2.3 million represents a minimal decrease from Fiscal Year 2017-2018 actual receipts.

An 8% Transient Occupancy Tax (TOT) is charged to customers staying in hotels in the unincorporated areas of the County. TOT revenue is directly correlated to consumer travel and is therefore subject to short-term fluctuations based on numerous economic factors. Recent years are indicative of increases in the economy and travel and the 2018-2019 Final Budget of \$1.2 million

continues to reflect this trend and is consistent with the amount received in Fiscal Year 2017-2018.

The following table identifies the revenue received over the past several years for these notable Discretionary Revenue sources, along with estimates for Fiscal Year 2018-2019.

Fiscal Year	Fines and Penalties	General Fund Interest Earnings	Property Transfer Tax	Transient Occupancy Tax
2012-2013	\$ 5,827,385	\$ 2,136,874	\$ 1,297,875	\$ 762,827
2013-2014	5,410,759	1,651,374	1,556,982	813,692
2014-2015	4,655,637	1,369,582	1,838,896	962,268
2015-2016	4,147,054	3,591,650	2,036,051	1,017,530
2016-2017	3,288,822	3,156,231	2,045,155	1,159,704
2017-2018	3,158,261	4,167,570	2,313,879	1,210,377
Final Budget 2018-2019	1,500,000	4,050,000	2,300,000	1,200,000

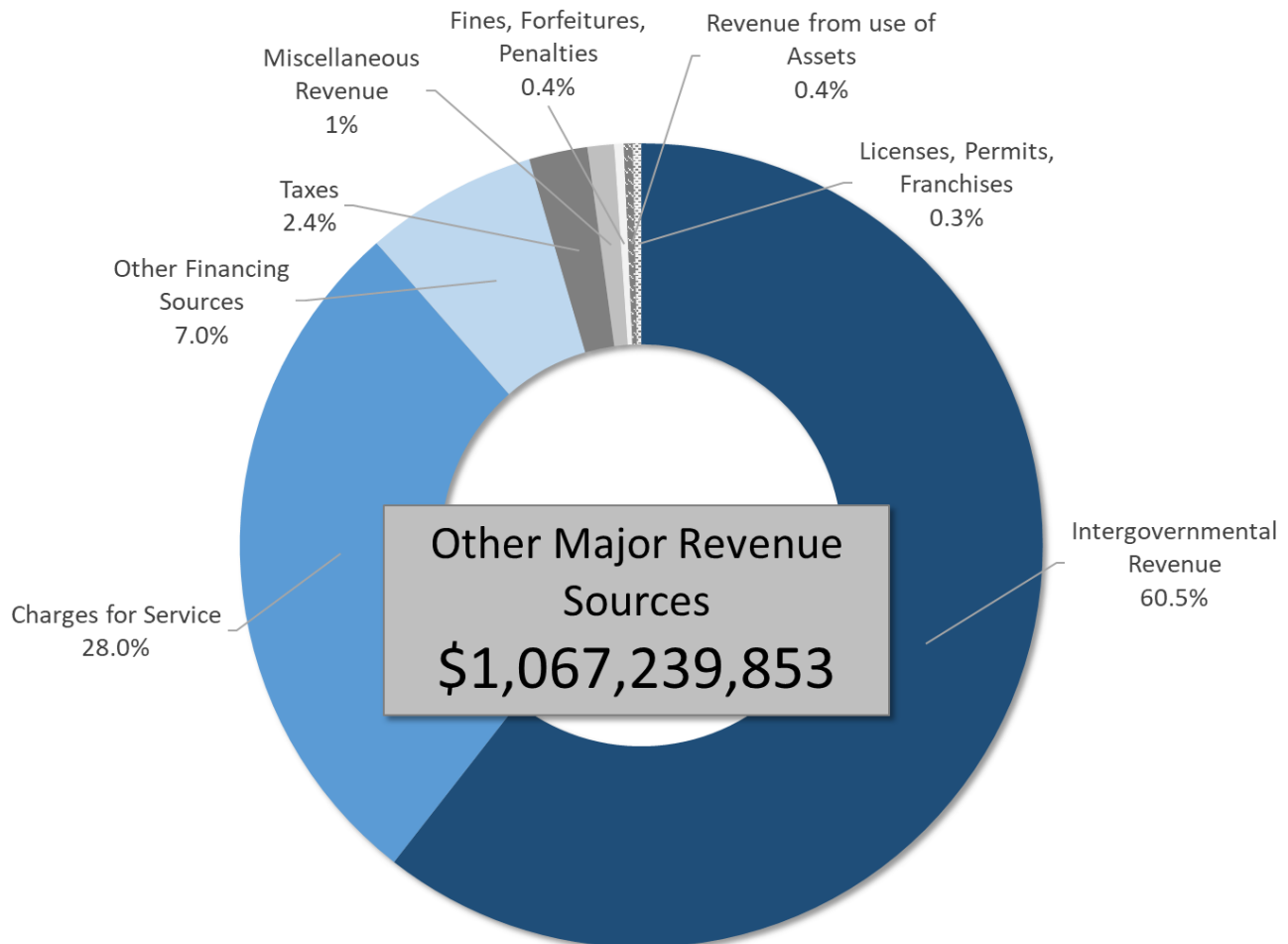
Discretionary Revenue Summary

In conclusion, the 2018-2019 Final Budget includes the recommendation that \$223,068,632 be established in Discretionary Revenue for Fiscal Year 2018-2019. This represents an increase of \$6.5 million over the 2018-2019 Adopted Proposed Budget estimate. The Final Budget amount depicts a decrease of \$896,718 from the prior year due to one-time revenue received in Fiscal Year 2017-2018. Discretionary Revenue is continuously analyzed and adjustments to Discretionary Revenue estimates may be included in the Midyear Financial Report as more information on actual revenue for Fiscal Year 2018-2019 becomes available.

Other Major Revenue Sources (Non-Discretionary Revenue)

The total estimated revenue for Fiscal Year 2018-2019 is \$1,290,308,485. Of that amount, Discretionary Revenue is estimated to be \$223,068,632. In addition to the County's Discretionary Revenue (discussed earlier), other sources of revenue are estimated to be \$1,067,239,853 or 82.7% of total estimated revenue. Other major sources of revenue include funding from the State and Federal government, charges for services, taxes, use of assets,

finances, forfeitures, penalties, internal transfers, and charges to departments for health insurance costs. Budgeted revenues have been estimated using historical trends, known State and Federal allocations, prior year-end projections, and are consistent with changes in Federal and State program funding. The following chart represents the total major revenue sources other than discretionary revenue by revenue type.



Intergovernmental Revenue (60.6%, \$646,343,822)

This revenue source includes revenue from the Federal and State government for the provision of mandated services, including the administration of various health and community services, public safety programs, and public works projects. One of the largest contributors to this category is \$55.7 million in budgeted Federal Administrative support for In-Home Supportive Services case management. State Aid Realignment, sales tax

revenue designated for social services programs that is allocated to the County based on legislated methodologies, is estimated at \$52.7 million. Additionally, \$52.3 million is estimated in State 2011 Realignment funds, designated for Drug and Alcohol services, Early Periodic Screening, Diagnosis, and Treatment (EPSDT), Mental Health Managed Care services, Community Services Agency-Public Economic

Assistance, and Probation Field Services. Additional Federal and State revenue is provided for a variety of other programs and is also obtained through several competitive grant programs including the Community Development Block Grant, Youthful Offender Block Grant, and Justice Assistance Grant.

Although the budget projects a 5.2% reduction in Intergovernmental Revenue for Fiscal Year 2018-2019, adjustments to the budget at Midyear are anticipated due

to the impact of growth funds in 1991 and 2011 Realignment revenue received in the fall each year, consistent with the Realignment Policy.

The following table identifies the top ten major sources of Intergovernmental Revenue, excluding Discretionary Revenue, for Fiscal Year 2018-2019. The top ten can vary somewhat from year to year; the table below shows the three-year trend listed in order by this year's top ten revenue sources:

Intergovernmental Revenue Description	2016-2017 Actuals	2017-2018 Actuals	Percent Change	2018-2019 Final Budget	Percent Change
Federal Administration - In-Home Supportive Services	\$ 43,405,511	\$ 48,897,878	12.7%	\$ 55,675,401	13.9%
State Aid Realignment (1991)	76,817,957	78,897,572	2.7%	52,652,654	-33.3%
State Realignment - Support Services (2011)	80,719,709	90,281,849	11.8%	52,290,122	-42.1%
State Administration - In-Home Supportive Services	38,633,636	44,544,076	15.3%	49,478,290	11.1%
Federal - Construction	1,902,626	7,408,862	289.4%	42,920,889	479.3%
Federal - Other	22,840,487	22,009,303	-3.6%	34,353,532	56.1%
State Motor VLF/In-Lieu 1991 Tax Realignment (2011)	27,241,904	28,893,611	6.1%	33,675,000	16.5%
State Aid - Mental Health	23,316,023	23,146,714	-0.7%	33,269,668	43.7%
State Realignment - Local Law Enforcement Services (2011)	61,909,301	66,540,994	7.5%	31,444,504	-52.7%
State Administration - Medi-Cal	28,696,440	29,252,939	1.9%	31,112,866	6.4%
Total Top Ten Revenue Sources	\$ 405,483,594	\$ 439,873,799	8.5%	\$ 416,872,926	-5.2%

Charges for Service (28%, \$298,602,695)

This revenue is generated from fees charged by County departments for services rendered, the largest of which is an estimated \$64.5 million in health insurance revenue collected for participation in the County's medical plan from County departments, COBRA participants, Special Districts, and early retirees. In total, charges for services to other departments makes up a large portion of this revenue category at \$35.2 million. Mental Health Services Medi-Cal reimbursement is estimated at \$27.9 million.

Other Financing Sources (7%, \$74,261,963)

This revenue is made up of County-contributed financing provided to departments from the General Fund, including transfers to support various programs Federal or State mandated maintenance of effort requirements and to record Public Facilities Fees used in Public Works Engineering and Road and Bridge. This category includes estimated revenue of \$24.3 million from the Vehicle License Fee account, \$20.8 million in County Mandated Match, and \$18.5 million in Public Facilities Fees transfers.

Taxes (2.4%, \$25,119,176)

This revenue category includes current secured property taxes along with sales and use taxes not included in the Discretionary Revenue budget. Non-discretionary sales and use taxes are estimated at \$23.6 million. The County expects to receive \$1.4 million in property tax revenue in

Fiscal Year 2018-2019 and a small amount of sales and use taxes from the prior year.

Miscellaneous Revenue (1.1%, \$11,354,486)

This revenue represents money received from various sources such as donations, salvage, and legal settlements.

Fines, Forfeitures, Penalties (0.4%, \$4,088,253)

This revenue category contains money received from fines and penalties. For Fiscal Year 2018-2019, estimates include \$824,019 for traffic school, \$705,155 for vehicle code fines, and \$639,713 for miscellaneous court fines, among other fines and penalties.

Revenue from Use of Assets (0.4%, \$3,895,863)

This revenue source is achieved through interest earned from assets and rental income. An estimated \$2.1 million in interest and \$1.5 million in rents and concessions is included in this category for Fiscal Year 2018-2019.

Licenses, Permits, Franchises (0.3%, \$3,573,595)

Money received from licenses, permits, and franchises makes up the revenue in this category. The 2018-2019 Fiscal Year budget includes an estimated \$2 million in construction permits, \$413,000 in weights and measures device registration fees, \$324,868 for other licenses and permits, and \$231,547 for marriage licenses.

Debt Service

Certificates of Participation and Direct Lease Financing

Historically, the County of Stanislaus debt has primarily been in the form of Certificates of Participation (COP). Created in conjunction with lease agreements, which encumber County-owned property, COPs are securities issued and marketed to investors in a manner similar to tax-exempt bonds. However, as of June 30, 2017, the County no longer has any COP debt.

Unlike COPs, where multiple investors may hold shares of the debt, direct lease financing is done with one private investor, such as a bank.

On August 16, 2016, the Board of Supervisors approved a lease financing plan for the replacement of the aging Heating, Ventilation, and Air Conditioning (HVAC) system at the Community Services Facility (CSF). As collateral for the project, the County agreed to lease Pod C of the CSF and the improvements thereto to the Stanislaus County Capital Improvements Financing Authority (CIFA) pursuant to a site lease, with the County in turn subleasing Pod C and its improvements back from CIFA pursuant to a Facilities Sublease. CIFA entered into an agreement with the Bank of the West where it assigns rights and lease payments to the Bank of the West in exchange for an original borrowing of \$7.8 million in project financing.

On February 13, 2018, the Board of Supervisors approved the return of \$1.5 million in project savings to the Bank of the West, resulting in a reduced borrowing amount and an estimated interest savings of \$400,000 over the remaining life of the loan.

The current \$5.4 million of County Debt is direct lease financed.

Tobacco Endowment Fund Debt Service

In June 2002, the Board of Supervisors authorized the Chief Executive Office and the Debt Advisory Committee to securitize the County's share of the Tobacco Settlement Revenues (TSR) resulting in a master settlement agreement in resolution of cigarette smoking-related litigation in 1998. In March 2002 and March 2006, the County sold its interest in the TSRs and those funds were placed in the Stanislaus Tobacco Endowment Funds, Series 2002 and Series 2006.

The County may elect to borrow from these funds internally to finance capital needs at an interest rate equal to the fund's investment return rate.

The County led the partnership to fund a joint animal services facility through a Joint Powers Agency Agreement between Stanislaus County and the cities of Modesto, Ceres, Hughson, Patterson and Waterford. A process for debt service payments to repay the County over 25 years for the cost of construction for the Thomas W. Mayfield Animal Services Facility was created. The County financed the project using funds from the County's 2006 Tobacco Endowment Fund and each partner's proportion of capitalized costs. On May 22, 2018, the Board approved the payoff of the County's \$1.6 million share of debt for the facility. The County has no remaining internal notes from Tobacco Endowment Funds.

The following chart reflects the outstanding Direct Lease Financing for the HVAC system at the Community Services Agency:

Borrowing	Interest Rate	Date of Issuance	Maturity	Original Borrowing	Remaining Balance to Maturity as of June 30, 2018	2018-2019 Debt Obligation Principal	2018-2019 Debt Obligation Interest	Remaining Principal to Maturity
2016 HVAC Financing - CSF Pod C Finances HVAC system at Community Services Facility	2.24%	8/31/2016	6/1/2031	\$ 7,775,000	\$ 5,435,000	\$ 465,000	\$ 121,744	\$ 4,970,000
Total Governmental Activities				\$ 7,775,000	\$ 5,435,000	\$ 465,000	\$ 121,744	\$ 4,970,000

Ratios

A number of ratios can be applied to the County’s debt service. For Fiscal Year 2018-2019, the County’s total gross debt obligation for its General Fund is \$5.4 million and total appropriations for the Final Budget for Fiscal Year 2018-2019 are \$1.3 billion. The ratio comparing the annual debt service to total budget shows that debt service represents only 0.4% of the total budget. This low ratio indicates that current County debt is not a burden on taxpayers and capacity exists for additional borrowing, subject to authorization and approval by the Board of Supervisors.

In addition, a comparison of debt service to discretionary revenue can be obtained by dividing the total gross debt obligation by the total Discretionary Revenue budget of \$223.1 million. This analysis shows that debt service payments represent 2.4% of the total Discretionary Revenue budget and provides confidence that the annual debt obligation can be met within projected operating revenues.

Debt Limits

California Government Code 29909 prescribes the bonded debt limit for general law counties at 5% of “the taxable property of the county as shown in the equalized assessment roll.” The assessment roll for Budget Year 2017-2018 equaled \$2.3 billion. The County has never come close to approaching this limit. As of June 30, 2018, the County’s total debt is \$5.4 million, or approximately 0.2% of the assessment roll.

Debt Performance Outcomes

The County’s internal debt was paid off in Fiscal Year 2017-2018, leaving only one external lease financing obligation remaining in the current fiscal year.

The absence of external debt has resulted in an aged bond rating, confirmed in the 2012 Outlook Review. The table below demonstrates the County’s fiscal strength in comparison to the average rating of eight benchmark counties according to their Standard & Poor’s ratings. Standard & Poor’s is a measure used by financial investors to measure an entity’s credit worthiness. Stanislaus County’s bond rating is an A+, a score in the upper-medium section of the investment grade. While admirable, this ranking is slightly below the average AA- of the eight comparable benchmark counties. It is anticipated that the decrease in debt service along with the increased General Fund cash balance achieved in recent years places the County in a favorable position for a future bond rating upgrade.

County Bond Rating per Standard & Poors			
Grade	Rating	County	
	AAA	Prime	
	AA+		
	AA		
	AA-	High grade	Average of 8 Benchmark Counties
	A+		Stanislaus County
	A		
	A-	Upper medium grade	
	BBB+		
	BBB		
	BBB-	Lower medium grade	
	BB+ and below	Non-investment grade, aka high-yield bonds, aka junk bonds	

Benchmark Counties: Fresno, Kern, Madera, Merced, Monterey, Sacramento, San Joaquin, and Tulare

General Fund Long-Range Summary

Item	2018-2019		2019-2020 Spending Plan	2020-2021 Projected Budget	2021-2022 Spending Plan
	Recommended Final Budget				
Funding Assumptions					
Discretionary Revenue	\$ 223,068,632	\$	227,983,824	\$ 233,500,000	\$ 239,100,000
Departmental Revenue	116,754,369		116,010,163	119,500,000	123,100,000
Unassigned Fund Balance	1,873,330		-	9,000,000	9,000,000
Assigned Fund Balance	14,879,322		11,017,342	1,000,000	500,000
Total Funding	\$ 356,575,653	\$	355,011,329	\$ 363,000,000	\$ 371,700,000
Expenditure Assumptions					
Base Budget	\$ 308,558,118	\$	314,370,844	\$ 327,520,544	\$ 341,103,125
Restoration of 5% Salary/Vacancy Rate Factor	7,845,328		8,080,688	8,323,108	8,572,802
Debt Service Offset by Rents	(1,533,623)		(1,534,039)	(1,534,039)	(1,164,960)
Adult Detention Expansion I and II	12,962,705		13,828,776	14,312,783	14,813,730
Jail Medical	14,117,205		14,611,310	15,122,706	15,658,176
Adult Detention Expansion Phase III (placeholder)	-		-	5,600,000	5,796,000
One-time Projects and Equipment	10,861,115				
In-Home Supportive Services MOE Growth	2,264,805		4,153,750	5,437,310	6,374,465
Deferred Maintenance/ADA Improvements	1,500,000		1,500,000	1,500,000	1,500,000
Total Costs	\$ 356,575,653	\$	355,011,329	\$ 376,282,412	\$ 392,653,338
Total (Deficit in Brackets)	\$ -	\$	-	\$ (13,282,412)	\$ (20,953,338)

Long-Range Summary

The Senior Management team of the Chief Executive Office meets on a regular basis to discuss and evaluate current budget operations, future planning and related financing strategies. This makes it possible to modify and/or develop long term strategies aimed at addressing the County's fiscal needs for at least three years into the future.

The County's budget is accounted for in five separate financial funds, of which the General Fund is a major focus of long-range planning efforts. The General Fund typically serves as the main operating fund which is used to pay for core services and is the fund of which the Board of Supervisors has the most discretion. In

addition, the General Fund provides match for many mandated programs and services, primarily in the priority area of Community Health. Stanislaus County has a firm "No Back-Fill" policy that eliminates funding and services for programs where State and/or Federal agencies eliminate or reduce funding.

The General Fund Long-Range Summary is an illustration of the County's long-range financial plans that extend beyond the current fiscal year based on known and/or anticipated funding and expenditure projections. The projections include escalation factors to meet the cost of doing business and address the organization's service needs into the future.

Funding Assumptions

Discretionary Revenue

Over 90% of all Discretionary Revenue consists of property and sales tax sources. Discretionary Revenue is monitored on a regular basis with consideration given to historical inflow trends and local and regional economic

conditions. The Recommended 2018-2019 Final Budget Discretionary Revenue projection of \$223.1 million is slightly below the actual revenue of \$224 million realized in Fiscal Year 2017-2018. This is due to the receipt of one-time revenue in the prior year of approximately \$7.5

million. Excluding one-time benefits, prior year revenue would be \$216.5 million which provides for 3% growth in ongoing Discretionary Revenue in the budget year. Property tax revenue is estimated to increase 6.2% in Budget Year 2018-2019, 3.5% in 2019-2020 and 3% annually thereafter. Sales tax revenue is estimated to decrease 2% in the budget year, and will then increase approximately 1% annually beginning in 2019-2020. The combined growth factor for Discretionary Revenue is 2.2% beginning in 2019-2020, and increasing to 2.4% in future years to reflect modest projected gains in property and sales tax. This is slightly below the 10-year actual experience in which average annual growth is 3.1%, reflective of the slowed growth experienced in the most recent three years and the risk of future recession.

Department Revenue

Departments project revenue based on State and Federal budget allocations, and other grant awards anticipated through Fiscal Year 2019-2020. Modest growth is anticipated; departments forecast the 2018-2019 Recommended Final Budget revenue at \$116.8 million, which includes approximately \$3 million in one-time revenue received from the Economic Development Bank. Fiscal Year 2019-2020 Department Revenue is projected at \$116 million, followed by anticipated 3% growth annually beginning in 2020-2021.

Assigned Fund Balance

Assignments of prior year savings have been set aside as one-time funding sources for strategic purposes in future years. Assigned fund balance of \$14.9 million is dedicated to support budget balancing for one-time projects and equipment. This includes \$1 million for deferred maintenance and \$500,000 for Americans with Disabilities Act (ADA) improvements in Budget Year 2018-2019. Assigned fund balance of \$11 million will be dedicated to support these efforts through Fiscal Year 2019-2020, representing a strategic use of reserves to balance the Year 2 Spending Plan.

Unassigned Fund Balance

The 2018-2019 Recommended Proposed Budget is balanced using \$1.9 million of unassigned fund balance, the net of \$2.9 million use of Economic Development Bank unassigned balance, offset by savings realized in Final Budget recommended adjustments that will contribute \$1 million to unassigned fund balance at year-end. Compared to prior years, this reliance on unassigned funds for budget balancing has decreased due to strategic utilization of one-time prior year savings set-aside specifically for future year budget benefit and largely targeted to one-time projects. Projected Unassigned fund balance use of \$9 million for Budget Years 2020-2021, and 2021-2022 is assumed.

Expenditure Assumptions

Base Budget

The Recommended Final Budget 2018-2019 includes all current labor agreements approved by the Board of Supervisors, along with existing contracts and services to support county operations in the base budget projections. Departments submitted conservative Year 2 spending estimates that total \$314.4 million, at base, approximately 2% growth above the Recommended Budget level of \$308.6 million. The anticipated cost increases in future budget years reflect base increases of approximately 4% from Budget Years 2020-2021 to 2021-2022.

Restoration of 5% Salary/Vacancy Rate Factor

New policy to support departments in transitioning to the two-year budget, provides for elimination of the 5% vacancy factor that had been applied to General Fund departments in prior zero-based budgets. For Fiscal Year 2018-2019, the value of this restoration is approximately \$7.8 million for departments to confidently staff their

allocated positions, and when necessary to use extra-help and/or overtime to maintain service levels. This is a significant contribution of resources to department operations that must be dedicated to staffing; these funds are not available for transfer to other department operations.

Debt Service

The Recommended Final Budget includes the private placement HVAC Financing for the Community Services Facility, which has offsetting revenue to mitigate County General Fund exposure. Rental revenue from properties associated with prior debt will surpass debt expense beginning in 2018-2019 with \$1.5 million contributed in Net County Cost savings. This presents an opportunity for the Board of Supervisors to consider prudent use of debt strategies to meet future Capital Project needs.

Jail Staffing and Operations

The AB 900 Phase II Project (Maximum Security/Medical/Mental Health) and the County's companion project (Intake, Release, and Administration) have been completed on time and under budget. These new facilities represent a significant modernization and addition of safe public safety facilities. The County's General Fund and the Local Community Corrections Partnership (CCP) fund are responsible for the staffing and operational costs for these new facilities, including jail medical, which are estimated at \$27.1 million in Budget Year 2018-2019, \$28.4 million in Budget Year 2019-2020, \$29.4 million in Budget Year 2020-2021, and \$30.5 million in 2021-2022. These figures represent the total cost prior to the CCP fund benefit of approximately \$4.1 million in Budget Year 2018-2019, \$4.4 million in 2019-2020, \$4.5 million in 2020-2021 and \$4.7 million in 2021-2022.

Adult Detention Expansion Phase III is the final phase of the Public Safety Center (PSC) expansion, which at full operation would include the addition of 33.6 new staff positions, an additional 240 maximum security beds and 15 sheltered hospital beds which have been constructed but have not been funded for operational use. Phase III is identified in the Long- Range Model as a placeholder estimated at \$5.6 million beginning in Fiscal Year 2020-2021, and increasing annually 3.5% thereafter. The Chief Executive Officer has not recommended Phase III in the current two-year budget cycle, and Board of Supervisors approval is required to implement any further expansion. The Chief Executive Officer plans to partner with the County Sheriff to complete a new updated Master Plan and Facility Needs Assessment targeted for 2019-2020 to inform future policy direction for the PSC.

One-Time Projects and Equipment

Significant one-time projects and equipment are recommended in Fiscal Year 2018-2019, estimated at \$10.9 million, the majority of which is targeted for facility repairs/improvements at various public safety department locations. These projects include the Sheriff Radio Signal Project estimated at \$948,628, the Sheriff Detention HVAC replacement estimated at \$1,450,000 and the Sheriff Administration HVAC replacement estimated at \$860,000. In addition, the Recommended Final Budget includes a one-time payment of \$2,880,000 issued from the Economic Development Bank, with a corresponding increase in the Chief Executive Office – Crows Landing Air Facility to be dedicated for future development of the Crows Landing Industrial Business Park. Further, Chief Executive Office – General Fund Contributions to Other Programs includes \$2 million in

one-time pass-through support from the State of California to a local non-profit entity. The remainder of the one-time projects benefit departments in multiple priority areas with technology improvements, security enhancements, and vehicles necessary to meet business requirements.

In-Home Supportive Service (IHSS) Maintenance of Effort (MOE)

As part of the Adopted Final Budget for 2017-2018, it was reported that a new State formula for financing the IHSS program would impact the County General Fund by an estimated \$1.3 million. The State has settled the methodology for calculating MOE and the impact to the County ranges from approximately \$2.3 million in the Final Budget 2018-2019 to \$6.4 million by Budget Year 2021-2022. This exposure may be partially offset by growth in 1991 Realignment funding, but projections on future years are fluid and subject to changes at the State level. The IHSS program is administered by the Community Services Agency; staff will work with State representatives to understand and mitigate the IHSS exposure through alternate financing strategies outside of the General Fund.

Balancing

When expenditures exceed funding, the total deficit is shown in brackets in the Long-Range Summary. These deficits will need to be addressed through future budget reductions, growth in revenue or the additional use of one-time funding. Senior management of the Chief Executive Office will work closely with the Board of Supervisors to continue to develop and refine the multi-year strategy to ensure a balanced budget in future budget years.

Four-Year Budget Summary and Spending Plan

Summary of All Funds

All Funds	2016-2017	2017-2018	2018-2019	
	Actuals	Actuals	Recommended Final Budget	2019-2020 Spending Plan
Revenue Categories				
Taxes	\$ 166,442,750	\$ 180,931,697	\$ 184,581,176	\$ 189,696,276
Licenses, Permits, Franchises	4,501,366	5,098,511	4,673,595	4,772,769
Fines, Forfeitures, Penalties	8,081,082	8,137,051	5,588,253	6,660,848
Revenue from use of Assets	1,313,814	18,589,545	8,145,863	8,169,548
Intergovernmental Revenue	534,731,493	579,972,546	696,550,822	702,336,828
Charges for Service	259,927,336	274,761,084	301,053,695	310,640,294
Miscellaneous Revenue	18,596,240	19,103,460	11,354,486	12,132,714
Other Financing Sources	68,087,403	79,812,923	78,360,595	61,176,038
Total Revenue	\$ 1,061,681,484	\$ 1,166,406,817	\$ 1,290,308,485	\$ 1,295,585,315
Cost Categories				
Salaries and Benefits	\$ 380,664,567	\$ 413,346,177	\$ 471,682,961	\$ 483,564,208
Services and Supplies	265,957,839	315,486,959	429,440,519	405,853,955
Other Charges	296,341,291	321,435,807	360,974,826	372,458,684
Fixed Assets	11,833,655	11,275,860	23,736,834	13,665,226
Other Financing Uses	74,599,587	88,125,971	62,937,343	62,019,982
Intrafund	-	-	(161,879)	(223,971)
Contingencies	-	-	10,235,499	12,008,510
Gross Costs	\$ 1,029,396,939	\$ 1,149,670,774	\$ 1,358,846,103	\$ 1,349,346,594
Changes to Fund Balance				
Beginning Fund Balance	458,817,009	491,101,554	507,837,597	439,299,979
Net Increase (Decrease) to Fund Balance	32,284,545	16,736,043	(68,537,618)	(53,761,279)
Ending Fund Balance	\$ 491,101,554	\$ 507,837,597	\$ 439,299,979	\$ 385,538,700

Governmental Funds

General Fund	2016-2017	2017-2018	2018-2019	
	Actuals	Actuals	Recommended Final Budget	2019-2020 Spending Plan
Revenue Categories				
Taxes	\$ 147,635,366	\$ 154,866,351	\$ 159,462,000	\$ 164,178,667
Licenses, Permits, Franchises	2,413,480	2,899,472	2,534,795	2,578,513
Fines, Forfeitures, Penalties	5,824,352	6,061,120	3,889,412	4,937,938
Revenue from use of Assets	3,807,357	5,760,995	5,495,154	5,549,143
Intergovernmental Revenue	81,337,647	89,758,432	94,704,626	93,831,276
Charges for Service	51,897,116	57,975,395	64,199,985	66,179,832
Miscellaneous Revenue	1,213,939	1,718,106	855,877	864,246
Other Financing Sources	9,945,320	16,626,796	8,681,152	5,874,372
Total Revenue	\$ 304,074,577	\$ 335,666,667	\$ 339,823,001	\$ 343,993,987

General Fund	2018-2019			
	2016-2017 Actuals	2017-2018 Actuals	Recommended Final Budget	2019-2020 Spending Plan
Cost Categories				
Salaries and Benefits	\$ 148,344,700	\$ 166,484,486	\$ 191,403,376	\$ 197,399,280
Services and Supplies	43,959,074	49,404,690	58,442,034	55,942,291
Other Charges	24,789,316	27,127,429	33,611,820	32,037,380
Fixed Assets	4,844,813	4,897,298	4,915,483	2,577,046
Other Financing Uses	62,726,193	68,009,686	57,933,170	55,044,673
Intrafund	-	-	34,271	2,149
Contingencies	-	-	10,235,499	12,008,510
Gross Costs	\$ 284,664,096	\$ 315,923,589	\$ 356,575,653	\$ 355,011,329
Changes to Fund Balance				
Beginning Fund Balance	165,001,989	184,412,470	204,155,548	187,402,896
Net Increase (Decrease) to Fund Balance	19,410,481	19,743,078	(16,752,652)	(11,017,342)
Ending Fund Balance	\$ 184,412,470	\$ 204,155,548	\$ 187,402,896	\$ 176,385,554

Special Revenue Funds	2018-2019			
	2016-2017 Actuals	2017-2018 Actuals	Recommended Final Budget	2019-2020 Spending Plan
Revenue Categories				
Taxes	\$ 12,197,585	\$ 20,042,683	\$ 18,416,336	\$ 18,613,679
Licenses, Permits, Franchises	2,087,886	2,199,039	2,138,800	2,194,256
Fines, Forfeitures, Penalties	1,318,334	1,251,626	968,841	992,910
Revenue from use of Assets	(3,511,196)	11,268,657	1,521,984	1,520,506
Intergovernmental Revenue	450,306,787	487,163,740	600,391,796	607,110,527
Charges for Service	76,836,221	78,104,257	85,117,787	87,954,723
Miscellaneous Revenue	637,724	2,388,234	637,677	499,238
Other Financing Sources	49,291,480	49,527,343	63,274,387	46,904,723
Total Revenue	\$ 589,164,821	\$ 651,945,579	\$ 772,467,608	\$ 765,790,562
Cost Categories				
Salaries and Benefits	\$ 203,575,839	\$ 217,224,816	\$ 244,411,526	\$ 248,983,961
Services and Supplies	116,755,542	136,507,259	239,362,186	212,097,951
Other Charges	256,392,429	277,771,942	311,181,323	323,649,466
Fixed Assets	8,039,927	5,901,455	6,317,249	2,781,750
Other Financing Uses	7,363,275	10,296,987	1,804,173	1,775,309
Intrafund	-	-	(196,150)	(226,120)
Contingencies	-	-	-	-
Gross Costs	\$ 592,127,012	\$ 647,702,459	\$ 802,880,307	\$ 789,062,317
Changes to Fund Balance				
Beginning Fund Balance	217,448,745	214,486,554	218,729,674	188,316,975
Net Increase (Decrease) to Fund Balance	(2,962,191)	4,243,120	(30,412,699)	(23,271,755)
Ending Fund Balance	\$ 214,486,554	\$ 218,729,674	\$ 188,316,975	\$ 165,045,220

Capital Projects Funds	2018-2019			
	2016-2017 Actuals	2017-2018 Actuals	Recommended Final Budget	2019-2020 Spending Plan
Revenue Categories				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses, Permits, Franchises	-	-	-	-
Fines, Forfeitures, Penalties	938,396	824,305	730,000	730,000
Revenue from use of Assets	12,210	34,324	30,000	30,000
Intergovernmental Revenue	-	-	-	-
Charges for Service	-	-	-	-
Miscellaneous Revenue	-	-	-	-
Other Financing Sources	-	-	-	-
Total Revenue	\$ 950,606	\$ 858,629	\$ 760,000	\$ 760,000
Cost Categories				
Salaries and Benefits	\$ -	\$ -	\$ -	\$ -
Services and Supplies	711,588	589,209	700,000	700,000
Other Charges	30,510	30,510	31,000	31,000
Fixed Assets	-	-	-	-
Other Financing Uses	800,000	800,000	-	-
Intrafund	-	-	-	-
Contingencies	-	-	-	-
Gross Costs	\$ 1,542,098	\$ 1,419,719	\$ 731,000	\$ 731,000
Changes to Fund Balance				
Beginning Fund Balance	4,691,878	4,100,386	3,539,296	3,568,296
Net Increase (Decrease) to Fund Balance	(591,492)	(561,090)	29,000	29,000
Ending Fund Balance	\$ 4,100,386	\$ 3,539,296	\$ 3,568,296	\$ 3,597,296

Proprietary Funds

Enterprise Funds	2018-2019			
	2016-2017 Actuals	2017-2018 Actuals	Recommended Final Budget	2019-2020 Spending Plan
Revenue Categories				
Taxes	\$ 6,609,799	\$ 6,022,663	\$ 6,702,840	\$ 6,903,930
Licenses, Permits, Franchises	-	-	-	-
Fines, Forfeitures, Penalties	-	-	-	-
Revenue from use of Assets	803,901	1,070,769	606,925	563,345
Intergovernmental Revenue	1,317,972	2,185,698	1,354,400	1,395,025
Charges for Service	36,187,964	37,008,131	40,797,900	41,107,685
Miscellaneous Revenue	16,576,528	14,834,982	9,668,532	10,616,275
Other Financing Sources	6,888,676	12,347,500	6,387,556	8,381,493
Total Revenue	\$ 68,384,840	\$ 73,469,743	\$ 65,518,153	\$ 68,967,753

Enterprise Funds	2018-2019			
	2016-2017 Actuals	2017-2018 Actuals	Recommended Final Budget	2019-2020 Spending Plan
Cost Categories				
Salaries and Benefits	\$ 20,421,307	\$ 20,538,264	\$ 24,946,672	\$ 25,913,760
Services and Supplies	23,700,228	33,253,102	33,803,351	36,535,584
Other Charges	11,128,625	12,121,301	11,332,834	11,755,173
Fixed Assets	17,740	11,730	10,758,502	6,936,430
Other Financing Uses	3,710,119	9,019,298	3,200,000	5,200,000
Intrafund	-	-	-	-
Contingencies	-	-	-	-
Gross Costs	\$ 58,978,019	\$ 74,943,695	\$ 84,041,359	\$ 86,340,947
Changes to Fund Balance				
Beginning Fund Balance	50,034,675	59,441,496	57,967,544	39,444,338
Net Increase (Decrease) to Fund Balance	9,406,821	(1,473,952)	(18,523,206)	(17,373,194)
Ending Fund Balance	\$ 59,441,496	\$ 57,967,544	\$ 39,444,338	\$ 22,071,144

Internal Service Funds	2018-2019			
	2016-2017 Actuals	2017-2018 Actuals	Recommended Final Budget	2019-2020 Spending Plan
Revenue Categories				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses, Permits, Franchises	-	-	-	-
Fines, Forfeitures, Penalties	-	-	-	-
Revenue from use of Assets	201,542	454,800	491,800	506,554
Intergovernmental Revenue	1,769,087	864,676	100,000	-
Charges for Service	95,006,035	101,673,301	110,938,023	115,398,054
Miscellaneous Revenue	168,049	162,138	192,400	152,955
Other Financing Sources	1,961,927	1,311,284	17,500	15,450
Total Revenue	\$ 99,106,640	\$ 104,466,199	\$ 111,739,723	\$ 116,073,013
Cost Categories				
Salaries and Benefits	\$ 8,322,721	\$ 9,098,611	\$ 10,921,387	\$ 11,267,207
Services and Supplies	80,831,407	95,732,699	97,132,948	100,578,129
Other Charges	4,000,411	4,384,625	4,817,849	4,985,665
Fixed Assets	(1,068,825)	465,377	1,745,600	1,370,000
Other Financing Uses	-	-	-	-
Intrafund	-	-	-	-
Contingencies	-	-	-	-
Gross Costs	\$ 92,085,714	\$ 109,681,312	\$ 114,617,784	\$ 118,201,001
Changes to Fund Balance				
Beginning Fund Balance	21,639,722	28,660,648	23,445,535	20,567,474
Net Increase (Decrease) to Fund Balance	7,020,926	(5,215,113)	(2,878,061)	(2,127,988)
Ending Fund Balance	\$ 28,660,648	\$ 23,445,535	\$ 20,567,474	\$ 18,439,486

Post-close entries affect the fiscal year actual figures for 2016-2017 and 2017-2018 and totals may have changed from previous reports. The final amounts are included in the County's Comprehensive Annual Financial Report (CAFR).

Capital Improvement Plan

The Capital Improvement Plan (CIP) was developed to assist County decision makers in determining priorities and identifying where limited one-time funds should be allocated to address the County's most important capital needs. The County's most current Capital Improvement Plan (CIP) was approved by the Board of Supervisors on July 19, 2016 for Fiscal Years 2015-2016 and 2016-2017.

The proposed CIP for Fiscal Years 2018-2019 and 2019-2020 provides a forecast of capital improvement needs for the County over the next twenty (20) years. The CIP is a listing of project needs that have been identified generally requiring a one-time investment of public funds for acquisition, replacement, and/or development of new equipment or facilities. Capital improvement projects are defined as one-time major expenditures exceeding \$100,000 for construction or acquisition efforts for the purpose of this CIP. Large, one-time equipment and technology acquisition costs, including vehicle replacement, new software acquisition, property acquisition, construction of facilities and infrastructure, major remodeling projects, demolition efforts are considered projects for the purposes of the CIP.

Recognizing the fiscal environment in which the County operates, it is expected that the information presented may change from year to year as the County's needs and funding sources change and evolve. One of the most difficult challenges in developing a capital plan is to fairly compare and evaluate projects that stretch across a very broad spectrum. The proposed CIP provides a wide range of information including the estimated one-time and operating costs for constructing and operating facilities, any service related costs, the location, and how it may fit into the service delivery plan of the department proposing it. This information is critical to making informed and sound decisions.

County department heads and Chief Executive Office staff have collected and updated relevant information pertaining to the capital improvement needs of the County. The CIP identifies 115 capital improvement projects. Those needs total \$1.39 billion in total estimated project costs. Of that total, \$539.4 million in potential funding from other sources have been identified, with \$625.8 million being the portion of the estimated project costs that would be the responsibility of Stanislaus County. Funding sources for \$222 million in project costs have not yet been identified.

The CIP includes projects that are underway or planned for the future. Unfunded projects in the CIP indicate current and future unmet needs and are included for planning purposes. While the CIP covers a 20-year planning horizon, the document will be updated biennially to reflect ongoing changes as new projects are added, existing projects are modified, and completed projects are deleted from the plan.

Accomplishments

Several noteworthy projects were completed since the adoption of the Final Capital Improvement Plan for Fiscal Year 2015-2017:

The Sheriff's Department Re-Entry Alternatives to Custody and Training (REACT) Center, and Public Safety Center Expansion, Stanislaus County Veterans Center, Behavioral Health and Recovery Services (BHRS) Information Systems Replacement Project and Crisis Stabilization Unit, Community Services Facility-HVAC maintenance upgrades, Environmental Resources Fink Road Landfill ash cell construction, Geer Road Landfill groundwater extraction well network; Health Services Agency facility renovations and security updates, Library Facilities and Technology Master Plan, Library Radio Frequency Identification Data System, Parks and Recreation's Woodward Reservoir Park improvements, Modesto Reservoir office, restrooms and lift station, Fairview Park playground equipment and restroom renovation, Planning and Community Development's Airport Neighborhood Sewer Project, Public Works' new shop and administration building; and various traffic signals and road widening projects.

Several projects currently in various stages of design or construction are included as follows:

- ◆ Empire and Turlock Library projects are in the Design Phase with the total expected cost for both libraries estimated at \$14 million;
- ◆ Relocation of the Health Services Agency from County Center II to County Center III by use of modular buildings and new construction estimated at approximately \$30 million;
- ◆ Countywide Americans with Disabilities Act (ADA) Self-Evaluation and Transition Plan Project, current budget of \$500,000 annually and ongoing.
- ◆ Various Road and Bridge projects.

Impact in the Operating Budget

An integral part of planning for a capital project is to ensure that funding is available for any additional, on-going operating and maintenance costs that will be incurred once a project is complete. These include: additional staffing, utilities, debt service payments, and Cost Allocation Plan (CAP) charges. The CIP addresses this issue by including anticipated impacts on the County operating budget in each project narrative. The Capital Projects Team is working collaboratively and in

partnership with the Budget Team to fully capture and describe the impact of various CIP projects on the County budget as they are prepared for implementation. Each narrative in the budget document contains a section entitled "Program Discussion." This portion of the budget narrative also describes these operating impacts. Improving communication and long range planning strategies between the Final Capital Improvement Plan and the Final Budget will provide a better opportunity to fully address these impacts and aid in future planning.

What is a Schedule 9?

Auditor-Controller						
0100 0013000 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$136,392	\$110,022	\$151,096	\$151,096	\$0	\$155,629
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$2,833,153	\$2,732,663	\$3,185,004	\$3,238,232	\$53,228	\$3,459,667
Miscellaneous Revenue	\$144,842	\$133,877	\$150,400	\$150,400	\$0	\$150,400
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$3,114,387	\$2,976,562	\$3,486,500	\$3,539,728	\$53,228	\$3,765,696
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$3,114,387	\$2,976,562	\$3,486,500	\$3,539,728	\$53,228	\$3,765,696
Salaries and Benefits	\$4,010,348	\$4,238,135	\$4,710,418	\$4,910,887	\$200,469	\$5,279,099
Services and Supplies	\$151,557	\$158,425	\$193,373	\$293,373	\$100,000	\$630,141
Other Charges	\$287,087	\$258,910	\$333,898	\$333,898	\$0	\$345,584
Fixed Assets						
Equipment	\$0	\$20,950	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$45	\$30	\$200	\$200	\$0	\$200
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$4,449,037	\$4,676,450	\$5,237,889	\$5,538,358	\$300,469	\$6,255,024
General Fund Contribution	\$1,334,650	\$1,699,888	\$1,751,389	\$1,998,630	\$247,241	\$2,489,328
Total Allocated Positions	-	-	42	42	0	42

Revenue Classifications

- Taxes** - Money received from tax revenue
- Licenses, Permits, Franchises** - Money received from these sources
- Fines, Forfeitures, Penalties** - Money received from fines or penalties
- Revenue from Use of Assets** - Money received from assets such as rent
- Intergovernmental Revenue** - Funds received from Federal, State, or local government sources such as grants
- Charges for Service** - Fees collected for services provided by the department
- Miscellaneous Revenue** - Money received from various sources such as donations, salvage, and legal settlements
- Other Financing Sources** - Increase in resources reported separate of revenues

Cost Classifications

- Salaries and Benefits** - Accounts that establish expenditures for employee related costs
- Services and Supplies** - Accounts that establish expenditures for operating expenses of County departments and programs
- Other Charges** - A payment to an agency, institution, or entity outside the County; includes charges per the County's Cost Allocation Plan
- Fixed Assets** - Land, buildings, vehicles, infrastructure, and assets used in operations that have value past one year
- Other Financing Uses** - Decrease in current financial resources that is separate of expenditures
- Equity** - Assets of an entity that remains after deducting liabilities
- Intrafund** - A way to record revenue/expenditures from a department with the same fund but different orgs

Funding Sources

- Fund Balance** - Revenue not spent in the previous year; only used in Schedule 9s for General Fund, Special Revenue, and Capital Projects funds
- Retained Earnings** - Accumulated earnings of an Enterprise or Internal Service Fund

Totals

- Total Revenue** - Total of all revenue
- Total Funding Sources** - Total of all funding sources, including revenue and fund balance/retained earnings used to balance
- Gross Costs** - Total expenses before factoring in any offsetting revenue
- General Fund Contribution** - Funding from the County General Fund used to balance and/or meet mandated match requirements; Gross Costs minus Total Funding Sources equals General Fund Contribution

Note:
Net County Cost equals General Fund Contribution

Total Allocated Positions - The number of positions assigned to a department or budget unit

Supporting Strong and Safe Neighborhoods for Individuals and Families to Thrive

Community-Wide Indicators

Protecting the safety of the residents of Stanislaus County continues to be the top priority of the Board of Supervisors. The impact of gangs, drugs, and vagrancy directly contributes to the decline of the physical, economic, and social health of the County. Reducing these impacts allows residents to live and prosper in safe local communities and neighborhoods.

The three community-wide indicators that were identified as capable of assessing the County’s ability to support strong and safe neighborhoods are: Crime Rate, Jail Population, and Juvenile Detention Rate. These indicators address both the level of crime and level of incarceration represented by this Board priority area.

Crime Rate

Strong and safe neighborhoods are essential components of community life. The desire and ability to be engaged with one’s community members, and participate and thrive in one’s neighborhood, sets the foundation for overall community satisfaction. With strong and safe neighborhoods, Stanislaus County residents will be able to express and feel a sense of connection to their neighbors, which will help improve their quality of life and enhance various relationships and activities with their friends and families.

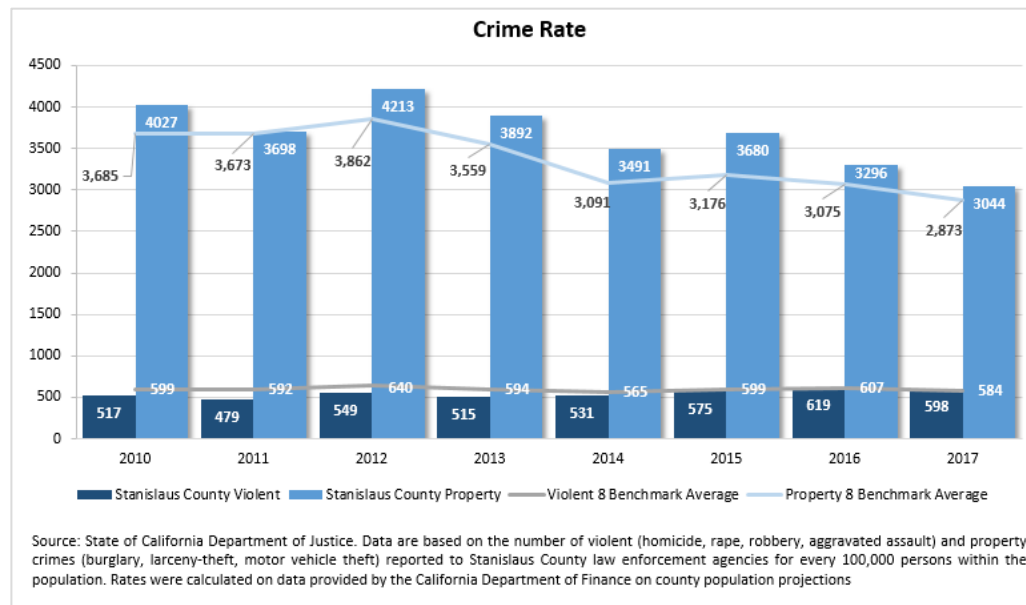
crime, which also affects other community members’ perceptions of safety. In addition, data on crime contribute to the overall characterization of a neighborhood as strong and safe or not.

The data that are helpful to use to determine the extent of crime in the County is the crime rate. It is just one indication of how safe residents are in their community. The crime rate, as calculated from the State of California Department of Justice and the State of California Department of Finance, is defined as the number of violent and property crimes reported to law enforcement agencies for every 100,000 persons within a population. Overall, in Stanislaus County, property crime rates have declined. In 2010, 4,027 property crimes (for every 100,000 persons) were reported to Stanislaus County law enforcement; whereas, in 2017, 3,044 property crimes were reported. The downward trend has resulted in a 24% decline, but as it relates to the eight benchmark counties, Stanislaus County consistently has had a higher property crime rate.

The violent crime rate is defined as the number of violent crimes reported to law enforcement agencies for every 100,000 persons within a population. It is important to note that the violent crime rate is based on *reported*

crimes not necessarily crimes that result in arrest, incarceration, or conviction. In 2010, 517 violent crimes (for every 100,000 persons) were reported to Stanislaus County law enforcement. In 2017, 598 violent crimes were reported. From 2010 to 2015, Stanislaus County had a lower violent crime rate than the eight benchmark counties, but the trend data indicate that just for Stanislaus County the violent crime rate increased 15% since 2010. However, again,

these data reflect *reported* crimes and are affected by many extraneous variables not necessarily controlled by law enforcement.



A major concern and impediment toward maintaining and enhancing strong and safe neighborhoods involves whether residents are—or perceive others as—victims of

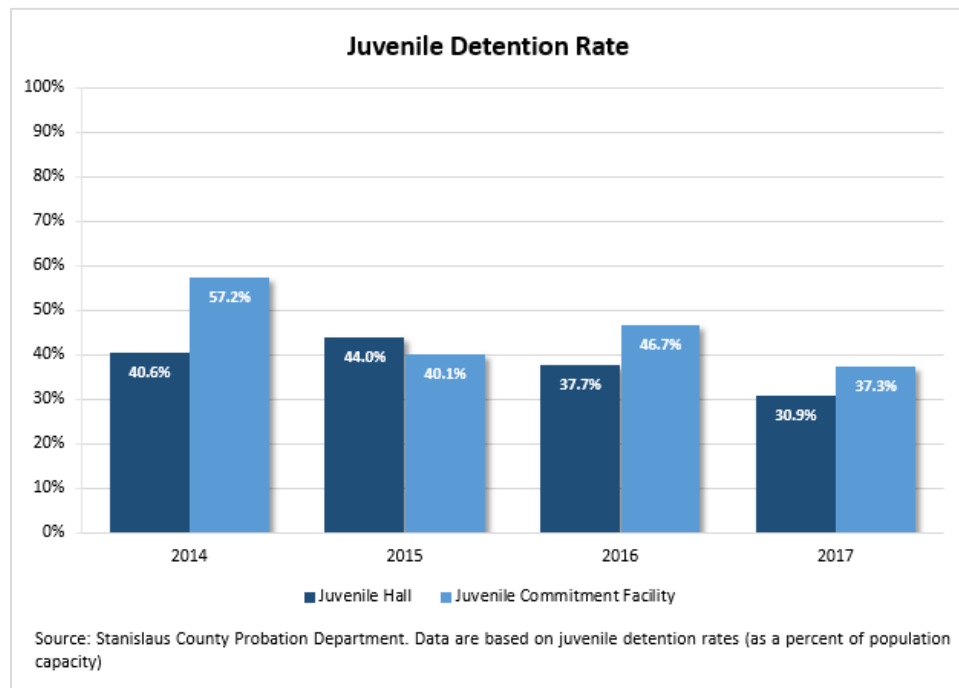
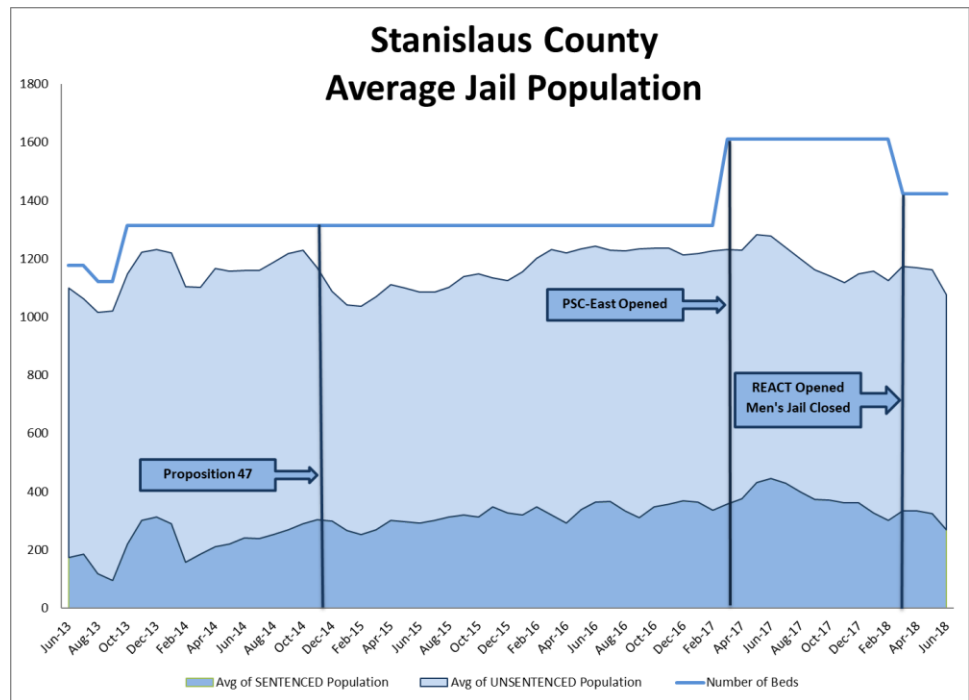
Jail Population and Juvenile Detention Rate

The two other community indicators that relate to strong and safe neighborhoods are the average jail population and juvenile detention rate. Those individuals who commit crimes are in some ways affecting the stability of the County's communities.

Ensuring that individuals who commit crimes are held accountable is essential to the community and law enforcement. The ability to incarcerate individuals is just one potential consequence.

At the beginning of 2012, the combined average of sentenced and unsentenced population incarcerated in Stanislaus County was 1,141 with the lowest period occurring in the fall of 2013 (average population of 1,018) and the highest in the summer of 2017 (average population of 1,280). The trend data show that from 2012 through 2017, the average jail population growth rate was -5.6%, which indicates a downtrend in the average jail population. As for the juvenile detention rate, which includes the rate for both juvenile hall and the juvenile commitment facility, it too has declined. In 2014, the

juvenile detention rate for juvenile hall was 40.6% and in 2017, it declined to 30.9%. Similarly, the juvenile detention rate for the juvenile commitment facility showed a decline. In 2014, the juvenile detention rate for the juvenile commitment facility was 57.2%, and in 2017, it declined to 37.3%. It is difficult to identify a single cause for this decline as there are several contributing factors such as individual behavior and institutional and operating policies and procedures.



Future Directions

The indicators used in this section represent a general overview of relevant criminal justice data. There are, to be sure, additional data sources such as the recidivism rate that can be analyzed to provide a more comprehensive picture of the County's public safety environment. Moving forward, the County will work with its various public safety departments to achieve this goal.

Supporting Strong and Safe Neighborhoods

Introduction

Departments contained within this section support the Board of Supervisors' priority of *Supporting strong and safe neighborhoods for individuals and families to thrive*. These departments rely on robust partnerships within the County organization, supporting agencies, and community-based organizations throughout the region to maintain effective public safety programs. The following County public safety departments remain focused on coordinated efforts to ensure a collaborative, system-wide approach to protecting the public:

- ◆ The CEO – Office of Emergency Services/Fire Warden provides emergency management services, fire and rescue mutual aid, and County-wide security services;
- ◆ The CEO – Capital Projects Fund provides funding for the civil courtroom lease costs, a portion of the Law Library rent, and may be used to refurbish and replace justice related facilities;
- ◆ The CEO – County Operations budget provides funding for County courts, drug and alcohol testing for law enforcement, and DNA identification testing and analysis;
- ◆ The District Attorney seeks justice through the vigorous prosecution of criminals and the provision of victim advocacy programs;
- ◆ The Grand Jury provides unbiased oversight to the investigation of citizen complaints pertaining to policies and procedures of the County, cities, and school districts and makes recommendations to improve local governmental operations;
- ◆ The Integrated Criminal Justice Information System (ICJIS) project is focused on developing and maintaining a feature-rich management information system used by County public safety departments;
- ◆ Probation provides intensive supervision to

adult and juvenile offenders who are placed in the community and runs a safe, secure custodial facility for juvenile offenders;

- ◆ The Public Defender provides vigorous and effective legal representation for indigents who are accused of criminal offenses, appear in juvenile court proceedings, or involved in statutorily defined civil proceedings; and
- ◆ The Sheriff's Department is the primary law enforcement agency for the unincorporated areas of the County and its contract cities, providing housing for incarcerated adults and security for the Courts.



Priority Highlights

In an effort to ensure all County residents have access to a good quality of life, a new service model and pilot program for a Community Assessment, Response and Engagement (CARE) multi-disciplinary team strategy has been implemented to assist individuals in distress due to homelessness, severe and persistent mental illness,

substance use disorders, and high-risk health and safety behaviors. The goal is to assist high-risk individuals in accessing the assistance they need to find housing, connect to substance abuse treatment, address mental illness and secure an increased quality of life. Resources have been added to the District Attorney, Probation

Department, and the Public Defender to ensure support of this vulnerable and sometimes troubled population.

The Public Defender has implemented a new social worker program. Social workers will work with clients to help reduce recidivism by securing services that will help clients stabilize and not recidivate. Services will include housing and job search, rehabilitation programs, access to sober living services, and connection to vital social services. Program funding will come from the Community Corrections Partnership (CCP), initially approved by the CCP Executive Committee in Fiscal Year 2017-2018.



The passage of proposition 64 in November 2016 legalized the sale and cultivation of recreational cannabis for adults, requiring a need to regulate its commercial sale and cultivation. Relying on revenue collected from business owner development agreements, the County will be able to fund several law enforcement positions in various departments, including the District Attorney and Sheriff, to ensure industry adherence to local ordinances and the executed development agreements.

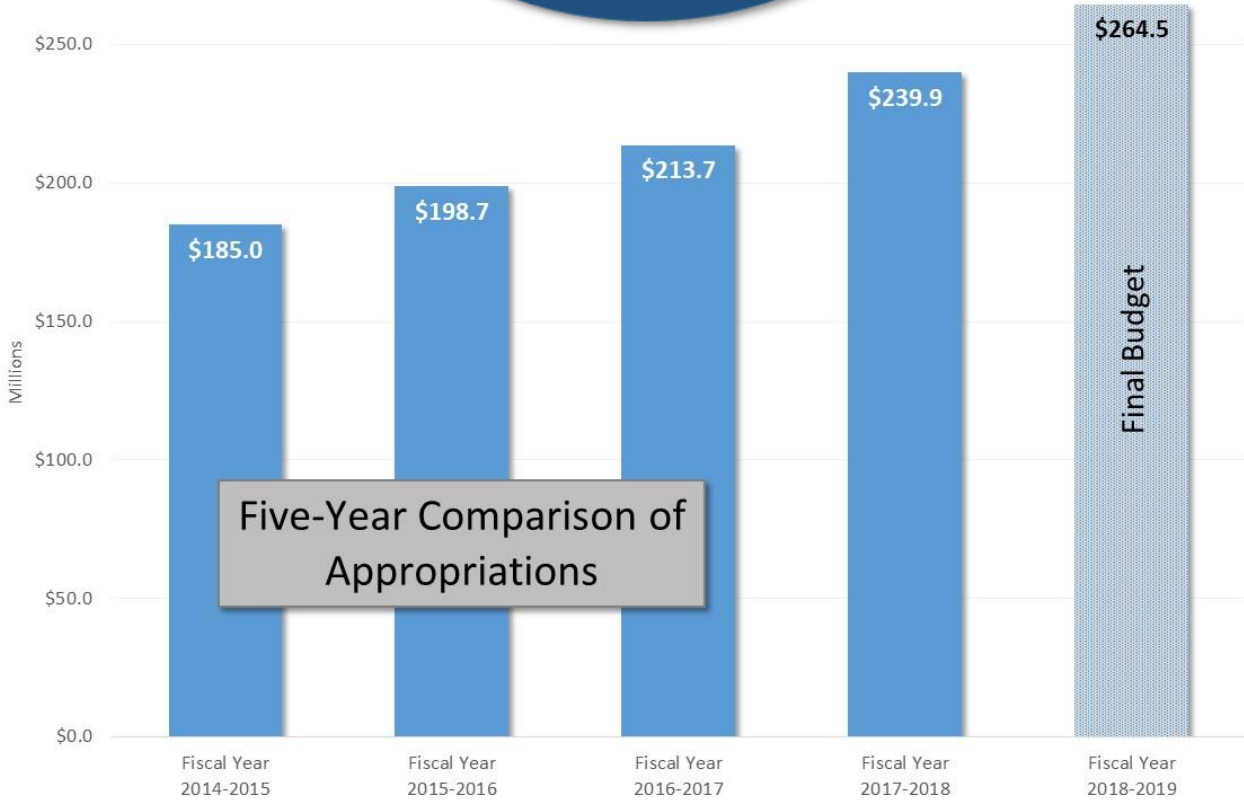
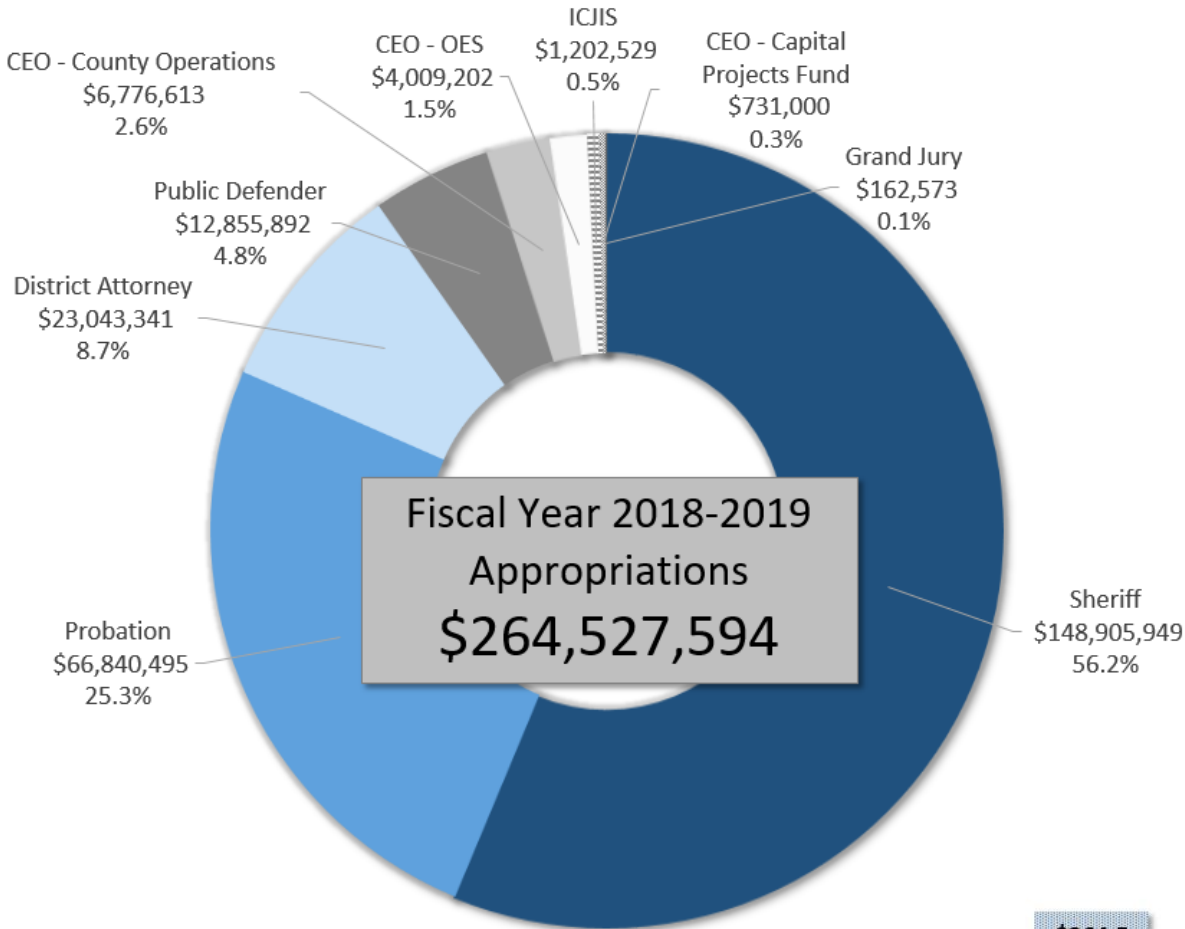
The County is implementing a body-worn camera program to improve public safety through increased operational transparency and accountability. Other jurisdictions report similar programs have reduced complaints, allowing resources to be redirected to improve customer service. The Sheriff's Department will implement the program in January 2019. As a result, the District Attorney will experience a significant increase in the amount of video footage needing to be downloaded and reviewed for cases. Three new positions, one in the Sheriff's Department and two in the District Attorney's Office, are being added to support this program.

Priority Appropriations and Trends

Fiscal Year 2018-2019 appropriations total \$264.5 million for this priority. While the Sheriff, Probation and the District Attorney make up 90% of this priority budget, approximately 37% of the total priority area costs are funded with non-general fund revenue sources, including 2011 State realignment funds and various State and Federal grants.

Five-year historical trends show a 43% increase from Fiscal Year 2014-2015 to Fiscal Year 2018-2019 Final Budget primarily due to Public Safety Restoration and

growth in Adult Detention facilities that support Public Safety Realignment per Assembly Bill 109, signed into law in 2011. This Assembly Bill realigned low-level offenders from serving time in State prisons to serving their jail sentence in county jail facilities. Significant facility expansion occurred to have adequate space for inmate detention and inmate programs. Realignment affected all Public Safety departments and adjustments continue to be necessary to ensure that inmate populations are supported through the criminal justice process and program rehabilitation services.



Supporting Strong and Safe Neighborhoods Summary of Budget Appropriations

Page	Fund	Org	Recommended Spending Plan		
			2018-2019	2019-2020	
103	CEO-Capital Projects Fund		\$731,000	\$731,000	
	2025	0061301	Courthouse Construction Fund	\$700,000	\$700,000
	2026	0061303	Criminal Justice Facilities Fund	\$31,000	\$31,000
107	CEO-County Operations		\$6,776,613	\$6,836,348	
	0100	0016120	County Court Funding	\$6,486,613	\$6,616,348
	1726	0017200	Department of Justice Drug and Alcohol	\$100,000	\$100,000
	1777	0017710	DNA Identification Fund Prop 69	\$190,000	\$120,000
	0100	0017400	Jail Medical Program	\$0	\$0
112	Chief Executive Office		\$4,009,202	\$4,131,913	
	0100	0015500	Office of Emergency Service/Fire Warden	\$2,093,188	\$2,117,180
	1670	0017370	Office of Emergency Services Homeland Security Grants	\$0	\$0
	1725	0017100	County Fire Service Fund	\$1,916,014	\$2,014,733
121	District Attorney		\$23,043,341	\$22,191,688	
	0100	0023100	Criminal Division	\$20,915,913	\$21,286,124
	1761	0023229	Arson Task Force	\$82,659	\$82,659
	1712	0023212	Auto Insurance Fraud Prosecution	\$207,887	\$0
	177A	0023310	Consumer Fraud Prosecution Program	\$0	\$0
	1771	0023271	Criminal Division Asset Forfeiture	\$6,000	\$6,000
	1706	0023206	Elder Abuse Advocacy and Outreach	\$201,407	\$100,722
	1707	0023207	Federal Asset Forfeiture	\$2,731	\$0
	1678	0023209	Impaired Driver Vertical Prosecution	\$0	\$0
	1776	0023276	Real Estate Fraud Prosecution	\$260,229	\$266,927
	1686	0023208	Unserved/Underserved Victim Advocacy and Outreach	\$188,876	\$94,439
	1710	0023220	Victim Compensation and Government Claims	\$86,881	\$0
	1714	0023214	Victim Services Program	\$1,090,758	\$354,817
136	Grand Jury		\$162,573	\$167,068	
	0100	0052100	Grand Jury	\$162,573	\$167,068
140	Integrated Criminal Justice Information System		\$1,202,529	\$1,243,392	
	5141	0016161	Integrated Criminal Justice Information System	\$1,202,529	\$1,243,392

Page	Fund	Org	Recommended Spending Plan	
			2018-2019	2019-2020
144	Probation		\$66,840,495	\$67,978,887
0100	0026050	Administration	\$3,484,675	\$3,584,056
0100	0026060	Community Corrections Partnership	\$5,389,994	\$5,633,870
1688	0026431	Corrections Performance Incentive Fund	\$1,588,724	\$1,371,715
0100	0026100	Field Services	\$14,178,176	\$13,616,564
0100	0026200	Institutional Services	\$7,545,563	\$8,080,763
1764	0026379	Juvenile Accountability Block Grant	\$100,000	\$0
0100	0026070	Juvenile Commitment Facility	\$4,442,888	\$4,702,921
1798	0026395	Juvenile Justice Crime Prevention Act	\$2,646,407	\$2,519,719
1679	0026481	Local Community Corrections	\$24,382,235	\$25,233,403
1765	0026420	Ward Welfare Fund	\$80,000	\$82,800
1698	0026406	Youthful Offender Block Grant	\$3,001,833	\$3,153,076
157	Public Defender		\$12,855,892	\$13,261,712
0100	0027000	Public Defender	\$8,371,939	\$8,724,257
0100	0027500	Indigent Defense	\$4,483,953	\$4,537,455
166	Sheriff		\$148,905,949	\$147,534,230
0100	0028100	Administration	\$13,137,993	\$12,320,789
0100	0028400	Adult Detention Expansion	\$17,024,197	\$17,554,025
1703	0028600	CAL ID Program	\$721,205	\$280,470
1780	0028889	CAL-MMET Program	\$730,125	\$752,282
1768	0028840	Civil Process Fee	\$438,697	\$339,497
0100	0028239	Contract Cities	\$12,022,632	\$12,371,803
176C	0028370	Court Security	\$5,548,587	\$5,579,010
1743	0028869	Dedicated Funds	\$0	\$0
0100	0028300	Detention	\$57,272,607	\$57,418,982
1769	0028870	Driver Training Program	\$155,736	\$161,190
4081	0028509	Jail Commissary/Inmate Welfare	\$2,508,279	\$2,223,511
1799	0028610	Justice Assistance Grant	\$155,748	\$0
0100	0028200	Operations	\$38,633,409	\$38,005,365
1715	0028825	Vehicle Theft Unit	\$556,734	\$527,306
Supporting Strong and Safe Neighborhoods Total			\$264,527,594	\$264,076,238

CEO – Capital Projects Fund *(Supporting Strong and Safe Neighborhoods)*

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$760,000	\$760,000
Use of Fund Balance/ Retained Earnings	(\$29,000)	(\$29,000)
Gross Costs	\$731,000	\$731,000
General Fund Contributions	\$0	\$0
% Funded by General Fund	0.0%	0.0%
Total Allocated Positions	0	0

Department Services and Programs

CEO – County Capital Projects Fund is a division within the Chief Executive Office for the Courthouse Construction Fund and Criminal Justice Facilities Fund.

The **Courthouse Construction** Fund budget provides for the revenue used for lease costs for the civil courtrooms located on the 4th and 6th floors of the privately-owned building at 801 Tenth Street. This budget is funded from an additional penalty assessment for fines that are imposed by the Superior Court in accordance with State law. Approval was granted from the State on May 19,

2009, to use these funds for the lease costs identified above.

The **Criminal Justice Facilities** Fund budget provides for the revenue used to fund a portion of the cost of Law Library rent and may be used to refurbish and replace criminal justice related facilities and develop and improve electronic information. Funding is derived from a dedicated revenue source associated with an additional penalty assessment for fines that are imposed by the Superior Court in accordance with State law.

Board of Supervisors Priority Area



The CEO-Capital Projects Fund supports the following Board of Supervisors priority:

Priority	<i>Supporting strong and safe neighborhoods for individuals and families to thrive</i>
Mission Statement	To guide the organization and serve the public interest, implement the Board of Supervisors' priorities, and support County departments in achieving their missions

Annual Report on Results: Fiscal Year 2017-2018

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - Courthouse Construction Fund							
2025 0061301 Capital Projects Fund							
Total Revenue	\$578,747	\$481,419	\$449,904	\$442,385	\$419,103	\$420,000	99.79%
Use of Fund Balance	(\$240,967)	(\$121,320)	\$261,607	\$269,203	\$170,106	\$184,041	92.43%
Gross Costs	\$337,780	\$360,099	\$711,511	\$711,588	\$589,209	\$604,041	97.54%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The trend in Chief Executive Office – Courthouse Construction Fund revenue reflects the amount of penalty assessments imposed by the Courts in each fiscal year. The Gross Costs represent the amount of the debt payment and rent costs paid to support criminal justice facilities.
- ◆ The actual revenue received for the 2017-2018 Fiscal Year is consistent with the legal budget, and the actual Gross Costs are slightly less, resulting in a reduction in the use of fund balance.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - Criminal Justice Facilities Fund							
2026 0061303 Capital Projects Fund							
Total Revenue	\$664,568	\$539,490	\$485,997	\$508,221	\$439,525	\$460,000	95.55%
Use of Fund Balance	\$167,652	\$291,020	\$344,513	\$322,289	\$390,985	\$370,510	105.53%
Gross Costs	\$832,220	\$830,510	\$830,510	\$830,510	\$830,510	\$830,510	100.00%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The trend in Chief Executive Office – Criminal Justice Facilities Fund revenue reflects the amount of penalty assessments imposed by the Courts in each fiscal year. The Gross Costs represent the amount of the lease payments for the court space located at 801 Tenth Street in Modesto.
- ◆ The variance between the actual revenue received and legal budget reflects a decrease in court-penalty revenue received, resulting in an increase in use of fund balance for the 2017-2018 Fiscal Year.

Fund Balance Trends

The following table identifies five-year historical data of actual fund balance by individual budget unit along with a Department total for each fiscal year.

Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
Chief Executive Office - Courthouse Construction Fund	\$3,499,644	\$3,740,611	\$3,861,930	\$3,600,323	\$3,331,120
Chief Executive Office - Criminal Justice Facilities Fund	\$1,894,738	\$1,727,087	\$1,436,067	\$1,091,554	\$769,265
Total Fund Balance	\$5,394,382	\$5,467,698	\$5,297,997	\$4,691,877	\$4,100,385

*Note: Only Listed for Non-General Fund Units

- ◆ The Chief Executive Office is responsible for management oversight of a series of Special Revenue funds that support projects in the Board of Supervisors’ priority of Supporting Strong and Safe Neighborhoods. The trend in the Chief Executive Office – Courthouse Construction Fund reflects the amount of penalty revenue collected by the Courts that has exceeded the commitments for these funds to pay for leased space. The trend in the Criminal Justice Facilities Fund is an increased reliance on fund balance. At the current rate of usage this reserve will be depleted by 2019-2020 and alternate funding will be needed to support the Law Library rent.

Budgets Contained within the Department

- ◆ Courthouse Construction Fund (Capital Projects Fund)
- ◆ Criminal Justice Facilities Fund (Capital Projects Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

CEO - Capital Projects Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$938,396	\$824,305	\$730,000	\$730,000	\$0	\$730,000
Revenue from use of Assets	\$12,210	\$34,323	\$30,000	\$30,000	\$0	\$30,000
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$950,606	\$858,628	\$760,000	\$760,000	\$0	\$760,000
Use of Fund Balance/Retained Earnings	\$591,492	\$561,091	(\$29,000)	(\$29,000)	\$0	(\$29,000)
Total Funding Sources	\$1,542,098	\$1,419,719	\$731,000	\$731,000	\$0	\$731,000
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$711,588	\$589,209	\$700,000	\$700,000	\$0	\$700,000
Other Charges	\$30,510	\$30,510	\$31,000	\$31,000	\$0	\$31,000
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$800,000	\$800,000	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$1,542,098	\$1,419,719	\$731,000	\$731,000	\$0	\$731,000
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$760,000, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Total Revenue for the 2018-2019 Proposed Budget is estimated at \$760,000, a decrease of approximately \$120,000 from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by evaluating historical trends on court penalty assessments and interest earnings.
- ◆ The Department anticipates a total of \$3.5 million in available fund balance as of July 1, 2018, with a contribution to fund balance of \$29,000 in Fiscal Year 2018-2019.
 - ◆ The Courthouse Construction Fund budget estimates an available fund balance of \$3.2 million, with a budgeted use of \$300,000 in 2018-2019.
 - ◆ The Criminal Justice Facilities Fund budget estimates an available fund balance of \$378,821, with a contribution to fund balance of \$329,000 added in 2018-2019.
- ◆ The 13.6% reduction in estimated revenue is consistent with statewide trends which reflect decreases in court penalty assessments for fines. Over the past four years, revenues have declined an average of 6% annually. It is projected that revenues will not materialize at the Adopted Final Budget 2017-2018 level, reducing the base for 2018-2019 revenue projections.

Budget and Operations

- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$731,000, consistent with the 2018-2019 Adopted Proposed Budget.

- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$731,000, a decrease of \$703,551 from the 2017-2018 Adopted Final Budget.
- ◆ The Proposed Budget at base includes a decrease of \$703,551 primarily due to the reduction in projected expenditures for the Criminal Justice Facilities Fund as a result of the payoff of debt for the Twelfth Street Office and Parking Garage in Fiscal Year 2017-2018.
- ◆ No service level adjustments are recommended at this time.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of zero, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of zero, consistent with the 2017-2018 Adopted Final Budget allocation.

Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors' action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan is estimated at \$760,000, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by evaluating historical trends on court penalty assessments and interest earnings.
- ◆ The Spending Plan includes a contribution of \$29,000 to departmental fund balance; based on contribution budgeted in the 2018-2019 Proposed Budget, the Department anticipates there will be \$3.5 million in available fund balance on July 1, 2019.
 - ◆ A fund balance of \$2.8 million is estimated in the Courthouse Construction Fund budget, with \$300,000 budgeted for use in the Spending Plan.
 - ◆ A fund balance of \$727,755 is estimated in the Criminal Justice Facilities Fund budget, with a contribution to fund balance of \$329,000 added in the Spending Plan.

Budget and Operations Plan

- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$731,000, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$731,000, consistent with the 2018-2019 Proposed Budget.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on historical spending.

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of zero, consistent with the 2018-2019 Adopted Proposed Budget and the 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of zero, consistent with the 2018-2019 Proposed Budget allocation.

CEO – County Operations (*Supporting Strong and Safe Neighborhoods*)

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$3,292,816	\$3,355,675
Use of Fund Balance/ Retained Earnings	\$140,000	\$70,000
Gross Costs	\$6,776,613	\$6,836,348
General Fund Contributions	\$3,343,797	\$3,410,673
% Funded by General Fund	49.3%	49.9%
Total Allocated Positions	0	0

Department Services and Programs

CEO – County Operations is a division within the Chief Executive Office that houses County Court Funding, Department of Justice Drug and Alcohol, DNA Identification Fund Prop 69, and until this fiscal year, the Jail Medical Program.

The **County Court Funding** budget supports the County-Courts partnership established as part of the Lockyer-Isenberg Trial Court Funding Act (Assembly Bill 233), as amended in Section 77200 of the California Government Code, and provides funding for the annual County Maintenance of Effort (MOE) obligation to the Superior Court, as well as the annual County Facilities payment to the State for court facilities.

Stanislaus County’s MOE amount is \$4.6 million, which includes an operations portion of \$3.5 million and fines and forfeitures portion of \$1.1 million. Counties are still responsible for the collection of Court fines and fees, but must return to the State one half of the revenue received in excess of the revenue portion of the MOE obligation. Ownership and responsibility for operation and maintenance of all court facilities lies with the State of California; however, the County is required to make an annual County Facilities Payment (CFP) to the State for each of the Court facilities.

The **Department of Justice (DOJ) Drug and Alcohol** budget has provided resources for drug and alcohol testing for Stanislaus County law enforcement since 1993 to ensure the ultimate prosecution of offenders. Revenue is received from Controlled Substance fines.

The **DNA Identification Fund Prop 69** budget provides resources for DNA analysis and identification testing for Stanislaus County law enforcement. Government Code Section 76104.6, effective November 3, 2004, directs California Courts to levy a \$1 penalty for every \$10 or fraction thereof upon every fine, penalty, and forfeiture levied on criminal offenses including traffic offenses, but excluding parking offenses, to implement the DNA Identification Fund. In Stanislaus County, the revenue is distributed equally to the Probation and Sheriff departments.

The **Jail Medical Program** budget provides for the medical, dental, and mental health services to adult and juvenile detention populations. Effective with Budget Year 2018-2019, it transferred from CEO oversight to the Sheriff’s Department which will serve as the fiscal agent and account for Jail Medical services in the Sheriff Detention and Adult Detention Expansion budgets as well as Probation Institutions.

Board of Supervisors Priority Area



The CEO-County Operations supports the following Board of Supervisors priority:

Priority	<i>Supporting strong and safe neighborhoods for individuals and families to thrive</i>
Mission Statement	To guide the organization and serve the public interest, implement the Board of Supervisors’ priorities, and support County departments in achieving their missions

Annual Report on Results: Fiscal Year 2017-2018

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund Contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - County Court Funding							
0100 0016120 General Fund							
Total Revenue	\$3,574,799	\$3,469,798	\$2,869,871	\$2,988,836	\$3,362,612	\$2,755,000	122.05%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$6,175,941	\$6,063,338	\$6,058,917	\$6,261,604	\$6,079,450	\$6,205,132	97.97%
Net County Cost	\$2,601,142	\$2,593,540	\$3,189,046	\$3,272,768	\$2,716,838	\$3,450,132	78.75%

- ◆ The trend in Chief Executive Office – County Court Funding revenue reflects the fluctuation in amount of court-related revenue received from various fines and fees in each fiscal year.
- ◆ Actual revenue exceeded the budget estimate by 122.1% due to unanticipated revenue growth, 12.5% above the previous fiscal year.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - DOJ Drug & Alcohol							
1726 0017200 Special Revenue Fund							
Total Revenue	\$36,505	\$93,786	\$52,038	\$41,895	\$64,734	\$65,000	99.59%
Use of Fund Balance	\$1,532	(\$63,138)	(\$55,552)	(\$41,658)	\$11,829	\$35,177	33.63%
Gross Costs	\$93,580	\$86,191	\$52,029	\$55,780	\$76,563	\$100,177	76.43%
Net County Cost	\$55,543	\$55,543	\$55,543	\$55,543	\$0	\$0	0.00%

- ◆ The trend in Chief Executive Office – Department of Justice and Alcohol revenue reflects the amount collected from controlled substance fines in each fiscal year, which is used by law enforcement to fund the cost of drug and alcohol testing.
- ◆ The actual Gross Cost is under the legal budget by 24% resulting in a decrease in the use of fund balance for the 2017-2018 Fiscal Year. In prior years, the fund balance had grown due to General Fund Contributions that exceeded the need for funding; Net County Cost was discontinued in 2017-2018.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - DNA Identification Fund Prop 69							
1777 0017710 Special Revenue Fund							
Total Revenue	\$169,311	\$138,652	\$126,911	\$137,969	\$123,923	\$127,000	97.58%
Use of Fund Balance	\$138,689	\$169,348	\$81,089	\$70,031	\$84,077	\$81,000	103.80%
Gross Costs	\$308,000	\$308,000	\$208,000	\$208,000	\$208,000	\$208,000	100.00%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The trend in Chief Executive Office – DNA Identification Fund Prop 69 reflects revenue received from fines, forfeitures, and penalties, along with planned use of fund balance annually, supports costs in the Probation and Sheriff departments.
- ◆ The variance between the actual revenue received and legal budget reflects a decrease in revenue received from fines, forfeitures, and penalties, resulting an increase in a use of fund balance for the 2017-2018 Fiscal Year.

Fund Balance Trends

The following table identifies five-year historical data of actual fund balance by individual budget unit along with a Department total for each fiscal year.

Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
Chief Executive Office - DOJ Drug & Alcohol	\$117,689	\$116,157	\$179,295	\$234,847	\$276,505
Chief Executive Office - DNA Identification Fund Prop 69	\$615,333	\$476,644	\$307,296	\$226,207	\$156,176
Total Fund Balance	\$733,022	\$592,801	\$486,591	\$461,054	\$432,681

*Note: Only Listed for Non-General Fund Units

- ◆ The Chief Executive Office is responsible for management oversight of a series of Special Revenue funds that support projects in the Supporting Strong & Safe Neighborhoods. The DOJ Drug and Alcohol fund balance has grown due to the General Fund Contributions that exceeded the need for funding in the budget; the 2018-2019 Final budget includes the use of fund balance to balance the current budget and discontinues General Fund Contributions. The trend in DNA Identification Fund Prop 69 reflects the planned use of fund balance to pay for DNA Identification services in the Probation and Sheriff departments.

Budgets Contained within the Department

- ◆ County Court Funding (General Fund)
- ◆ Department of Justice Drug and Alcohol (Special Revenue Fund)
- ◆ DNA Identification Fund Prop 69 (Special Revenue Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

CEO - County Operations (Safe)						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$5	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$2,534,360	\$2,761,261	\$2,423,912	\$2,416,012	(\$7,900)	\$2,461,273
Revenue from use of Assets	\$137,131	\$74,538	\$68,606	\$68,606	\$0	\$70,040
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$872,357	\$1,831,254	\$697,924	\$697,924	\$0	\$711,882
Miscellaneous Revenue	\$124,847	\$109,107	\$110,274	\$110,274	\$0	\$112,480
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$3,668,700	\$4,776,160	\$3,300,716	\$3,292,816	(\$7,900)	\$3,355,675
Use of Fund Balance/Retained Earnings	\$28,373	\$95,906	\$150,100	\$140,000	(\$10,100)	\$70,000
Total Funding Sources	\$3,697,073	\$4,872,066	\$3,450,816	\$3,432,816	(\$18,000)	\$3,425,675
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$10,821,034	\$13,268,154	\$269,485	\$269,485	\$0	\$272,875
Other Charges	\$5,488,448	\$5,554,358	\$5,917,218	\$5,917,218	\$0	\$6,035,564
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$208,000	\$208,000	\$208,000	\$190,000	(\$18,000)	\$120,000
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$522,171	\$400,406	\$399,910	\$399,910	\$0	\$407,909
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$17,039,653	\$19,430,918	\$6,794,613	\$6,776,613	(\$18,000)	\$6,836,348
General Fund Contribution	\$13,342,580	\$14,558,852	\$3,343,797	\$3,343,797	\$0	\$3,410,673
Total Allocated Positions	-	-	-	0	0	0

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$3.3 million, a decrease of \$7,900 from the 2018-2019 Adopted Proposed Budget.
 - ◆ The estimated revenue for the DNA Identification Fund Prop 69 budget has been reduced by \$7,900 based on updated information; this budget also anticipates using \$10,100 less in fund balance.
- ◆ Total Revenue for the 2018-2019 Proposed Budget is estimated at \$3.3 million, a decrease of approximately \$1 million from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by evaluating historical trends.
- ◆ The Department has a total of \$336,776 in available fund balance as of July 1, 2018, of which \$140,000 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Fund balance for the Department of Justice Drug and Alcohol budget is \$264,677 of which \$70,000 is budgeted for use in 2018-2019.
 - ◆ Fund balance for the DNA Identification Fund Prop 69 budget is \$72,099, of which \$70,000 is budgeted for use in 2018-2019. Additional analysis has been completed as part of Fiscal Year 2017-2018 year-end close to evaluate revenue and fund balance for the DNA Identification Fund and planned expenditures for Fiscal Year 2018-2019 and the 2019-2020 Spending Plan has been adjusted to remain within available projected fund balance through the two-year period.
- ◆ The 23.5% reduction in estimated revenue is due to the removal of the Jail Medical Program budget from this Department to the Sheriff and Probation departments effective July 1, 2018.

Budget and Operations

- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$6.8 million, a decrease of \$18,000 from the 2018-2019 Adopted Proposed Budget.
 - ◆ Expenditures were reduced to align with projected revenue, decreasing contributions to the Probation and Sheriff's departments.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$6.8 million, a decrease of \$13.5 million from the 2017-2018 Adopted Final Budget, requiring a General Fund Contribution of \$3.3 million.
- ◆ The Proposed Budget at base includes a \$13.5 million decrease due to the removal of the Jail Medical Program from the Department's budget.
- ◆ No service level adjustments are recommended at this time.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of zero, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of zero, consistent with the 2017-2018 Adopted Final Budget allocation.

Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors' action.

Estimation of Revenue and Funding Sources

- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$3.4 million, consistent with the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$3.4 million, an increase of \$63,959 from the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by evaluating historical trends.

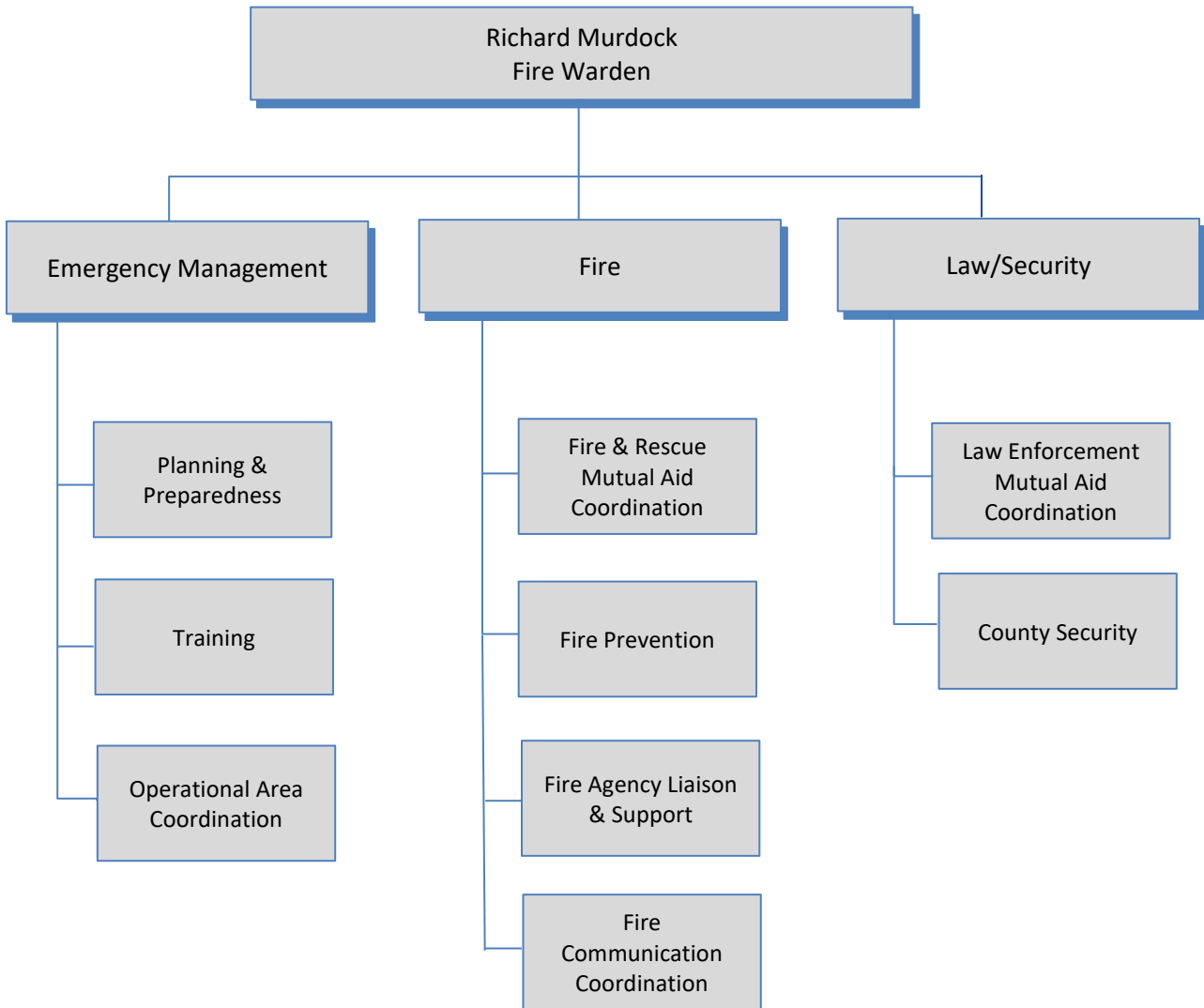
- ◆ The Spending Plan relies on the use of \$70,000 in departmental fund balance; based on use of fund balance identified in the 2018-2019 Proposed Budget, the Department anticipates there will be \$196,776 in available fund balance on July 1, 2019.
 - ◆ For the Department of Justice Drug and Alcohol program, the use of \$70,000 in fund balance is projected in the Spending Plan, with \$194,677 in estimated fund balance available.
 - ◆ For the DNA Identification Fund Prop 69 services, the use of \$75,900 in fund balance is projected in the Spending Plan, however, this will only be possible if financial operations improve from the current forecast, with a current estimate of available fund balance of \$0.

Budget and Operations Plan

- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$6.8 million, consistent with the 2018-2019 Final Budget, requiring a General Fund Contribution of \$3.4 million.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$6.9 million, an increase of \$126,635 from the 2018-2019 Proposed Budget, requiring a General Fund Contribution of \$3.4 million.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on historical spending and anticipated costs specific to County operational budgets.

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of zero, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of zero, consistent with the 2018-2019 Proposed Budget allocation.



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**Chief Executive Office –
Office of Emergency Services/Fire Warden**

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$1,826,073	\$1,880,856
Use of Fund Balance/ Retained Earnings	\$128,000	\$128,000
Gross Costs	\$4,009,202	\$4,131,913
General Fund Contributions	\$2,055,129	\$2,123,057
% Funded by General Fund	51.3%	51.4%
Total Allocated Positions	14	14

Department Services and Programs

The Stanislaus County Chief Executive Officer (CEO) is the Director of the Office of Emergency Services with the day-to-day direction provided by the Assistant Director of Emergency Services/Fire Warden. The Office of Emergency Services and Fire Warden (OES/FW) provide emergency management services, fire and rescue mutual aid, and County security.

As the Operational Area Coordinator (OAC) for Stanislaus County, OES/FW **Emergency Management Division** is responsible for fulfilling the local government and Operational Area State mandates identified in the California Code of Regulations, establishing the Standardized Emergency Management System (SEMS). These responsibilities include maintaining a functional Emergency Operations Center (EOC) for the Operational Area (OA), the coordination of emergency activities that exceed the day-to-day level, and the coordination of mutual aid requests as well as communication between local government and the State. Local government is required to meet or exceed State mandates to be eligible for State funding of response-related costs during a disaster. OES/FW ensures County compliance with Homeland Security Presidential Directives 5 and 8, under the National Incident Management System (NIMS). These directives are linked to planning and preparedness funding, disaster management, and recovery funding after a disaster.

Within the **Fire Division**, the Fire Warden acts as the Fire and Rescue Operational Area Coordinator (OAC) for

Stanislaus County. As the OAC, the Fire Warden is responsible for the planning, coordination, and deployment of fire mutual aid resources. The OAC is also responsible for maintaining several local, State, and Federal databases that validate certifications, maintaining an inventory of personnel and apparatus, providing training, and coordinating Statewide deployment of local fire resources. The Fire Warden is the liaison between local fire agencies and the County; staff provides assistance to fire districts with financial issues including development impacts, revenue projections, budget analysis, fees and assessments, and represents County Fire agencies on various local and State committees and workgroups.

The **County Security** Law Enforcement program within Law/Security at OES provides emergency services mutual aid support to community partners and the OA, also providing direct support for potential threats to County operations which could impact the safety and security of County staff and customers. This includes staff training and the assessment of County facilities, security-related incident management, and cybersecurity.

Administration provides support for all divisions including budget preparation and monitoring, accounting services such as accounts payable and receivables, contract administration, purchasing and credit card administration, facilities, maintenance, and grant administration activities and responsibilities.

Board of Supervisors Priority Area



The Chief Executive Office – Office of Emergency Services/Fire Warden supports the following Board of Supervisors priority:

Priority	<i>Supporting strong and safe neighborhoods for individuals and families to thrive</i>	
Mission Statement	To provide a safe and resilient community through emergency management and coordination within the Stanislaus Operational Area to protect lives, property and the economy by preparing, planning, mitigating, responding to and recovering from disasters and emergencies	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Compliance of Emergency Management System training	Fire prevention inspection to unincorporated agencies in Stanislaus County

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments
<ul style="list-style-type: none"> ◆ Enhanced the County Security Program to include Cybersecurity ◆ Expanded on developing the Operational Area Flood Response and Flood Fight Plan ◆ Expanded on developing the Primary Emergency Operations Center and Alternate Emergency Operations Center(s) site plans in partnership with the Capital Projects Team ◆ Expanded training opportunities to first responders and emergency managers throughout the Operational Area

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - OES/Fire Warden							
0100 0015500 General Fund							
Total Revenue	\$411,376	\$289,823	\$276,078	\$293,717	\$263,261	\$269,010	97.86%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$1,688,300	\$1,491,849	\$1,678,950	\$2,068,138	\$2,475,021	\$2,757,927	89.74%
Net County Cost	\$1,276,924	\$1,202,026	\$1,402,872	\$1,774,421	\$2,211,760	\$2,488,917	88.86%

- ◆ The Office of Emergency Services (OES) Fiscal Year 2017-2018 budget included funding for the remodel and reorganization of the Emergency Operations Center (EOC). This project enhances the OES ability to manage and support our partners through Standardized Emergency Management Systems (SEMS)/National Incident Management Systems (NIMS) training, incident management planning, response, mitigation, and recovery from emergency incidents within the Operational Area.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - OES Homeland Security Grants							
1670 0017370 Special Revenue Fund							
Total Revenue	\$1,275,822	\$484,593	\$612,439	\$605,197	\$347,883	\$0	0.00%
Use of Fund Balance	(\$32,958)	\$128,847	(\$123,379)	\$9,917	(\$21,371)	\$619,761	-3.45%
Gross Costs	\$1,242,864	\$613,440	\$489,060	\$615,114	\$326,512	\$619,761	52.68%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Homeland Security Grants are individual multi-year grants which enhance local capabilities to prevent, protect against, respond to and recover from acts of terrorism and other catastrophic events. These funds provide SEMS/NIMS, HazMat and Fire training; emergency operation planning assistance to our Operational Area partners; as well as communications equipment to enhance clear communication.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - County Fire Service Fund							
1725 0017100 Special Revenue Fund							
Total Revenue	\$1,304,393	\$1,571,422	\$1,538,122	\$1,617,306	\$1,708,952	\$1,505,049	113.55%
Use of Fund Balance	(\$41,704)	(\$658,200)	(\$435,297)	(\$320,629)	(\$392,694)	\$120,989	-324.57%
Gross Costs	\$1,884,993	\$1,093,060	\$1,315,813	\$1,509,665	\$1,529,246	\$1,839,026	83.16%
Net County Cost	\$622,304	\$179,838	\$212,988	\$212,988	\$212,988	\$212,988	100.00%

- ◆ The primary revenue source for the Fire Service Fund budget is the Less than Countywide Fire Tax which provides fire protection services in support of the citizens and fire agencies within the unincorporated areas of the County. The Fire Tax continues to exceed expectations funding services including, Fire Prevention, Fire Investigations, training, communications and administration.

Fund Balance Trends

The following table identifies five-year historical data of actual fund balance by individual budget unit and along with a department total for each fiscal year.

Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
Chief Executive Office - OES Homeland Security Grants	(\$57,178)	(\$24,220)	(\$153,067)	(\$29,688)	(\$39,605)
Chief Executive Office - County Fire Service Fund	\$759,920	\$801,624	\$1,459,824	\$1,895,121	\$2,215,751
Total Fund Balance	\$702,742	\$777,404	\$1,306,757	\$1,865,433	\$2,176,146

*Note: Only Listed for Non-General Fund Units

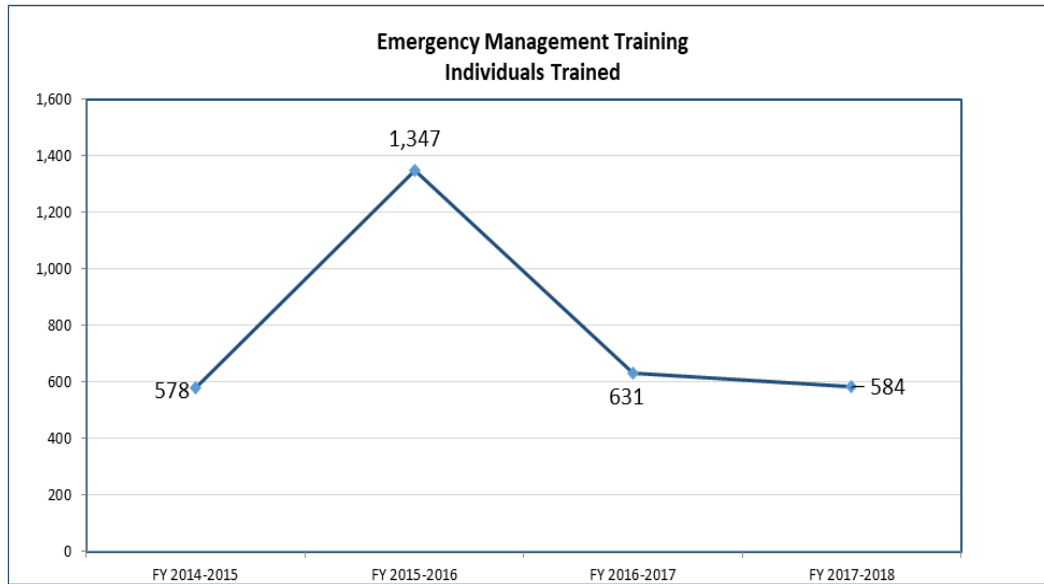
Department Success Measures

The Office of Emergency Services (OES) offers training to County departments, operational area emergency management staff and first responders. These trainings provide certification and compliance with the Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS) and the California Incident Command Certification System (CICCS). The chart above shows the total number of

to the Community Services Agency (CSA) training 545 staff to bring them into compliance with basic SEMS/NIMS requirements.

It is a priority of the Office of Emergency Services to provide free, quality training to our partners through grants and Less than Countywide Fire Funding. Beginning in Fiscal Year 2018-2019 OES will strive toward a 90%

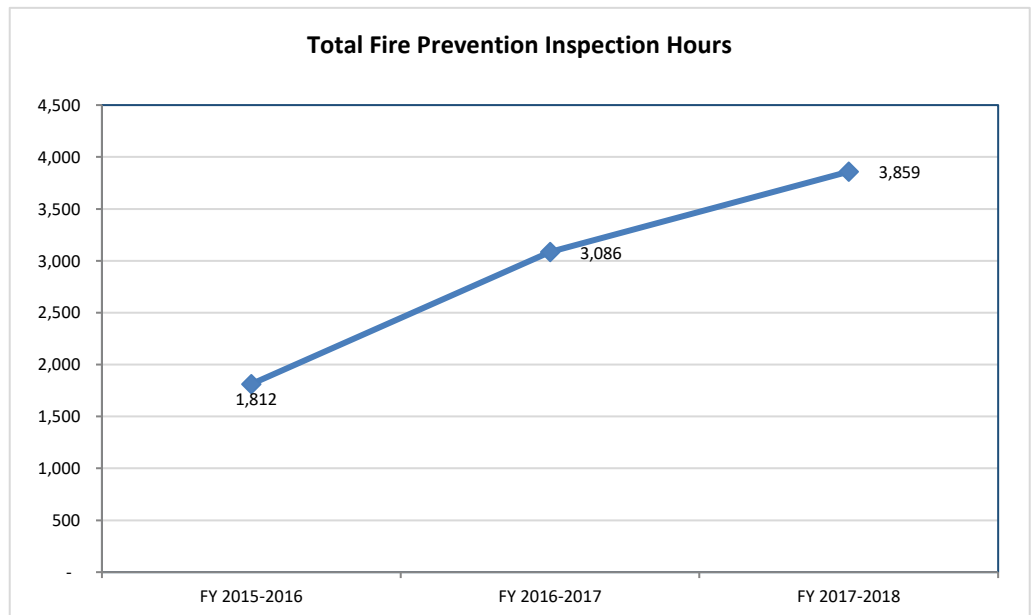
compliance rate with mandated NIMS training. OES will continue to work with each county department and agencies, assessing their current level of compliance while supplying department heads with report cards to track their progress. The department is working diligently with the Operational Area partners and county departments to incorporate new instruction as well as core training and



individuals completing these courses. In Fiscal Year 2015-2016, there is a spike in the training numbers due

exercises to the annual Training and Exercise Plan.

The Office of Fire Warden Fire Prevention Bureau (FPB) offers fire inspection services to the unincorporated fire agencies within Stanislaus County. The chart above shows the total number of hours the FPB spent providing services to the community over the last three fiscal years. In Fiscal Year 2017-2018 there was an increase of approximately 25% over the prior year due to increases in new construction inspections, and calls for services.



Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ Develop and Implement a Stanislaus County Operational Area Transportation Plan that identifies local transportation resources with consideration for people with disabilities and access and functional needs, providing safe and efficient routes of travel during an emergency incident
- ◆ Provide California Incident Command Certification Systems Training (CICCS) to fire service partners through utilization of Less-than-Countywide funding to provide mutual aid response both locally and throughout the State
- ◆ Promote the implementation of the on-line Fire Prevention Accela application for use in the field ensuring efficient customer service, increased productivity and timely collection of fees reducing processing time. Full implementation is anticipated by June 2019
- ◆ Develop a continuous and relevant County Security Training Cycle, with Phase I, Workplace Violence training completed by June 2020
- ◆ Continue to collaborate with the Chief Executive Office, the Health Services Agency and the Mountain Valley Emergency Medical Services Agency on the new ambulance provider agreements for emergency medical system enhancement and improved patient outcomes.

Budgets Contained within the Department

- ◆ Office of Emergency Services/Fire Warden (General Fund)
- ◆ Office of Emergency Services Homeland Security Grants (Special Revenue Fund)
- ◆ County Fire Service Fund (Special Revenue Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Chief Executive Office - Office of Emergency Services						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$ 1429,972	\$ 1,505,321	\$ 1,385,526	\$ 1,385,526	\$ 0	\$ 1,427,092
Licenses, Permits, Franchises	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Fines, Forfeitures, Penalties	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Revenue from use of Assets	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Intergovernmental Revenue	\$ 855,602	\$ 550,723	\$ 250,889	\$ 250,889	\$ 0	\$ 258,416
Charges for Service	\$ 229,515	\$ 214,488	\$ 189,658	\$ 189,658	\$ 0	\$ 195,348
Miscellaneous Revenue	\$ 1,131	\$ 995	\$ 0	\$ 0	\$ 0	\$ 0
Other Financing Sources	\$ 0	\$ 48,569	\$ 0	\$ 0	\$ 0	\$ 0
Total Revenue	\$ 2,516,220	\$ 2,320,096	\$ 1,826,073	\$ 1,826,073	\$ 0	\$ 1,880,856
Use of Fund Balance/Retained Earnings	(\$ 310,712)	(\$ 414,065)	\$ 128,000	\$ 128,000	\$ 0	\$ 128,000
Total Funding Sources	\$ 2,205,508	\$ 1,906,031	\$ 1,954,073	\$ 1,954,073	\$ 0	\$ 2,008,856
Salaries and Benefits	\$ 1,626,589	\$ 1,906,723	\$ 1,801,717	\$ 1,817,835	\$ 16,118	\$ 1,912,371
Services and Supplies	\$ 1,698,898	\$ 1,720,328	\$ 1,651,283	\$ 1,651,283	\$ 0	\$ 1,667,678
Other Charges	\$ 331,333	\$ 315,818	\$ 336,584	\$ 336,584	\$ 0	\$ 348,364
Fixed Assets						
Buildings & Improvements	\$ 46,366	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Equipment	\$ 223,528	\$ 170,882	\$ 203,000	\$ 203,000	\$ 0	\$ 203,000
Other Financing Uses	\$ 265,602	\$ 217,008	\$ 0	\$ 0	\$ 0	\$ 0
Equity	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Intrafund	\$ 601	\$ 21	\$ 500	\$ 500	\$ 0	\$ 500
Contingencies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Gross Costs	\$ 4,192,917	\$ 4,330,779	\$ 3,993,084	\$ 4,009,202	\$ 16,118	\$ 4,131,913
General Fund Contribution	\$ 1,987,409	\$ 2,424,748	\$ 2,039,011	\$ 2,055,129	\$ 16,118	\$ 2,123,057
Total Allocated Positions	-	-	14	14	0	14

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$1.8 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Revenue for the 2018-2019 Proposed Budget is estimated at \$1.8 million, an increase of \$39,514 from the 2017-2018 Adopted Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by a review of historical trends, contracts, and grant information from the State.
- ◆ The Department has a total of \$2.6 million in available fund balance as of July 1, 2018, of which \$128,000 is budgeted for use in the 2018-2019 Final Budget.
 - ◆ The County Fire Service Fund ended the year with a fund balance of \$2,608,445.
 - ◆ Revenue from the three-year Homeland Security Grant was established in Fiscal Year 2016-2017 by Board approval. Revenue is provided on a reimbursement basis of which \$18,789 is expected to be reimbursed in the 2018-2019 Final Budget.

Budget and Operations

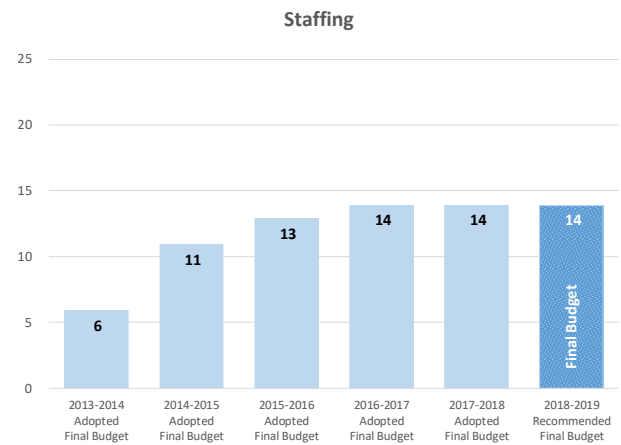
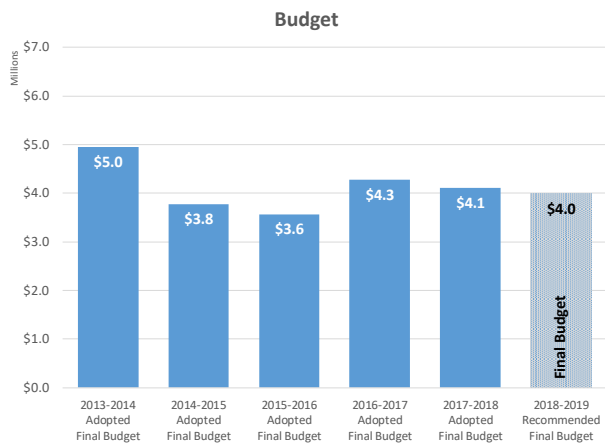
- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$4 million, consistent with the \$4 million from the 2018-2019 Adopted Proposed Budget.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$4 million, a decrease of \$114,630 from the 2017-2018 Adopted Final Budget.
 - ◆ The decrease projected for 2018-2019 is due to the elimination of the one-time capital project costs for the building renovation and security enhancements, funded in the prior year, consistent with the zero-based budget policy. This reduction in cost offsets the cost of doing business increases which were factored in the base budget, as well as the service level increase described below.
- ◆ The Proposed Budget included a recommendation to increase service levels.

- ◆ The Proposed Budget included \$40,000 for a consultant to work with the smaller, rural fire agencies in the County to explore methods to provide assistance to those agencies that have difficulty sustaining staff and other resources. Services would provide assistance with functions including: Human Resources, Finance, Payroll and Training.
- ◆ The Proposed Budget included the replacement of three vehicles used to conduct field work, including emergency management services, fire and rescue mutual aid responsibilities, and Operational Area Coordinator duties supporting County partners and the community. The total cost is estimated to be \$203,000, which is funded by \$75,000 in County General Fund, and \$128,000 in Fund Balance.
- ◆ The Office of Emergency Services/Fire Warden has a total fleet of ten vehicles; of those, three meet the minimum age and mileage requirements to be considered for replacement under the Fleet Services Policy.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 14, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The 2018-2019 Proposed Budget included a staffing allocation of 14, consistent with the 2017-2018 Adopted Final Budget allocation.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors’ action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue of \$1.9 million for the 2019-2020 Spending Plan was not adjusted in the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$1.9 million an increase of \$54,783 from the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by projected increases of 3%, historical revenue trends, and grant information from the State.
- ◆ The Spending Plan relies on the use of \$128,000 in departmental fund balance; based on use of fund balance identified in the Fire Service Fund 2018-2019 Final Budget, the Department anticipates there will be \$2,480,445 in available fund balance on July 1, 2019.

Budget and Operations Plan

- ◆ Gross Costs for the 2019-2020 Spending Plan total \$4.1 million consistent with, the 2018-2019 Final Budget.

- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$4.1 million, an increase of \$81,587 from the 2018-2019 Proposed Budget.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:
 - ◆ Salaries and benefits increase of 3.5%
 - ◆ Retirement increase of 9.1%
 - ◆ Group health insurance increase of 5%
 - ◆ Services and supplies increase of 3.5%
 - ◆ Cost Allocation Plan (CAP) increase of 3.5%
- ◆ The 2019-2020 Spending Plan also includes the replacement of two vehicles used to conduct field work, including emergency management services, fire and rescue mutual aid responsibilities, and Operational Area Coordinator duties supporting County partners and the community. The total cost is estimated to be \$128,000, which is funded by Department Fund Balance.
- ◆ The Office of Emergency Services/Fire Warden has a total fleet of ten vehicles; of those, two will meet the minimum age and mileage requirements to be considered for replacement under the Fleet Services Policy.

Staffing Plan

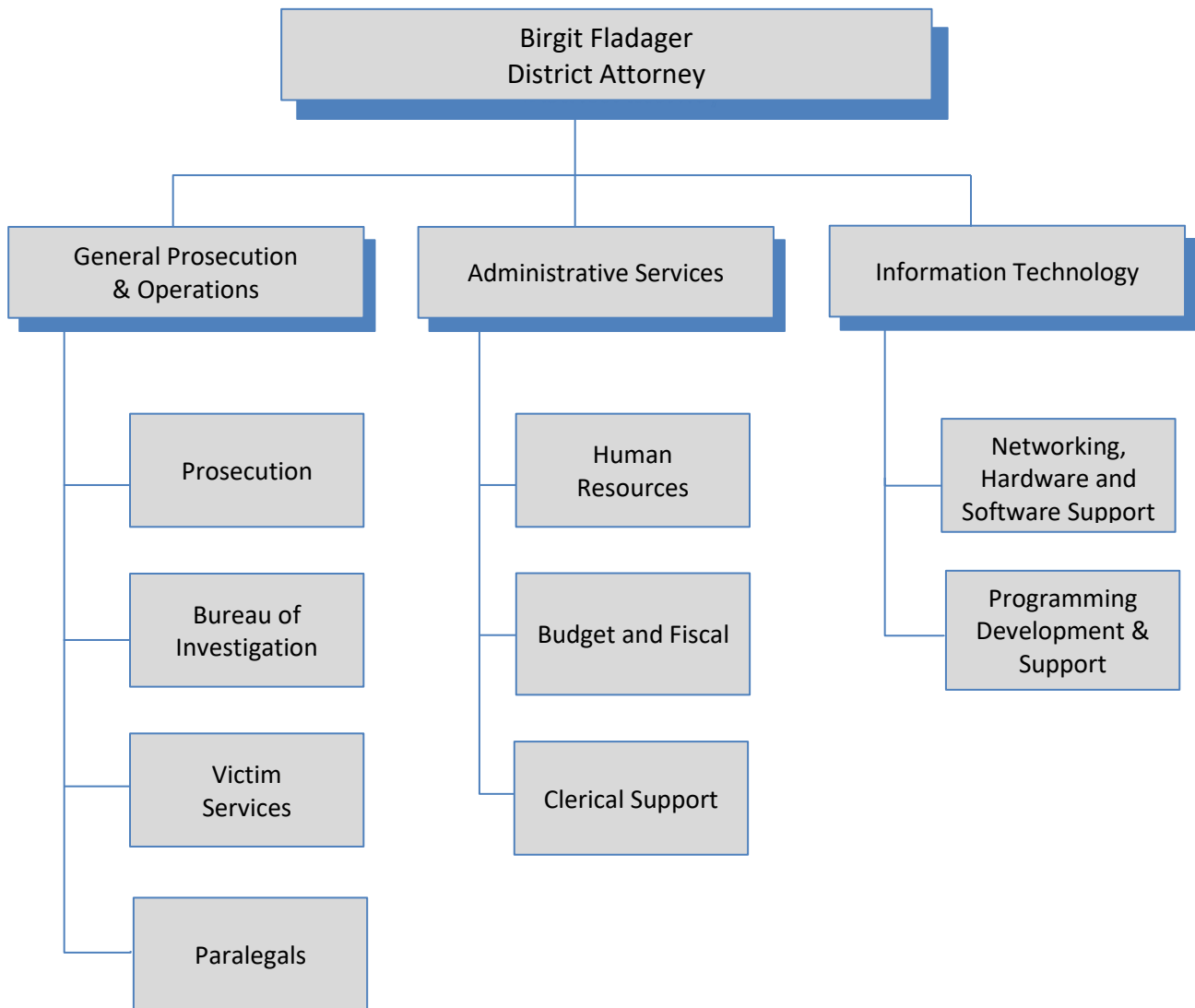
- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of 14, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 14, consistent with the 2018-2019 Proposed Budget allocation.

Key Challenges and Opportunities

- ◆ In April 2017, County law enforcement and fire agencies began implementation of a system-wide upgrade to the VHF radio system to expand interoperable communication throughout the Operational Area to improve radio communications and clarity. Due to the complexity of this upgrade, the system will be enhanced through a phased-in approach. The system requires that handheld and portable radios, as well as communications infrastructure throughout the County is upgraded to support and enhance interoperability and staff safety. The Department will work closely with law enforcement and fire agencies to ensure continuity of operations throughout the upgrade process.
- ◆ The Office of Emergency Services is engaged in two Capital Projects efforts, one to further secure the facility at 3705 Oakdale Road in Modesto, which is the location for SR 911 and the Office of Emergency Services, by implementing a perimeter security plan; and the project that is evaluating other alternate Emergency Operations Centers in the County, which includes the upgrade to the Agricultural Center Harvest Hall Facility.
- ◆ The Office of Emergency Services/Fire Warden is working closely with the Health Services Agency on the Emergency Medical Services Strategic Plan implementation, which goals include emergency medical system enhancement and improved patient outcomes.

Related Links

For additional information about the Chief Executive Office - Office of Emergency Services/Fire Warden, refer to the division's website at: www.stanoes.com



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www.stanislaus-da.org

District Attorney

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$3,808,684	\$2,551,827
Use of Fund Balance/ Retained Earnings	\$8,731	\$6,000
Gross Costs	\$23,043,341	\$22,191,688
General Fund Contributions	\$19,225,926	\$19,633,861
% Funded by General Fund	83.4%	88.5%
Total Allocated Positions	149	149

Department Services and Programs

The primary responsibility of the District Attorney is to see that justice is accomplished within the framework of the United States Constitution, the California Constitution, and the laws of the State of California.

Every year, the District Attorney’s prosecutors in the **General Prosecution and Operations** unit review thousands of cases received from law enforcement agencies to determine whether there is sufficient evidence to file criminal charges. Those with sufficient evidence are filed as either felony or misdemeanor cases in the Superior Court. In calendar year 2017, 19,201 cases were reviewed and just over 13,000 cases were filed. Our prosecutors appear daily in 10 adult (and one juvenile) courtrooms on these cases seeing them through pretrial hearings, law and motion, and disposition or trial.

Specialized prosecution units, some funded with grant or other resources, exist to focus on targeted crimes. These include real estate fraud, consumer fraud/environmental protection, special victims, domestic violence, gang crimes and auto insurance fraud. As in previous years, Consumer Fraud program costs are reflected in the Criminal Division budget, offset by a transfer of all available funding recorded in the Consumer Fraud budget. If the transfer out from the Consumer Fraud budget needs to exceed appropriation level, the Auditor’s Office is authorized to override this object and will assist with posting available revenue at year-end.

The Bureau of Investigation supports our prosecutors by providing additional investigation and follow up work necessary to prepare criminal cases for prosecution. The District Attorney investigators also assist local law enforcement during homicide investigations, other major operations or when their expertise is requested.

The mission of the Victim Services Unit is to reduce the trauma and insensitive treatment victims may experience in the aftermath of a crime. The Unit provides crisis intervention, emergency assistance, court escort, criminal justice orientation, Marsy’s Law notification, Victims of Crime Application assistance, on-call crime scene response and advocacy, referral information and related support services for victims of crime. Victim Advocates also act as a liaison between the victims and prosecutors to keep victims informed of court procedures and dispositions and to answer any questions and concerns as they arise.

Most of the Victim Services advocates are funded by the Victim/Witness Assistance Program. The funds are based on penalties levied against persons convicted of state crimes. The use of these funds is restricted to the operation of a Victim/Witness Assistance Center which is mandated to provide direct services to support the basic rights and needs of victims of crime. The Victim Services Unit also receives grant funding for advocacy from the California Governor’s Office of Emergency Services for the following programs: County Victim Services, Elder Abuse, Unserved/Underserved Victims Advocacy and Outreach and Victim/Witness Assistance.

Paralegals in the District Attorney’s Office assist the prosecutors by providing legal research and drafting motions and pleadings for the Department.

The **Administrative Services** unit provides oversight for Human Resources, Budget and Finance and Clerical Support.

Human Resources is responsible for the department’s recruitment and hiring, workplace safety, employee relations, workforce training and development and maintaining personnel files.

The Financial Unit manages the budget, grant accounting and reporting, payroll, accounts payable, purchasing cards, fixed assets and financial reporting.

The Clerical Division provides support to prosecutors and investigators through the following units: Intake, Legal Pleadings, Communications, Discovery, Records, Calendar, Investigations, Witness Services, Juvenile, Drug Enforcement and Child Abduction.

The **Information Technology** unit, the department’s in-house IT team, ensures the stability and security of the department’s network infrastructure, installs and configures new hardware and software, manages data storage, plans and purchases all data and network services and provides technical support to all staff—including in the courtroom.

Board of Supervisors Priority Area



The District Attorney supports the following Board of Supervisors priority:

Priority	<i>Supporting strong and safe neighborhoods for individuals and families to thrive</i>	
Mission Statement	<i>The employees of the Stanislaus County District Attorney, in partnership with the Community we serve, are dedicated to justice, the pursuit of truth, protection of the innocent, and the prevention of crime through the vigorous, professional and ethical prosecution of those who violate the law</i>	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results.	
Success Measures	Percent of cases reviewed within 30 days of Case Intake	Percent of new victims contacted within 10 calendar days of receipt of victim information

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments
<ul style="list-style-type: none"> ◆ Improved the eDiscovery process by providing all initial misdemeanor and paper supplemental discovery via email to appointed and retained defense attorneys ◆ Successfully began scanning all incoming misdemeanor reports to support the goal of becoming paperless and file free in misdemeanor cases ◆ Implemented an off-site backup solution for the storage of data ◆ Increased the number of crime victims served by advocates by 12.4% ◆ Decreased the number of pending homicide defendants from 124 to 102

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
District Attorney - Criminal Division							
0100 0023100 General Fund							
Total Revenue	\$1,370,095	\$1,468,901	\$1,562,585	\$1,549,084	\$2,120,671	\$1,886,419	112.42%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$13,627,733	\$14,147,975	\$15,271,771	\$16,440,424	\$17,422,305	\$18,508,606	94.13%
Net County Cost	\$12,257,638	\$12,679,074	\$13,709,186	\$14,891,340	\$15,301,634	\$16,622,187	92.06%

- ◆ The trend in the Criminal Division Gross Costs has been a gradual increase primarily due to costs of doing business increases. Staff vacancies resulted in salary savings in Fiscal Year 2017-2018 and contributed to actual costs being less than projected. Increased revenue supported by Net County Cost has increased in line with costs.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
District Attorney - Arson Task Force							
1761 0023229 Special Revenue Fund							
Total Revenue	\$0	\$0	\$18,983	\$45,132	\$43,077	\$62,802	68.59%
Use of Fund Balance	\$0	\$0	\$920	(\$5,362)	\$22,539	\$4,966	453.87%
Gross Costs	\$0	\$0	\$19,903	\$39,770	\$65,616	\$67,768	96.82%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The trend in revenue and Gross Costs increased due to equipment purchases and training of personnel for the Fire Investigation Unit. Additional revenue will post via post-closing financial entries and reduce the Use of Fund Balance in Fiscal Year 2017-2018 to be closer to the projected use included in the Fiscal Year 2017-2018 Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
District Attorney - Auto Insurance Fraud Prosecution							
1712 0023212 Special Revenue Fund							
Total Revenue	\$200,583	\$125,164	\$199,108	\$143,460	\$172,924	\$172,924	100.00%
Use of Fund Balance	(\$46,650)	\$76,899	(\$36,633)	\$16,551	(\$4,810)	\$0	0.00%
Gross Costs	\$153,933	\$202,063	\$162,475	\$160,011	\$168,114	\$172,924	97.22%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The trend in the Auto Insurance Fraud Program has been a gradual increase due to costs of doing business. The revenue is supported by funding from the Department of Insurance which has increased in line with costs.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
District Attorney - Consumer Fraud Prosecution Program							
177A 0023310 Special Revenue Fund							
Total Revenue	\$79,278	\$395,900	\$60,855	\$155,540	\$92,982	\$84,773	109.68%
Use of Fund Balance	\$206,286	(\$17,1457)	\$165,420	(\$67,660)	\$305,103	\$305,104	100.00%
Gross Costs	\$285,564	\$224,443	\$226,275	\$87,880	\$398,085	\$389,877	102.11%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Costs for the Consumer Fraud Prosecution Program have been based on available fund balance as revenue is not projected or anticipated for this special revenue budget. Unanticipated revenue received in Fiscal Year 2017-2018 and fund balance support costs for the program and is transferred to the Criminal Division budget annually at year end.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
District Attorney - Criminal Division Asset Forfeiture							
1771 0023271 Special Revenue Fund							
Total Revenue	\$34,217	\$19,535	\$0	\$13,718	\$13,012	\$0	0.00%
Use of Fund Balance	\$37,880	(\$18,232)	\$748	(\$13,185)	(\$7,647)	\$8,000	-95.59%
Gross Costs	\$72,097	\$1,303	\$748	\$533	\$5,365	\$8,000	67.06%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The increased costs in the Criminal Division Asset Forfeiture and Federal Asset Forfeiture special revenue budgets are due to the purchase of supplies supported by the Equitable Sharing Program. Fund balance supports costs associated with the prosecution process as revenue is not projected or anticipated each fiscal year for this budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
District Attorney - Elder Abuse Advocacy & Outreach							
1706 0023206 Special Revenue Fund							
Total Revenue	\$0	\$0	\$0	\$62,589	\$90,678	\$192,849	47.02%
Use of Fund Balance	\$0	\$0	\$0	(\$14,296)	\$8,131	\$3,171	256.42%
Gross Costs	\$0	\$0	\$0	\$56,080	\$106,596	\$203,807	52.30%
Net County Cost	\$0	\$0	\$0	\$7,787	\$7,787	\$7,787	100.00%

- ◆ The trend in the Victim Witness Unit, which is funded by the Elder Abuse Program, Unserved/Underserved Victim Advocacy & Outreach Program, County Victim Services and Victim/Witness Assistance Program special revenue budgets, has increased due to costs of doing business. Revenue for each of these budget units is supported by funding from the California Governor’s Office of Emergency Services and has increased in line with costs.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
District Attorney - Federal Asset Forfeiture							
1707 0023207 Special Revenue Fund							
Total Revenue	\$41	\$29	\$4	\$54	\$44	\$0	0.00%
Use of Fund Balance	(\$41)	(\$29)	(\$4)	(\$54)	\$4,541	\$4,647	97.72%
Gross Costs	\$0	\$0	\$0	\$0	\$4,585	\$4,647	98.67%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The increased costs in the Criminal Division Asset Forfeiture and Federal Asset Forfeiture special revenue budgets are due to the purchase of supplies supported by the Equitable Sharing Program. Fund balance supports costs associated with the prosecution process as revenue is not projected or anticipated each fiscal year for this budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
District Attorney - Impaired Driver Vertical Prosecution							
1678 0023209 Special Revenue Fund							
Total Revenue	\$341,145	\$301,026	\$311,099	\$212,077	\$38,410	\$48,620	79.00%
Use of Fund Balance	(\$15,274)	\$14,685	(\$1,964)	\$342	(\$14,620)	\$0	0.00%
Gross Costs	\$325,871	\$315,711	\$309,135	\$212,419	\$23,790	\$48,620	48.93%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Impaired Driver Vertical Prosecution Program is a federal grant that ended in September 2017. Estimated costs and revenue were projected higher than actuals for the final quarter of the grant.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
District Attorney - Real Estate Fraud							
1776 0023276 Special Revenue Fund							
Total Revenue	\$202,865	\$211,486	\$219,389	\$230,915	\$202,549	\$230,000	88.06%
Use of Fund Balance	(\$24,952)	(\$21,832)	(\$13,892)	\$13,967	\$120,508	\$120,508	100.00%
Gross Costs	\$331,028	\$342,769	\$358,612	\$362,882	\$377,793	\$420,737	89.79%
Net County Cost	\$153,115	\$153,115	\$153,115	\$0	\$54,736	\$70,229	77.94%

- ◆ A decrease in estimated costs for the Real Estate Fraud Program was due to the Real Estate Fraud Unit not being fully staffed as projected. A reduction in revenue received from certain real estate fees resulted in less estimated revenue.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
District Attorney - Unserved/Underserved Victim Advocacy and Outreach Program							
1686 0023208 Special Revenue Fund							
Total Revenue	\$104,148	\$138,417	\$109,159	\$126,168	\$184,203	\$144,888	127.13%
Use of Fund Balance	(\$521)	(\$10,827)	\$6,020	(\$5,499)	(\$29,626)	\$10,161	-291.57%
Gross Costs	\$103,627	\$127,590	\$115,179	\$137,369	\$171,281	\$171,753	99.73%
Net County Cost	\$0	\$0	\$0	\$16,700	\$16,704	\$16,704	100.00%

- ◆ The trend in the Victim Witness Unit, which is funded by the Elder Abuse Program, Unserved/Underserved Victim Advocacy & Outreach Program, County Victim Services and Victim/Witness Assistance Program special revenue budgets, has increased due to costs of doing business. Revenue for each of these budget units is supported by funding from the California Governor’s Office of Emergency Services and has increased in line with costs.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
District Attorney - Victim Compensation & Government Claims							
1710 0023220 Special Revenue Fund							
Total Revenue	\$63,853	\$63,853	\$63,853	\$66,586	\$66,856	\$66,856	100.00%
Use of Fund Balance	\$0	(\$1)	\$0	(\$46)	\$0	\$0	0.00%
Gross Costs	\$63,853	\$63,852	\$63,853	\$89,567	\$87,150	\$87,150	100.00%
Net County Cost	\$0	\$0	\$0	\$23,027	\$20,294	\$20,294	100.00%

- ◆ The trend in Victim Compensation & Government Claims special revenue budget has increased slightly due to additional funds awarded to the District Attorney’s Office. Net County Cost and revenue received from the Victim Compensation & Government Claims contract cover costs for this budget unit.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
District Attorney - Victim Services Program							
1714 0023214 Special Revenue Fund							
Total Revenue	\$318,710	\$344,122	\$381,382	\$681,482	\$1,014,357	\$1,094,084	92.71%
Use of Fund Balance	(\$2,974)	\$1,798	\$22,192	\$1,048	(\$23,704)	\$0	0.00%
Gross Costs	\$319,064	\$349,248	\$406,902	\$682,530	\$990,653	\$1,094,084	90.55%
Net County Cost	\$3,328	\$3,328	\$3,328	\$0	\$0	\$0	0.00%

- ◆ The trend in the Victim Witness Unit, which is funded by the Elder Abuse Program, Unserved/Underserved Victim Advocacy & Outreach Program, County Victim Services and Victim/Witness Assistance Program special revenue budgets, has increased due to costs of doing business. Revenue for each of these budget units is supported by funding from the California Governor’s Office of Emergency Services and has increased in line with costs.

Fund Balance Trends

The following table identifies five-year historical data of actual fund balance by individual budget unit and along with a Department total for each fiscal year.

Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
District Attorney - Arson Task Force	\$524	\$524	\$524	(\$396)	\$4,967
District Attorney - Auto Insurance Fraud Prosecution	\$5,357	\$52,007	(\$24,892)	\$11,741	(\$4,810)
District Attorney - Consumer Fraud Prosecution Program	\$437,692	\$231,406	\$402,863	\$237,443	\$305,104
District Attorney - Criminal Division Asset Forfeiture	\$57,898	\$20,018	\$38,250	\$37,502	\$50,687
District Attorney - Elder Abuse Advocacy & Outreach	\$0	\$0	\$0	\$0	\$14,296
District Attorney - Federal Asset Forfeiture	\$4,550	\$4,590	\$4,619	\$4,623	\$4,678
District Attorney - Impaired Driver Vertical Prosecution	(\$16,831)	(\$1,557)	(\$16,242)	(\$14,278)	(\$14,621)
District Attorney - Real Estate Fraud	\$191,800	\$216,752	\$238,583	\$252,475	\$120,508
District Attorney - Unserved/Underserved Victim Advocac	(\$666)	(\$145)	\$10,682	\$4,662	\$10,161
District Attorney - Victim Compensation & Government CI	\$0	(\$1)	\$0	\$0	\$46
District Attorney - Victim Services Program	\$5,605	\$8,579	\$6,781	(\$15,412)	(\$16,459)
Total Fund Balance	\$685,929	\$532,173	\$661,168	\$518,360	\$474,557

*Note: Only Listed for Non-General Fund Units

- ◆ The Department manages a variety of grants and external funding streams to enhance both victim services and certain prosecution activities. These funds are used to leverage the General Fund support in the Criminal Division, offsetting Net County Cost when possible.
 - ◆ The increase in fund balance for the Arson Task Force budget unit was due to training costs of personnel assigned to the Fire Investigation Unit that were reimbursed but not processed until Fiscal Year 2017-2018.
 - ◆ Auto Insurance Fraud Prosecution fund balance has varied depending on the amount of carry over funds from the previous fiscal year. Costs were reduced to offset the fund balance in Fiscal Year 2017-2018.
 - ◆ Consumer Fraud Prosecution Program fund balance has varied based on receipt of revenue during the fiscal year. The fund balance was depleted to support salaries and benefits of staff assigned to the Consumer Fraud Prosecution Program.
 - ◆ Criminal Division Asset Forfeiture has varied due to the unanticipated revenue received from asset forfeitures. Costs for the prosecution process were supported with fund balance during Fiscal Year 2017-2018.

- ◆ Elder Abuse Advocacy & Outreach fund balance is due to the vacancy of the victim advocate assigned to this special revenue budget. Fund balance was reduced to cover the costs of doing business.
- ◆ Federal Asset Forfeiture has maintained a consistent fund balance that has increased slightly over time. Costs for the prosecution process were supported with fund balance during Fiscal Year 2017-2018.
- ◆ Impaired Driver Vertical Prosecution fund balance has been consistent over the years. This special revenue budget is on a Federal Fiscal Year for cost claiming. Costs for this budget unit were reduced to offset the fund balance in the first quarter of Fiscal Year 2017-2018.
- ◆ Real Estate Fraud fund balance has fluctuated due to the amount of revenue received from real estate fees. The fund balance was depleted to support the cost of staff assigned to the Real Estate Fraud Unit.
- ◆ Unserved/Underserved Victim Advocate fund balance has increased due to the vacancy of a victim advocate position. Fund balance was used to cover costs of doing business.
- ◆ Victim Compensation & Government Claims fund balance has remained consistent with a slight increase that will be used in Fiscal Year 2018-2019.
- ◆ Victim Services Program fund balance has fluctuated due to the amount of revenue received from the granting agency. Costs were reduced to offset the fund balance in Fiscal Year 2017-2018.

Department Success Measures

The Department will strive to consistently review at least 90% of cases within 30 days of intake. The law requires thorough review of all police reports prior to making any decision whether to file, reject or divert a criminal case. In some instances, the process can be very quick. In others, it can take weeks. The Department’s goal is to ensure thorough and quick review and decision-making so the Department does not contribute to any unnecessary delay in the criminal justice system.

The Victim Services Unit’s goal is to contact 90% of new victims within 10 calendar days. The law requires victims of crime to be notified of their rights by law enforcement at the earliest stage of the criminal justice process. The Department’s goal is to reach out to new victims as soon as possible so they are aware of their rights and protections.

Fiscal Year		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Total - Filled Positions		112	115	116	121	127	126
Cases Filed	Misdemeanors	7,703	8,357	9,220	10,113	9,722	8,627
	Felonies	<u>5,894</u>	<u>5,945</u>	<u>4,338</u>	<u>4,236</u>	<u>3,627</u>	<u>3,544</u>
	Total	13,597	14,302	13,558	14,349	13,349	12,171
Cases Reviewed (Misdemeanor and Felony Total)		20,641	21,065	19,995	20,465	19,998	18,028
Average Days between Case Intake and First Review Code		N/A	N/A	8	10	9	12
Percentage of Cases reviewed within 30 Days				94.46%	92.06%	92.52%	88.73%
Court Appearances		76,088	86,850	91,793	92,820	91,591	86,444
Homicide Defendants		116	122	127	121	124	102
Total Victims Served		N/A	N/A	N/A	7,487¹	8,448¹	9,500
New Victims Contacted		N/A	N/A	N/A	6,276	6,840	7,403
# New Victims Contacted within 10 Calendar Days		N/A	N/A	N/A	4,291	6,153	7,066
% of New Victims Contacted within 10 Calendar Days					68%	90%	95%

¹In the 2017-2018 Final Budget, the Department identified a different number of Total Victims Served in 2015-2016 and 2016-2017. Based upon Cal OES required changes to grant reporting criteria and methods, a number of changes were made in the Integrated Criminal Justice Information System (ICJIS) in Fiscal Years 2015-2016 and 2016-2017. In addition, a large clean-up was conducted and corrections were made to data in ICJIS as a result of issues identified from error reports. New features have been added to improve tracking and updates were made to increase accuracy in the Department counts.

Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ Continue to expand the eDiscovery process so that all misdemeanor and felony cases (excluding digital media) are provided electronically
- ◆ Identify the obstacles and provide solutions that would allow digital media to be provided electronically in the eDiscovery process
- ◆ Expand electronic submission of reports from local law enforcement agencies
- ◆ Continue to reduce the backlog of murder cases (79 defendants' cases resolved during 2015-2017)

Budgets Contained within the Department

- ◆ Criminal Division (General Fund)
- ◆ Arson Task Force (Special Revenue Fund)
- ◆ Auto Insurance Fraud Prosecution (Special Revenue Fund)
- ◆ Consumer Fraud Prosecution Program (Special Revenue Fund)
- ◆ Criminal Division Asset Forfeiture (Special Revenue Fund)
- ◆ Elder Abuse Advocacy and Outreach (Special Revenue Fund)
- ◆ Federal Asset Forfeiture (Special Revenue Fund)
- ◆ Real Estate Fraud (Special Revenue Fund)
- ◆ Unserved/Underserved Victim Advocacy and Outreach Program (Special Revenue Fund)
- ◆ Victim Compensation and Government Claims (Special Revenue Fund)
- ◆ Victim Services Program (Special Revenue Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

District Attorney						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$158,213	\$101,573	\$4,000	\$4,000	\$0	\$4,120
Revenue from use of Assets	\$54	\$44	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$2,031,768	\$2,455,734	\$2,327,871	\$2,327,871	\$0	\$1,154,536
Charges for Service	\$1,061,330	\$1,063,837	\$1,475,813	\$1,475,813	\$0	\$1,392,141
Miscellaneous Revenue	\$24,908	\$17,073	\$1,000	\$1,000	\$0	\$1,030
Other Financing Sources	\$10,532	\$401,502	\$0	\$0	\$0	\$0
Total Revenue	\$3,286,805	\$4,039,763	\$3,808,684	\$3,808,684	\$0	\$2,551,827
Use of Fund Balance/Retained Earnings	\$48,765	\$380,415	\$8,731	\$8,731	\$0	\$6,000
Total Funding Sources	\$3,335,570	\$4,420,178	\$3,817,415	\$3,817,415	\$0	\$2,557,827
Salaries and Benefits	\$14,916,552	\$16,556,027	\$19,131,570	\$19,667,120	\$535,550	\$19,213,840
Services and Supplies	\$2,053,960	\$1,567,837	\$1,890,649	\$1,860,649	(\$30,000)	\$1,501,919
Other Charges	\$987,821	\$1,040,808	\$1,335,880	\$1,335,880	\$0	\$1,382,637
Fixed Assets						
Equipment	\$311,663	\$264,800	\$102,400	\$188,800	\$86,400	\$102,400
Other Financing Uses	\$4,959	\$398,085	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$531)	(\$6,223)	(\$9,108)	(\$9,108)	\$0	(\$9,108)
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$18,274,424	\$19,821,333	\$22,451,391	\$23,043,341	\$591,950	\$22,191,688
General Fund Contribution	\$14,938,854	\$15,401,155	\$18,633,976	\$19,225,926	\$591,950	\$19,633,861
Total Allocated Positions	-	-	147	149	2	149

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$3.8 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Total Revenue for the 2018-2019 Proposed Budget is estimated at \$3.8 million, an increase of \$72,347 from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by a review of historical trends and information provided by the State on program funding.
- ◆ The Department has a total of \$99,140 in available fund balance as of July 1, 2018, of which \$8,731 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Asset Forfeiture budget unit available fund balance is \$58,335 as of July 1, 2018, of which \$6,000 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Federal Asset Forfeiture budget unit available fund balance is \$136 as of July 1, 2018, of which \$2,731 is budgeted for use in Fiscal Year 2018-2019. Final fund balance results were not available until after budget plans were submitted for approval. The Department will correct for the use of Fund balance in a future budget cycle to ensure that fund balance used is only up to the amount available.
 - ◆ Unserved/Underserved Victim Advocacy and Outreach Program budget unit available fund balance is \$39,786 as of July 1, 2018, of which zero is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Elder Abuse Program budget unit available fund balance is \$6,165 as of July 1, 2018, of which zero is budgeted for use in Fiscal Year 2018-2019.

- ◆ BOC Victim Witness budget unit available fund balance is \$46 as of July 1, 2018, of which zero is budgeted for use in Fiscal Year 2018-2019.
- ◆ Victim Witness budget unit available fund balance is \$7,245 as of July 1, 2018, of which zero is budgeted for use in Fiscal Year 2018-2019.
- ◆ Arson Task Force budget unit available fund balance is (\$17,573) as of July 1, 2018, of which zero is budgeted for use in Fiscal Year 2018-2019. Post-closing revenue received will improve the fund balance position in this budget.
- ◆ Child Abduction budget unit available fund balance is \$5,000 as of July 1, 2018, of which zero is budgeted for use in Fiscal Year 2018-2019.

Budget and Operations

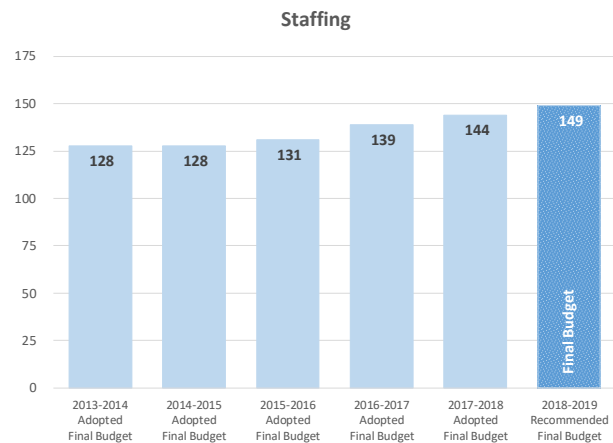
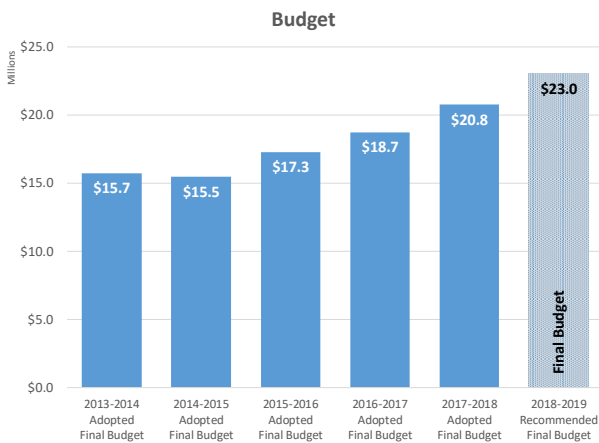
- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$23.0 million, a net increase of \$591,950 from the 2018-2019 Adopted Proposed Budget.
 - ◆ An increase of \$478,161 is a technical adjustment for the salary and benefits increases related to recently approved labor agreements.
 - ◆ An increase of \$113,789 for two paralegal positions to support the body worn camera program. Costs are included for 8 months of salaries in Fiscal Year 2018-2019 and \$5,361 for one-time costs. The positions will assist the department in reviewing digital evidence related to Officer body worn camera footage received from local law enforcement agencies. The positions will also assist with evidence audits, to be performed along with law enforcement department personnel, which were previously performed by department attorneys to ensure that all discoverable evidence is forwarded to the defense.
 - ◆ A transfer of \$30,000 from Services and Supplies to Fixed Assets for three audio/video redaction personal computers and software previously approved in the Fiscal Year 2018-2019 Proposed Budget.
 - ◆ A transfer of \$56,400 from Salaries and Benefits to Fixed Assets for the purchase of one sedan for cannabis enforcement activities.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$22.5 million, an increase of \$1.7 million from the 2017-2018 Adopted Final Budget, requiring a General Fund Contribution of \$18.6 million.
 - ◆ The Proposed Budget at base includes a \$1.2 million increase due to the cost of doing business in salaries, benefits, services, supplies, Cost Allocation Plan (CAP) charges to maintain current service levels, and the restoration of a 5% vacancy rate offset by reductions to various grants resulting in a net increase of \$824,100. This increase will require a General Fund Contribution of \$1.4 million.
 - ◆ The Consumer Fraud Budget had a reduction in Estimated Revenue and Appropriations of approximately \$210,203. These funds assisted in offsetting the General fund cost of running the Consumer Fraud program and contributed to the general fund increase in Fiscal Year 2018-2019.
- ◆ The Proposed Budget includes a recommendation to increase service levels.
- ◆ The Proposed Budget includes \$851,385 to accommodate the increased costs associated with the recommended service level adjustments, requiring a General Fund contribution of \$489,271.
 - ◆ An ongoing increase of \$296,392 for two additional Deputy District Attorney positions and one-time start-up costs of \$20,398 associated with the positions. Analysis of data collected from eight comparable counties suggests Stanislaus County is below average in the number of Deputy District Attorneys based on county population and caseload. These costs require a General Fund Contribution of \$316,790.
 - ◆ An ongoing increase of \$240,302 for a Deputy District Attorney, a Criminal Investigator and one-time start-up costs of \$121,812. These positions will support Cannabis regulation enforcement and are part of the phased implementation for this program. These costs are funded with revenue collections from Cannabis business development agreements, and there is no impact to the County General Fund.
 - ◆ A one-time increase of \$6,000 for virtual desktop infrastructure that will allow single sign-on for each clerical staff to easily work on other desktops without having to move user information saving clerical and IT staff time. This cost requires a General Fund Contribution of \$6,000.
 - ◆ An annual ongoing increase of \$12,000 for a subscription to Evidence.com utilizing cloud storage to upload audios and videos from CDs/DVDs. This subscription is necessary to allow the District Attorney to download video evidence that has been uploaded by local law enforcement agencies due to the body worn camera programs. This cost requires a General Fund Contribution of \$12,000.

- ◆ An annual ongoing increase of \$4,800 for two-factor authentication software required by the California Department of Justice for mobile computers used by the Department's Bureau of Investigations. This cost requires a General Fund Contribution of \$4,800.
- ◆ A one-time increase of \$30,000 for audio/video redaction personal computers and software used by investigative clerical staff to redact information from media used for court trials, transcription and discovery to the defense. This cost requires a General Fund Contribution of \$30,000.
- ◆ A one-time increase of \$18,000 for training on Windows Server, Cisco networking and Azure Cloud for the Department's IT staff. This cost requires a General Fund Contribution of \$18,000.
- ◆ A one-time increase of \$93,600 to continue to use contracted background investigators to conduct extensive background investigations of potential new hires for the Department and the County's General Services Agency. This cost requires a General Fund Contribution of \$93,600.
- ◆ A one-time increase of \$771 for required local match of the Elder Abuse Special Revenue account. This local match requires a General Fund Contribution of \$771.
- ◆ A one-time increase of \$7,310 for required local match of the Victim Witness Special Revenue account. This local match requires a General Fund Contribution of \$7,310.
- ◆ The recommended adjustment includes \$297,891 in one-time costs and \$553,494 in ongoing costs.
- ◆ The Proposed Budget includes the replacement of two vehicles used by the District Attorney's Bureau of Investigations criminal investigators. The total cost is estimated to be \$102,400 funded by County General Fund and is included in base.
- ◆ The District Attorney has a total fleet of 27 vehicles; of those, 3 meet the minimum age and mileage requirements to be considered for replacement under the Fleet Services Policy.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 149, an increase of two since the 2018-2019 Adopted Proposed Budget.
- ◆ The Final Budget includes a recommendation for an increase of two to the Total Allocated Positions.
 - ◆ Two paralegal positions are recommended, one new position and one restored position, in the Criminal Division. The positions will assist the Department in conducting evidence audits, previously performed by Department attorneys, with law enforcement to ensure all appropriate evidence is being disclosed to the Defense and will review the increasing amount of video footage for the body worn camera program. The Sheriff's Office will implement a new body worn camera program effective January 2019.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of 147, a net increase of three from the 2017-2018 Adopted Final Budget allocation.
- ◆ The Proposed Budget includes a recommendation for an increase of five to the Total Allocated Positions.
 - ◆ Four new block-budgeted Attorney V positions are recommended in the Criminal Division. One position will provide the necessary dedication and follow-up on targeted offenders in support of the Community Assessment Response and Engagement (CARE) project. One position will support the first phase of the implementation of the Cannabis Program and will assist in establishing the protocols for prosecuting violations in the commercial cannabis industry. Finally, an additional two positions are included to assist with the Department's goals to address attorney caseloads as supported by an evaluation of staffing ratios in comparable counties.
 - ◆ One new block-budgeted Criminal Investigator II position is recommended in the Criminal Division. This position will support the first phase of the implementation of the Cannabis Program and will assist the prosecuting Attorney with the prosecution of violations in the cannabis industry.
- ◆ The Proposed Budget includes a technical adjustment that does not affect the position allocation.
 - ◆ One unfunded Attorney V position and one unfunded Accountant I position are recommended to be deleted. The Attorney V position is deleted due to the loss of Auto Insurance Fraud program funds which have declined in the last two years. Due to the County's no backfill policy, it is appropriate to delete the position at this time. In addition, an assessment of current needs of the Department determined the Accountant I position, which has been vacant and unfunded for the last three years, is no longer needed and should be deleted.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors’ action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan is estimated at \$2.6 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$2.6 million, a decrease of \$1.3 million from the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by a review of historical trends and information provided by the State on program funding.
- ◆ This is a conservative estimate that factors current grant funds per existing agreements and time periods; future budget projections will include updated grant awards as they are received. Grants related to the Victim Services Program, the Unserved/Underserved Victim Advocacy and Outreach Program and Elder Abuse Advocacy and Outreach budgets are reflected as awarded through December 2019. These grants are anticipated to continue and, if awarded, revenue will be adjusted in future budget cycles.
- ◆ The Spending Plan relies on the use of \$6,000 in Department fund balance; based on use of fund balance identified in the 2018-2019 Proposed Budget, the Department anticipates there will be \$90,409 in available fund balance on July 1, 2019.
 - ◆ Asset Forfeiture budget unit anticipates a total of \$52,335 in available fund balance as of July 1, 2019, of which \$6,000 is budgeted for use in Fiscal Year 2019-2020.
 - ◆ Federal Asset Forfeiture budget unit anticipates a total of (\$2,595) in available fund balance as of July 1, 2019, of which zero is budgeted for use in Fiscal Year 2019-2020. A correction to the budget will be made at Midyear to ensure that the current budgeted figures that create a negative fund balance amount will be mitigated.
 - ◆ Unserved/Underserved Victim Advocacy and Outreach Program budget unit anticipates a total of \$39,786 in available fund balance as of July 1, 2019, of which zero is budgeted for use in Fiscal Year 2019-2020.
 - ◆ Elder Abuse Program budget anticipates a total of \$6,165 in available fund balance as of July 1, 2019, of which zero is budgeted for use in Fiscal Year 2019-2020.
 - ◆ BOC Victim Witness budget anticipates a total of \$46 in available fund balance as of July 1, 2019, of which zero is budgeted for use in Fiscal Year 2019-2020.
 - ◆ Victim Witness budget anticipates a total of \$7,245 in available fund balance as of July 1, 2019, of which zero is budgeted for use in Fiscal Year 2019-2020.

- ◆ Arson task Force budget anticipates a total of (\$17,573) in available fund balance as of July 1, 2019, of which zero is budgeted for use in Fiscal Year 2019-2020.
- ◆ Child Abduction budget unit anticipates a total of \$5,000 in available fund balance as of July 1, 2019, of which zero is budgeted for use in Fiscal Year 2019-2020.

Budget and Operations Plan

- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$22.2 million, an increase of \$663,231 for ongoing adjustments approved in the 2018-2019 Adopted Proposed Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$21.5 million, a decrease of \$922,934 from the 2018-2019 Proposed Budget.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:
 - ◆ Salaries and benefits increase of 3.5%
 - ◆ Group health insurance increase of 5%
 - ◆ Services and supplies increase of 3.5%
 - ◆ CAP increase of 3.5%
- ◆ This is a conservative estimate that factors current grant operations per existing agreements and time periods; future budget projections will include updated grant awards as they are received. Grants related to the Victim Services Program, the Unserved/Underserved Victim Advocacy and Outreach Program and Elder Abuse Advocacy and Outreach budgets are reflected as awarded through December 2019. These grants are anticipated to continue but will be adjusted once they are officially awarded in a future budget cycle.

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a Department staffing level of 149, an increase of two since the 2018-2019 Adopted Proposed Budget allocation and consistent with the 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 147, consistent with the 2018-2019 Proposed Budget allocation.

Key Challenges and Opportunities

- ◆ Surrounding law enforcement jurisdictions including the cities of Modesto, Ceres and Oakdale, have implemented officer body worn camera programs. The Sheriff's Department will be implementing a body worn camera program effective January 2019. As a result, a significant amount of video footage is anticipated to be uploaded to Evidence.com by the Sheriff's Department and will need to be downloaded by Department staff for evidence related to prosecution cases. The Proposed Budget included initial costs of \$225,000 for the Sheriff's Department and \$42,000 for the Department to support the infrastructure needed to implement and operate the program. At Final Budget, two new positions were approved for the Department to download and redact video footage. One position was added for the Sheriff's Office to manage the taser and body worn camera equipment. The total annual cost to operate the program for both the Sheriff's Office and the District Attorney's Office is estimated at just under \$672,000.
- ◆ In Fiscal Year 2017-2018, a staff and workload study was completed. The data gathered included county population, number of cases received for filing, number of cases filed, number of allocated Deputy District Attorneys, number of trials attended and number of pending homicide cases from seven of the eight comparable counties (one county did not respond). Analysis of the survey results suggested Stanislaus County was below average for the number of employed Deputy District Attorneys based on county population and caseload size. In recognition of the inadequate staffing levels within the Department, at 2017-2018 Mid-Year, the Board of Supervisors approved the conversion of three clerical positions to restore three unfunded Deputy District Attorney positions. Concurrently, the loss of an Office of Traffic Safety Grant which funded two attorney positions resulted in the net increase of one Deputy District Attorney. The Department updated the previous staffing and workload study. In the 2018-2019 Proposed Budget, four new block-budgeted Attorney V and one Criminal Investigator II positions were added to the Criminal Division.

- ◆ Digital processing has been a work in progress in the Department. The Department Strategic Technology Plan was created by staff in 2014. Since that time, many things have changed within the existing Integrated Criminal Justice Information System (ICJIS), procedures and courtroom assignments. The Department has made strides to make the “paper light” case file a reality. The Legal Clerks have dedicated scanners at their desks to scan documents into the ICJIS and the layout in Electronic Data Management has been categorized to be more user friendly for the attorneys. Some of the smaller law enforcement agencies have begun emailing case reports to the Department’s Issuance Clerks which is the first step in moving toward electronic case filing. The ICJIS is also under construction to allow law enforcement to upload reports directly into the system. The Department will soon be able to move forward with a complete case file available for use in the courtroom. The implementation of a paper light system has been an incremental process to ensure each step is successfully implemented.
- ◆ Defendants who have been sentenced to life terms (whether for murder, kidnapping or as “third strike” offenders) eventually become eligible for parole hearings. While the number of scheduled parole hearings throughout the state has remained consistent (just under 5,000), recently, the number of lifer inmates being granted parole has almost doubled, increasing from just under 500 per year to more than 900 a year. The increased willingness of the Board of Parole Hearings to grant release to convicted murderers reinforces the importance of having Deputy District Attorneys attend these parole hearings to argue on behalf of public safety and the community to keep these convicted murderers behind bars. The number of scheduled lifer hearings the Department’s prosecutors attend has steadily increased in the past seven years. In 2010, the Department had 34 scheduled hearings; in 2016, it jumped to 54; in 2017, it increased to 60. Each hearing requires several hours of advance preparation by the assigned prosecutor to review the underlying criminal case file as well as the packet of documents received from the prison. Actual attendance at the hearing will require the prosecutor to be out of the office anywhere from a full day to as many as two or three days, depending upon the location of the prison and travel time. This averages to just over one hearing a week and, with the expectation that the number of hearings will continue to grow, this will soon equate to a full-time Deputy District Attorney position.
- ◆ Prop 57, passed by voters in November 2016, created an additional workload for the Department. The initiative significantly increases the amount of credits prison inmates will receive while incarcerated (leading to much earlier releases from custody), requires approval by a juvenile judge prior to the filing of criminal charges in adult court for minors accused of murder and other violent crimes, and implements a new early parole consideration process effective July 1, 2017. This means that so-called “non-violent offenders” (for example, a residential burglar or a domestic violence offender) will be considered for significantly expedited releases by the Board of Parole Hearings after inmates have served a fraction of their term. The Department is notified of inmates being considered for early releases. While there is no provision for a hearing at which the Department and any victims may appear and object to early parole, the Department has the opportunity—and obligation—to thoroughly review each inmate’s current conviction and prior criminal history, contact prior victims to seek their input and concerns about early parole, and write and submit letters in opposition to early parole so the Board of Parole Hearings may have a better appreciation for the criminal history of the inmate and the views of victim(s). This process may take a few hours on a simple case or several days in more serious cases. This process has been an additional workload for the Department. The most recent projections provided by the California Department of Corrections and Rehabilitation (CDCR) estimate that 1,900 inmates would be considered for early parole in Fiscal Year 2017-2018; 5,100 in Fiscal Year 2018-2019; 7,000 in Fiscal Year 2019-2020; and 9,500 in Fiscal Year 2020-2021. Stanislaus County prosecutors responded to 69 requests for input from the Board of Parole Hearings from July 1, 2017 to March 31, 2018. This represents an increased burden on staff.
- ◆ Murder cases are typically the most complex and time-consuming cases for the Department. These cases have grown in size over the years as a result of ever increasing amounts of electronic and digital data with most cases now containing over hundreds, if not thousands, of pages of materials. The size and complexity of murder cases necessitated a specialized assignment of investigative aide/discovery clerk. Currently, there are only three staff positions to process all murder cases for the Department and staff struggle to function effectively under these caseloads.

Related Links

For additional information about the District Attorney, refer to the division’s website at: www.stanislaus-da.org

Grand Jury

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$0	\$0
Use of Fund Balance/ Retained Earnings	\$0	\$0
Gross Costs	\$162,573	\$167,068
General Fund Contributions	\$162,573	\$167,068
% Funded by General Fund	100.0%	100.0%
Total Allocated Positions	0	0

Department Services and Programs

Grand Jury responsibilities are generally divided into civil and criminal division. California Penal Code Section 904.6 permits any county to have an additional Grand Jury at the discretion of the Presiding Judge of the Superior Court. The intent of the legislation was to create a system comprised of two grand juries, one designated for civil investigations and the other for criminal indictments. In Stanislaus County, there are two separate grand juries.

Civil Grand Jury conducts mandatory, discretionary, and citizen complaint investigations. Mandatory investigations are those the California Penal Code requires the Civil Grand Jury to undertake. The discretionary investigations are those over which the Legislature has given the Civil Grand Jury jurisdiction, but has stated is not required by law. The citizen complaint investigations are

those complaints within the jurisdiction of the Civil Grand Jury received from a citizen.

The statutes preclude the Civil Grand Jury from considering complaints on matters before the courts, matters that are the subject of litigation, matters involving agencies located outside the County, matters involving privately held companies, and matters involving the fiscal and administrative operations of the Superior Court.

Criminal Grand Jury, an alternative to a preliminary hearing, reviews evidence according to a probable cause standard and determines whether there is sufficient evidence for an indictment. Members serve for a maximum of six indictment hearings or one budget year, whichever comes first.

Board of Supervisors Priority Area



The Grand Jury supports the following Board of Supervisors priority:

Priority	<i>Supporting strong and safe neighborhoods for individuals and families to thrive</i>
Mission Statement	The Grand Jury is charged with providing unbiased oversight to the investigation of citizen complaints pertaining to the operations of the County, cities, school districts, as required by law. The Grand Jury investigates policies and procedures, making recommendations to improve local governmental operations. Through this process, the Grand Jury provides assurance to the public that government is operating efficiently and in an ethical, honest manner

1021 I Street, Modesto, CA 95354 Tel: (209) 525-4252
www.stanct.org/grand-jury

Annual Report on Results: Fiscal Year 2017-2018

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Grand Jury							
0100 0052100 General Fund							
Total Revenue	\$37	\$0	\$0	\$0	\$0	\$0	0.00%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$87,832	\$99,213	\$103,263	\$116,824	\$117,049	\$156,054	75.01%
Net County Cost	\$87,795	\$99,213	\$103,263	\$116,824	\$117,049	\$156,054	75.01%

- ◆ The Gross Costs have been gradually increasing due to an increase in salaries and benefits.

Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ Reach out to the community for new Civil Grand Jury recruitments
- ◆ Maintain jury fees and costs within the Adopted budget
- ◆ Maintain training fees within the Adopted budget

Budgets Contained within the Department

- ◆ Grand Jury (General Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Grand Jury						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Use of Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$0	\$0	\$0	\$0	\$0	\$0
Salaries and Benefits	\$64,787	\$59,575	\$64,486	\$64,486	\$0	\$68,343
Services and Supplies	\$36,593	\$42,612	\$82,925	\$82,925	\$0	\$82,975
Other Charges	\$15,444	\$14,862	\$14,862	\$14,862	\$0	\$15,450
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$300	\$300	\$0	\$300
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$116,824	\$117,049	\$162,573	\$162,573	\$0	\$167,068
General Fund Contribution	\$116,824	\$117,049	\$162,573	\$162,573	\$0	\$167,068
Total Allocated Positions	-	-	-	0	0	0

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$0, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Total Revenue for the 2018-2019 Proposed Budget is estimated at \$0. The Grand Jury is entirely reliant on General Fund Contribution and receives no outside revenue.

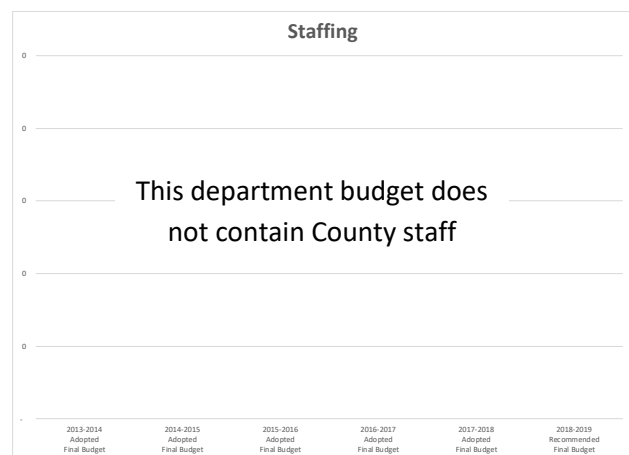
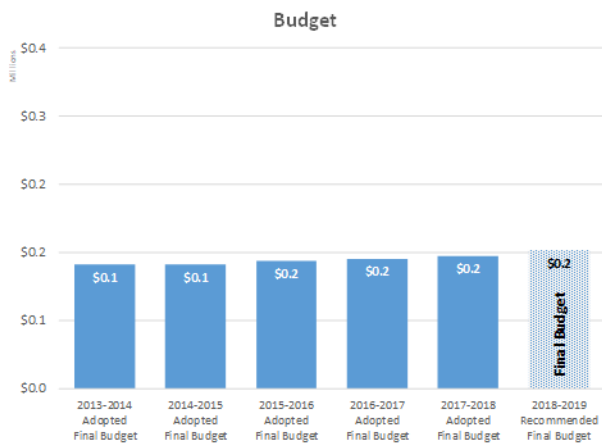
Budget and Operations

- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$162,573, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$162,573, an increase of \$6,861 from the 2017-2018 Adopted Final Budget, requiring a General Fund Contribution of \$162,573.
- ◆ The Proposed Budget at base includes a \$6,861 increase due to the cost of doing business in salaries and benefits for employees of the Courts System dedicated to support the Grand Jury, service and supplies, and other charges to maintain current service levels, requiring a General Fund Contribution of \$6,861.
- ◆ No service level adjustments are requested at this time.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of zero, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of zero, consistent with the 2017-2018 Adopted Final Budget allocation. Grand Jury staff support will continue to be provided by the Courts System.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors' action.

Estimation of Revenue and Funding Sources

- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$0, consistent with the 2018-2019 Final Budget. The Grand Jury is entirely reliant on General Fund Contribution and receives no outside revenue.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$0. The Grand Jury is entirely reliant on General Fund Contribution and receives no outside revenue.

Budget and Operations Plan

- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$167,068, consistent with the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$167,068, an increase of \$4,495 from the 2018-2019 Proposed Budget.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business: a 6% increase for salaries and benefits and 4% for other charges.

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of zero, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of zero, consistent with the 2018-2019 Proposed Budget allocation.

Related Links

For additional information about the Grand Jury, refer to the division's website at: <http://stanct.org/grand-jury>

Integrated Criminal Justice Information System

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$775,500	\$775,500
Use of Fund Balance/ Retained Earnings	\$427,029	\$467,892
Gross Costs	\$1,202,529	\$1,243,392
General Fund Contributions	\$0	\$0
% Funded by General Fund	0.0%	0.0%
Total Allocated Positions	0	0

Department Services and Programs

The Integrated Criminal Justice Information System (ICJIS) Project is focused on developing and maintaining a more efficient justice application for the benefit of all County justice departments. This application is integrated across Stanislaus County’s justice departments promoting efficient government operations. The ICJIS project is a partnership between the following Stanislaus County departments: Sheriff, District Attorney, Probation, Public Defender, Chief

Executive Office and the Strategic Business Technology.

The ICJIS Project continues to improve and enhance the previously-developed, feature-rich management information systems used in the County justice departments. Additionally, systems on which the ICJIS code runs are maintained and replaced on a cycle appropriate to the significant workload placed on them by the users.

Board of Supervisors Priority Area



The Integrated Criminal Justice Information System supports the following Board of Supervisors priority:

Priority	<i>Supporting strong and safe neighborhoods for individuals and families to thrive</i>
Mission Statement	To continue the development of the Integrated Criminal Justice Information System, to enhance and modify the software to meet customers' changing needs, and to optimize business processes

Annual Report on Results: Fiscal Year 2017-2018

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
ICJIS							
5141 0016161 Internal Service Fund							
Total Revenue	\$405,861	\$499,870	(\$159,349)	\$622,500	\$622,504	\$622,500	100.00%
Use of Fund Balance	\$142,252	\$33,976	\$1,147,756	\$125,960	\$137,308	\$370,372	37.07%
Gross Costs	\$548,113	\$533,846	\$988,407	\$748,460	\$759,812	\$992,872	76.53%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The trend for Gross Costs has fluctuated over the years based on the needs of support of the ICJIS system. In the last two fiscal years, staff vacancies have contributed to lower Gross Costs than had been projected and less use of one-time fund balance in Fiscal Year 2017-2018.

Fund Balance Trends

The following table identifies five-year historical data of actual fund balance by individual budget unit along with a Department total for each fiscal year.

Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
ICJIS	\$2,768,150	\$2,625,899	\$2,555,157	\$1,444,166	\$1,318,206
Total Retained Earnings	\$2,768,150	\$2,625,899	\$2,555,157	\$1,444,166	\$1,318,206

*Note: Only Listed for Non-General Fund Units

- ◆ A strategic initiative in the ICJIS budget over the past several years, in keeping with Auditor-Controller guidance, has been to reduce retained earnings such that resources are used to benefit programs and services. Significant capital acquisitions, primarily computer equipment, have been programmed to be procured through the use of retained earnings. As a result, the ICJIS budget’s retained earnings have decreased from \$2.8 million in 2013 to \$1.3 million in 2017.

Budgets Contained within the Department

- ◆ ICJIS (Internal Service Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Integrated Criminal Justice Information System						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$622,500	\$622,504	\$775,500	\$775,500	\$0	\$775,500
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$622,500	\$622,504	\$775,500	\$775,500	\$0	\$775,500
Use of Fund Balance/Retained Earnings	\$125,960	\$137,308	\$427,029	\$427,029	\$0	\$467,892
Total Funding Sources	\$748,460	\$759,812	\$1,202,529	\$1,202,529	\$0	\$1,243,392
Salaries and Benefits	\$21,973	\$16,329	\$40,250	\$40,250	\$0	\$41,659
Services and Supplies	\$394,855	\$464,166	\$764,000	\$764,000	\$0	\$790,740
Other Charges	\$331,632	\$279,317	\$363,279	\$363,279	\$0	\$375,993
Fixed Assets						
Equipment	\$0	\$0	\$35,000	\$35,000	\$0	\$35,000
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$748,460	\$759,812	\$1,202,529	\$1,202,529	\$0	\$1,243,392
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$775,500, consistent with 2018-2019 Adopted Proposed Budget.
- ◆ Total Revenue for the 2018-2019 Proposed Budget is estimated at \$775,500, an increase of \$153,000 from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by combining the contributions of the four-member departments: Sheriff, District Attorney, Public Defender, and Probation.
- ◆ The Integrated Criminal Justice Information System (ICJIS) Project has \$1.2 million in available fund balance as of July 1, 2018, of which \$427,029 is budgeted for use in Fiscal Year 2018-2019.
- ◆ Probation has requested additional hours be added to the software developer contract and has increased its contribution by \$153,000 to fund these hours.

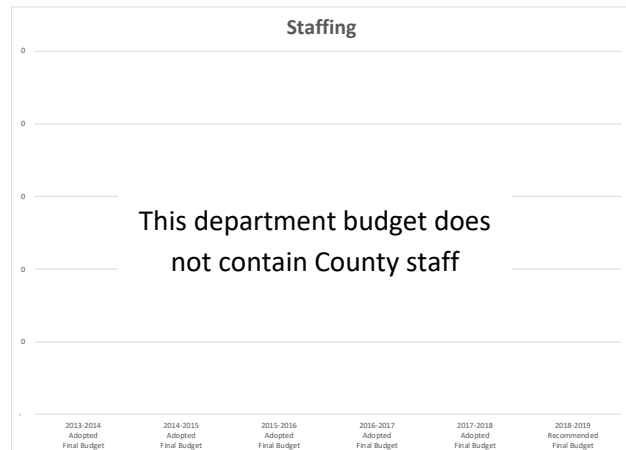
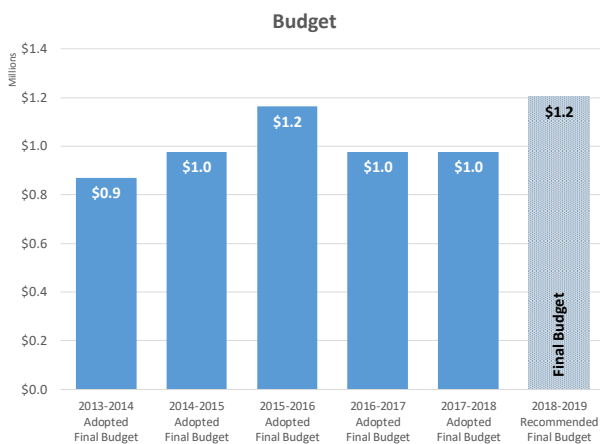
Budget and Operations

- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$1.2 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$1.2 million, an increase of \$226,809 from the 2017-2018 Adopted Final Budget.
- ◆ The Proposed Budget at base includes a \$268,809 increase in Services and Supplies largely attributable to a request for additional contracted software developer hours.
- ◆ Service level increase is specific to and funded by the Probation Department.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of zero, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of zero, consistent with the 2017-2018 Adopted Final Budget allocation.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors' action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan is estimated at \$775,500, consistent with the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$775,500, the same level as the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by combining the contributions of the four-member departments: Sheriff, District Attorney, Public Defender, and Probation.
- ◆ The Spending Plan relies on the use of \$467,892 in Project fund balance; based on use of fund balance identified in the 2018-2019 Proposed Budget, the Project anticipates there will be \$723,586 in available fund balance on July 1, 2019.

Budget and Operations Plan

- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$1.2 million, consistent with the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$1.2 million, an increase of \$40,863 from the 2018-2019 Proposed Budget.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:
 - ◆ Services and Supplies increase of 3.5%
 - ◆ Cost Allocation Plan (CAP) increase of 3.5%

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a staffing level of zero, consistent with the 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of zero, consistent with the 2018-2019 Proposed Budget allocation.

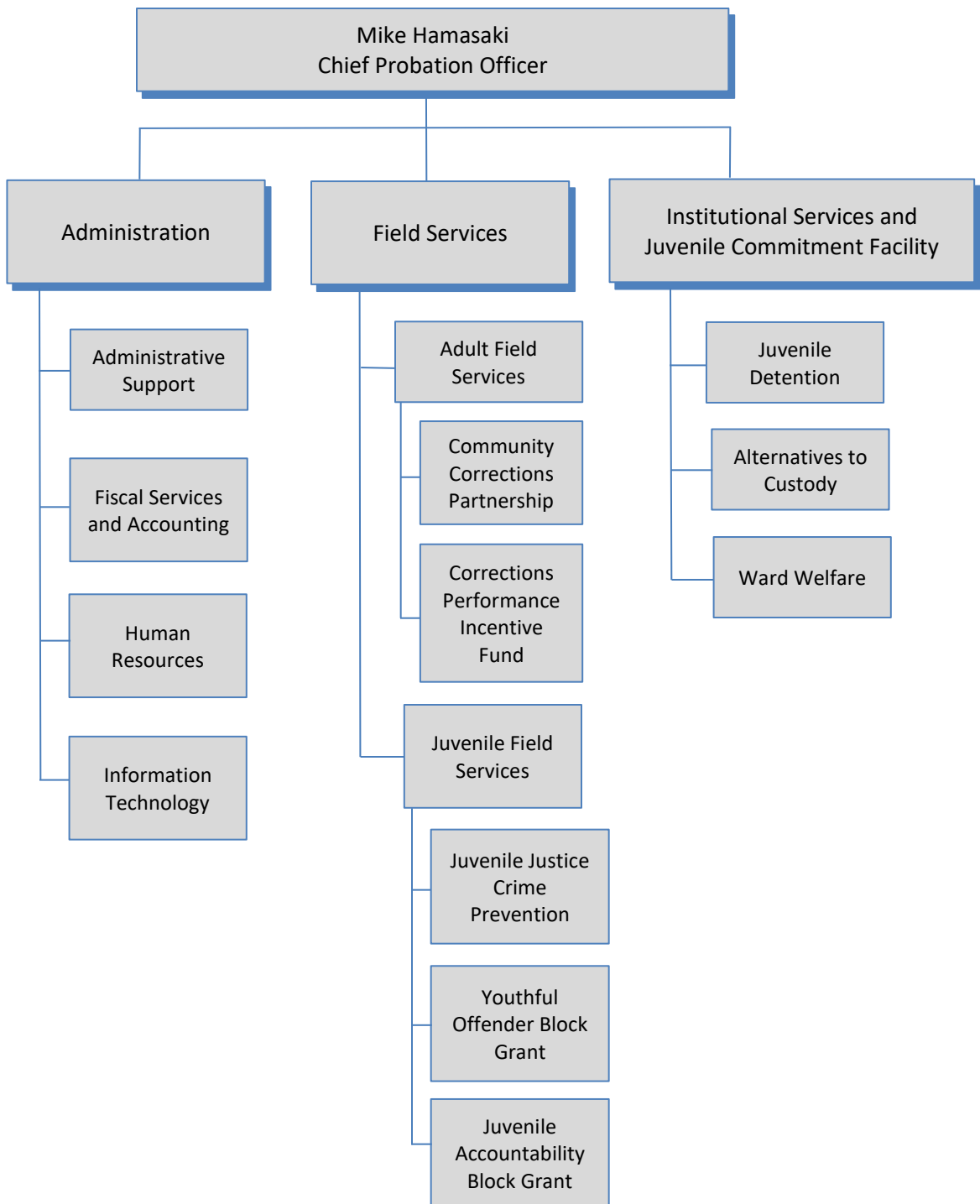
Key Challenges and Opportunities

- ◆ In recent years, the County has struggled to retain and recruit sufficient software development resources. To supplement the internal software resources, the ICJIS Project will increase the contracted software developer hours. The additional contract development hours will provide the resources necessary to update critical core software components of ICJIS. Updating these components is necessary to resolve potential security issues and maintain compatibility with other systems.

Related Links

For additional information about the Integrated Criminal Justice Information System, refer to the website at:

www.stancounty.com



2215 Blue Gum Avenue, Modesto, CA 95358 Tel: (209) 525-5400

www.stancounty.com/probation

Probation

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$37,789,079	\$39,171,133
Use of Fund Balance/ Retained Earnings	\$4,846,767	\$4,111,759
Gross Costs	\$66,840,495	\$67,978,887
General Fund Contributions	\$24,204,649	\$24,695,995
% Funded by General Fund	36.2%	36.3%
Total Allocated Positions	284	284

Department Services and Programs

The **Administration** division is responsible for department-wide services for staff members in several geographical locations. These functional responsibilities include: policy development and implementation; staff development; human resources; contracts; collections; information technology support; grant management; purchasing; budget and fiscal services; staff training; and safety.

The **Field Services** division’s services include court sentencing investigations and report preparation, processing of juvenile arrests, and offender supervision. This budget also provides services to the offender to assist in re-integration into the community. The Department’s armed officers provide intensive supervision to those offenders placed in the community who pose the greatest threat to public safety. Court services provided by the Probation Department are State mandated by Penal Code Section 1203 and Welfare and Institutions Code Sections 281 and 706, while Penal Code Section 1202.8 and Welfare and Institutions Code Section 727 mandate offender supervision services. This division includes several different funding sources, including:

The Juvenile Justice Crime Prevention Act which provides programs designed to reduce juvenile crime; hold minors accountable for their actions; enhance supervision of minors and to prevent minors from entering the criminal justice system; and reduce the incidence of drug use amongst substance abuse/dependence involved wards.

Youthful Offender Block Grant was designed to enhance the capacity of the Probation Department to implement an effective continuum of services to respond to crime

and delinquency. It provides resources for the custody and parole of youthful offenders to age 21. Corrections Performance Incentive Fund (SB678) provides financial incentives for county probation departments to implement the best practices identified by experts as critical for reducing recidivism rates and, therefore, the number of revocations of probation to State prison.

Juvenile Accountability Block Grant includes funding for the Reducing Racial and Ethnic Disparities (R.E.D.) grant designed to integrate community members and voices to set goals in reducing disparities in the community. Community Corrections Partnership (AB109) supports custodial and community supervision for non-serious, non-violent, and non-sex offenders, as well as supervision of lower level adult parolees.

Institutional Services encompasses the operational and staffing costs for the Juvenile Hall, and the Alternative to Custody Unit that includes the electronic monitoring and house arrest programs. The Juvenile Hall processes 800 – 1,000 new arrestees per year, in addition to housing minors as they are going through juvenile court proceedings. Court-committed females and youth that have special needs are also housed within the Juvenile Hall. The 60-bed **Juvenile Commitment Facility** allows for increased counseling and programs for court-committed juvenile offenders, including a culinary arts vocational program, the Planting Justice gardening program and Aggression Replacement Training (ART). The Alternative to Custody Program addresses the needs of juveniles who might otherwise be detained in Juvenile Hall at a much higher cost.

Board of Supervisors Priority Area



The Probation Department supports the following Board of Supervisors priority:

Priority	<i>Supporting strong and safe neighborhoods for individuals and families to thrive</i>
Mission Statement	As an integral part of the criminal justice system, Probation protects our community by: Promoting responsible behavior and offender accountability; Providing objective information and recommendations to the Superior Courts; Operating safe and secure juvenile facilities and programs; and Partnering with the community to provide direct services to offenders, families and victims
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results
Success Measures	Reduce post-release recidivism of individuals exiting probation supervision

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments
<ul style="list-style-type: none"> ◆ Completion of programming provided at the Day Reporting Center, in partnership with community-based organizations, resulted in 79.7% of offenders not recidivating ◆ Hired a data manager and consulted with the University of Cincinnati to evaluate programming Department-wide to ensure programs are evidence-based and optimal for positive outcomes ◆ Implemented a training program for the Department's canines to become more proficient in not just detecting controlled substances; but, firearms and ammunition as well ◆ Implemented Child Family Team meetings for Placement youth and contracted with Aspiranet to recruit foster families for probation youth

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Probation - Administration							
0100 0026050 General Fund							
Total Revenue	\$328,282	\$250,935	\$252,850	\$280,882	\$279,879	\$294,940	94.89%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$2,378,433	\$2,558,111	\$2,889,147	\$2,889,430	\$2,796,305	\$3,053,881	91.57%
Net County Cost	\$2,050,151	\$2,307,176	\$2,636,297	\$2,608,548	\$2,516,426	\$2,758,941	91.2%

- ◆ The trend in Administration has been a gradual increase due to the cost of doing business in salaries, benefits, services and supplies and Cost Allocation Plan (CAP) charges. Fiscal Years 2016-2017 and 2017-2018 showed a slight decrease resulting from a Manager vacancy.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Probation - Community Corrections Partnership							
0100 0026060 General Fund							
Total Revenue	\$3,680,182	\$3,853,778	\$4,169,610	\$4,152,578	\$4,299,738	\$5,136,921	83.70%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$3,680,182	\$3,851,530	\$4,169,610	\$4,152,578	\$4,299,738	\$5,140,812	83.64%
Net County Cost	\$0	(\$2,248)	\$0	\$0	\$0	\$3,891	0.00%

- ◆ This budget unit reflects Probation’s portion of Local Community Corrections funding. Revenue and expenditures are slightly lower than projected as a result of the Department’s high vacancy rate.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Probation - Corrections Performance Incentive Fund							
1688 0026431 Special Revenue Fund							
Total Revenue	\$812,601	\$392,729	\$1,574,701	\$1,372,161	\$1,054,073	\$875,000	120.47%
Use of Fund Balance	(\$266,050)	\$79,187	(\$1,208,065)	(\$743,380)	(\$364,943)	\$0	0.00%
Gross Costs	\$546,551	\$471,916	\$366,636	\$628,781	\$689,130	\$875,000	78.76%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Corrections Performance Incentive Fund continues to show an increase in revenue resulting from improved outcomes for prison avoidance and one-time payments related to accelerated releases of Post Release Community Supervision offenders.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Probation - Field Services							
0100 0026100 General Fund							
Total Revenue	\$3,001,160	\$2,861,532	\$2,870,759	\$3,059,175	\$2,641,995	\$2,717,655	97.22%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$9,398,960	\$9,904,291	\$10,435,690	\$10,771,665	\$11,921,056	\$12,794,569	93.17%
Net County Cost	\$6,397,800	\$7,042,759	\$7,564,931	\$7,712,490	\$9,279,061	\$10,076,914	92.08%

- ◆ The trend in Field Services has been a gradual increase due to the cost of doing business in salaries, benefits, services and supplies and allocated charges. The Department has also experienced an increased number of facilities maintenance issues needing repairs. Computer equipment refresh costs were also higher in Fiscal Year 2017-2018.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Probation - Institutional Services							
0100 0026200 General Fund							
Total Revenue	\$1,607,826	\$1,403,497	\$1,544,797	\$1,569,510	\$1,588,310	\$1,241,700	127.91%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$6,247,367	\$6,224,479	\$6,475,557	\$6,321,387	\$6,272,752	\$6,656,761	94.23%
Net County Cost	\$4,639,541	\$4,820,982	\$4,930,760	\$4,751,877	\$4,684,442	\$5,415,061	86.51%

- ◆ Staff vacancies, caused by an excessively high turnover rate, have contributed to cost savings in Juvenile Institutions. Revenue is higher in Fiscal Year 2017-2018 than budgeted due to realignment growth revenue which was received but not budgeted due to the fluctuation in the amount received from year to year.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Probation - Juvenile Accountability Block Grant							
1764 0026379 Special Revenue Fund							
Total Revenue	\$28,295	\$87,913	\$183,962	\$157,877	\$206,062	\$288,798	71.35%
Use of Fund Balance	(\$1)	(\$20)	(\$10,196)	\$13,756	\$35,956	\$0	0.00%
Gross Costs	\$28,294	\$87,893	\$173,766	\$171,633	\$242,018	\$288,798	83.80%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Reducing Racial and Ethnic Disparities grant, which is the largest program included in this budget, is a reimbursement grant. The fluctuation in revenue and expenditures is related to the timing of expenditures and receiving reimbursement from the Board of State and Community Corrections. In addition, this grant operates on a Federal Fiscal Year further distorting the timing of expenditures and revenue received.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Probation - Juvenile Commitment Facility							
0100 0026070 General Fund							
Total Revenue	\$927,076	\$1,282,480	\$1,218,034	\$1,364,911	\$1,470,964	\$1,221,798	120.39%
Use of Fund Balance	-	-	-	-	-	-	-
Gross Costs	\$3,185,492	\$3,210,270	\$2,880,357	\$3,301,015	\$3,747,948	\$4,070,073	92.09%
Net County Cost	\$2,258,416	\$1,927,790	\$1,662,323	\$1,936,104	\$2,276,984	\$2,848,275	79.94%

- ◆ Staff vacancies, caused by an excessively high turnover rate, have contributed to cost savings in the Juvenile Commitment Facility budget. Revenue is higher in Fiscal Year 2017-2018 than budgeted due to realignment growth revenue which was received but not budgeted due to the fluctuation in the amount received from year to year.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Probation - Juvenile Justice Crime Prevention Act							
1798 0026395 Special Revenue Fund							
Total Revenue	\$1,462,724	\$1,675,928	\$1,747,850	\$1,928,550	\$2,094,512	\$1,474,289	142.07%
Use of Fund Balance	(\$310,859)	(\$408,055)	(\$149,230)	(\$101,965)	(\$148,491)	\$782,958	-18.97%
Gross Costs	\$1,151,865	\$1,267,873	\$1,598,620	\$1,826,585	\$1,946,021	\$2,257,247	86.21%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ This budget unit continues to experience revenue coming in higher than projected and cost savings from staff vacancies. In Fiscal Year 2017-2018, the Department projected to use \$200k in fund balance for the purchase of a modular to be used for a juvenile computer lab. This cost did not materialize and the project has been postponed to a later date.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Probation - Local Community Corrections							
1679 0026481 Special Revenue Fund							
Total Revenue	\$ 16,155,209	\$ 15,648,372	\$ 19,405,141	\$ 19,844,760	\$ 21,434,023	\$ 21,155,141	101.32%
Use of Fund Balance	(\$ 1,504,781)	(\$ 843,633)	(\$ 4,192,388)	(\$ 3,732,434)	(\$ 2,130,272)	\$ 4,328,837	-49.21%
Gross Costs	\$ 14,650,428	\$ 14,804,739	\$ 15,212,753	\$ 16,112,326	\$ 19,303,751	\$ 25,483,978	75.75%
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

- ◆ Realignment growth funds continue to be received higher than anticipated and budgeted. The Re-Entry and Alternatives to Custody Training Center (REACT) opening late in the fiscal year resulted in expenditures less than projected. In addition, staff vacancies, in all departments receiving Local Community Correction funds, contributed to cost savings.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Probation - Ward Welfare Fund							
1765 0026420 Special Revenue Fund							
Total Revenue	\$ 27,426	\$ 22,151	\$ 28,195	\$ 16,234	\$ 19,300	\$ 40,000	48.25%
Use of Fund Balance	(\$ 20,566)	\$ 850	(\$ 981)	(\$ 7,981)	(\$ 326)	\$ 0	0.00%
Gross Costs	\$ 6,860	\$ 23,001	\$ 27,214	\$ 8,253	\$ 18,974	\$ 40,000	47.44%
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

- ◆ Revenue is generated by minor's use of the phone system in juvenile institutions and can be spent only for the direct benefit of the minors. Both revenue and expenditures fluctuate with changes in juvenile population levels.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Probation - Youthful Offender Block Grant							
1698 0026406 Special Revenue Fund							
Total Revenue	\$ 1,503,434	\$ 1,540,335	\$ 1,637,174	\$ 1,721,835	\$ 1,856,758	\$ 1,651,208	112.45%
Use of Fund Balance	(\$ 648,926)	(\$ 254,648)	\$ 7,556	(\$ 34,071)	\$ 464,425	\$ 957,918	48.48%
Gross Costs	\$ 854,508	\$ 1,285,687	\$ 1,644,730	\$ 1,687,764	\$ 2,321,183	\$ 2,609,126	88.96%
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

- ◆ The trend in Youthful Offender Block Grant has been to maintain a steady fund balance to benefit programs and services for youth. In Fiscal Year 2017-2018, the Department added a Custodial Cook, purchased an additional vehicle, and additional portable radios. The Department is currently developing a five-year plan that will necessitate the spend down of fund balance. Revenue continues to be received higher than projected.

Fund Balance Trends

The following table identifies five-year historical data of actual fund balance by individual budget unit and along with a department total for each fiscal year.

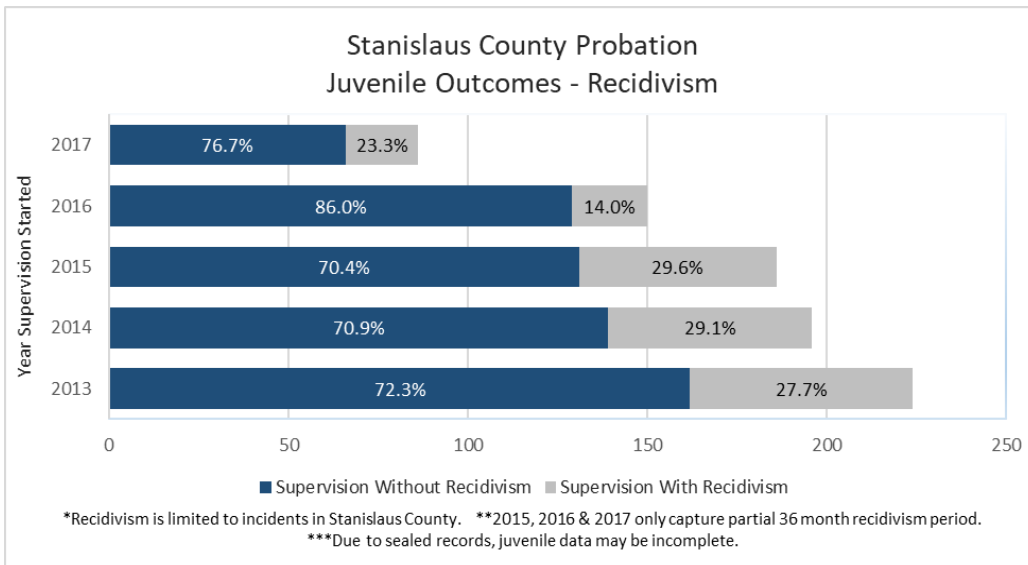
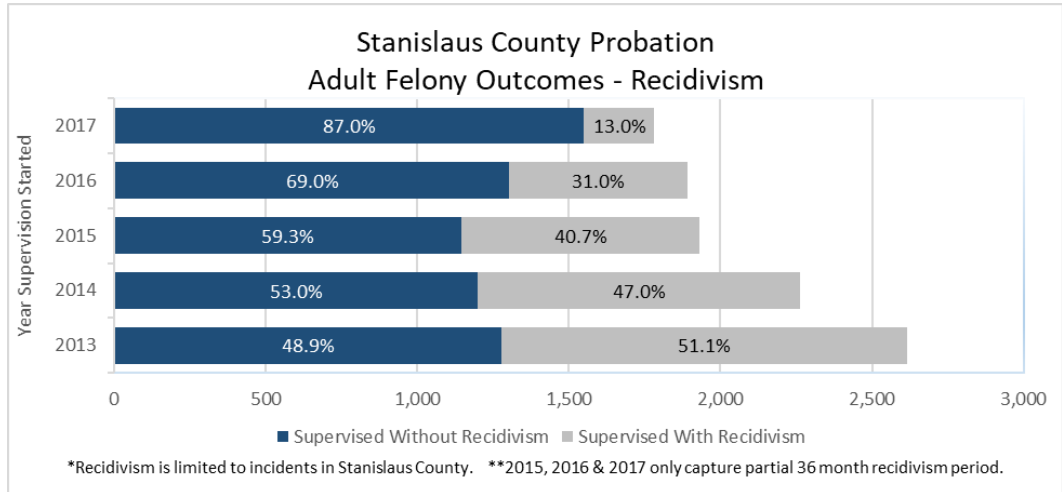
Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
Probation - Corrections Performance Incentive Fund	\$ 789,623	\$ 1,055,672	\$ 976,486	\$ 2,184,551	\$ 2,927,931
Probation - Juvenile Accountability Block Grant	\$ 6,556	\$ 6,557	\$ 6,577	\$ 16,773	\$ 3,016
Probation - Juvenile Justice Crime Prevention Act	\$ 2,067,498	\$ 2,378,357	\$ 2,786,413	\$ 2,935,643	\$ 3,037,607
Probation - Local Community Corrections	\$ 5,476,986	\$ 6,981,766	\$ 7,825,400	\$ 12,017,788	\$ 15,750,221
Probation - Ward Welfare Fund	\$ 334,071	\$ 354,636	\$ 353,787	\$ 354,768	\$ 362,749
Probation - Youthful Offender Block Grant	\$ 4,652,372	\$ 5,301,298	\$ 5,555,947	\$ 5,548,390	\$ 5,582,462
Total Fund Balance	\$ 13,327,106	\$ 16,078,286	\$ 17,504,610	\$ 23,057,913	\$ 27,663,986

*Note: Only Listed for Non-General Fund Units

- ◆ Department Total Fund Balance experienced significant growth over the past five years, more than doubling from July 2013 to July 2017.
 - ◆ The Corrections Performance Incentive Fund has shown a significant increase in fund balance for the last two years related to improved outcomes for prison avoidance and one-time payments related to accelerated releases of Post Release Community Supervision offenders.
 - ◆ Local Community Corrections has intentionally shown a significant increase in fund balance in preparation of the Re-Entry and Alternatives to Custody Training Center (REACT) opening and in order to build a reserve to cover any possible future decrease in funding.

Department Success Measures

Recidivism is defined as a conviction of a new felony or misdemeanor committed within three years of placement on probation supervision for a previous criminal conviction. The charts illustrate the number of individuals who began probation supervision within the last five calendar years and the number of those individuals who have recidivated within Stanislaus County within three years of their supervision start date.



The recent decrease in recidivism can be attributed to several factors including: the three-year recidivism period has not elapsed for supervision started in 2015, 2016 and 2017; utilization of a new assessment model; emphasis on rehabilitation services and programs; and changes in the law.

Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ Reduce recidivism in adult offenders who complete programming at the Day Reporting Center
- ◆ Assist offenders and their family members, through the Focus on Prevention Initiative, to become law abiding and experience an overall healthier lifestyle by connecting them to resources
- ◆ Partner with local education institutions to get those youth under department supervision into higher or continued education, prior to their dismissal

Budgets Contained within the Department

- ◆ Administration (General Fund)
- ◆ Community Corrections Partnership Plan (Special Revenue Fund)
- ◆ Corrections Performance Incentive Fund (Special Revenue Fund)
- ◆ Field Services (General Fund)
- ◆ Institutional Services (General Fund)
- ◆ Juvenile Accountability Block Grant (Special Revenue Fund)
- ◆ Juvenile Commitment Facility (General Fund)
- ◆ Juvenile Justice Crime Prevention Act (Special Revenue Fund)
- ◆ Local Community Corrections (Special Revenue Fund)
- ◆ Ward Welfare Fund (Special Revenue Fund)
- ◆ Youthful Offender Block Grant (Special Revenue Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Probation						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D - Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$6,246	\$6,205	\$4,000	\$4,000	\$0	\$4,120
Revenue from use of Assets	\$30,650	\$53,896	\$1,700	\$1,700	\$0	\$1,751
Intergovernmental Revenue	\$28,237,359	\$26,389,919	\$30,059,632	\$30,059,632	\$0	\$31,129,127
Charges for Service	\$5,923,848	\$3,339,156	\$6,282,127	\$6,282,127	\$0	\$6,552,767
Miscellaneous Revenue	\$18,795	\$27,616	\$31,600	\$31,600	\$0	\$32,548
Other Financing Sources	\$1,251,575	\$1,769	\$1410,020	\$1,410,020	\$0	\$1,450,820
Total Revenue	\$35,468,473	\$29,818,561	\$37,789,079	\$37,789,079	\$0	\$39,171,133
Use of Fund Balance/Retained Earnings	(\$4,606,075)	(\$4,270,077)	\$4,806,767	\$4,846,767	\$40,000	\$4,111,759
Total Funding Sources	\$30,862,398	\$25,548,484	\$42,595,846	\$42,635,846	\$40,000	\$43,282,892
Salaries and Benefits	\$25,219,583	\$27,024,046	\$31,432,688	\$31,716,713	\$284,025	\$32,845,144
Services and Supplies	\$3,212,545	\$3,724,914	\$6,801,867	\$6,841,867	\$40,000	\$6,409,102
Other Charges	\$17,751,717	\$15,847,612	\$26,093,566	\$26,093,566	\$0	\$27,027,506
Fixed Assets						
Buildings & Improvements	\$72,043	\$24,164	\$205,000	\$205,000	\$0	\$5,175
Equipment	\$459,146	\$544,267	\$558,500	\$638,500	\$80,000	\$306,675
Other Financing Uses	\$1,149,221	\$509	\$1,330,316	\$1,330,316	\$0	\$1,370,752
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$7,162	\$11,035	\$14,533	\$14,533	\$0	\$14,533
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$47,871,417	\$47,176,547	\$66,436,470	\$66,840,495	\$404,025	\$67,978,887
General Fund Contribution	\$17,009,019	\$21,628,063	\$23,840,624	\$24,204,649	\$364,025	\$24,695,995
Total Allocated Positions	-	-	284	284	0	284

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$37.8 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Total Revenue for the 2018-2019 Proposed Budget is estimated at \$37.8 million, an increase of \$2 million from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by a review of historical trends and information provided by the State on program funding.
- ◆ The Department has a total of \$30 million in available fund balance as of July 1, 2018, of which \$4.8 million is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Corrections Performance Incentive fund balance is \$3.3 million as of July 1, 2018, of which \$713,724 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Criminalistics Lab fund balance is \$146,622 as if July 1, 2018, of which zero is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Juvenile Accountability Grant fund balance is (\$32,939) as of July 1, 2018, of which zero is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Juvenile Justice Crime Prevention Act fund balance is \$3.2 million as of July 1, 2018, of which \$911,477 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Local Community Corrections fund balance is \$17.9 million as of July 1, 2018, of which \$1.9 million is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Ward Welfare fund balance is \$363,075 as of July 1, 2018, of which \$60,000 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Youthful Offender Block Grant fund balance is \$5.1 million as of July 1, 2018, of which \$1.3 million is budgeted for use in Fiscal Year 2018-2019.
- ◆ Intergovernmental Revenue for the 2018-2019 Proposed Budget is estimated to increase by \$1.8 million, of which \$1.3 million is estimated growth in Local Community Corrections revenue.

Budget and Operations

- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$66.8 million, a net increase of \$404,025 from the 2018-2019 Adopted Proposed Budget.
 - ◆ An increase of \$364,025 is a technical adjustment for the salary and benefits increases related to recently approved labor agreements.
 - ◆ A transfer of \$80,000 from Salaries to Fixed Assets for two vehicles to be used by two staff assigned to the Community Assessment Response and Engagement (CARE) program.
 - ◆ An increase of \$40,000, funded with departmental fund balance, for a contract with the National Council on Crime and Delinquency (NCCD) to provide trainer certification on Adult and Juvenile assessment tools. Employees will become trainers and be available to train new employees on the assessment tools. These assessment tools are used to assess the risk needs of incoming adults and juveniles, to inform on unit placements and determine the type of service needs of the individual.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$66.4 million, an increase of \$4.1 million from the 2017-2018 Adopted Final Budget, requiring a General Fund Contribution of \$23.8 million.
- ◆ The Proposed Budget at base includes a \$2.2 million increase due to the cost of doing business in salaries, benefits, services and supplies, Jail Medical Contract, Cost Allocation Plan (CAP) charges and restoration of a 5% vacancy rate to maintain current service levels, requiring a General Fund Contribution of \$2.3 million.
 - ◆ \$722,489 of the increase is due to a portion of the Jail Medical contract relocating from the Chief Executive Office budget to the Probation Department's budget; the balance of the Jail Medical contract was relocated to the Sheriff's Department budget. The Sheriff's Department will provide Fiscal Agent services and account for Jail Medical services in the Sheriff Detention, Adult Detention Expansion and Probation Institutions budgets. The Chief Executive Office will continue to partner with the Sheriff's Department on contract oversight.

- ◆ A decrease of \$524,136 in revenue resulted from the loss of two contracts with the Stanislaus County Office of Education (SCOE) and two contracts with the Stanislaus Drug Enforcement Agency (SDEA).
- ◆ The Proposed Budget includes a recommendation to increase service levels.
- ◆ The Proposed Budget includes \$1.9 million to accommodate the increased costs associated with the recommended service level adjustment for unmet needs of the Department, requiring a General Fund Contribution of \$401,561.
 - ◆ An increase of \$514,258 in Field Services to restore three unfunded and add four new Deputy Probation Officer II positions. This increase is offset by un-funding four Probation Corrections Officers positions in Institutions at \$293,862 and un-funding three Probation Corrections Officers positions in Juvenile Commitment Facility at \$220,396. The net increase is \$0. This recommendation supports the Department's shift of services from juvenile to adult as a result of the reduction in juvenile offenders requiring services. This reduction in juvenile crime is consistent with statewide trends and is a benefit to the community since adult caseloads require additional support.
 - ◆ An increase of \$280,724 for ongoing costs associated with one Senior Software Developer and one Senior Systems Engineer. These costs are funded with special revenue from the Corrections Performance Incentive Fund budget; there is no impact to the County General Fund.
 - ◆ An increase of \$505,095 for various Information Technology related needs. \$100,095 is included for annual software license and subscription renewals. \$252,000 is for surveillance equipment in the Juvenile Commitment Facility as well as replacement of five servers, Storage Area Network equipment and a data center upgrade from one gigabyte speed to ten gigabyte speed, per the department IT replacement plan. \$153,000 is for a contract with Atomogy for various department projects related to ICJIS support. These costs are funded with \$153,000 of special revenue and require a General Fund Contribution of \$352,095.
 - ◆ An increase of \$180,000 for digital portable radios consistent with the Board of Supervisors' approved digital signal upgrade project. This is a one-time cost funded with special revenue from the Corrections Performance Incentive Fund budget; there is no impact to the County General Fund.
 - ◆ An increase of \$100,000 for quality assurance services through a two-year contract with Dr. Latessa, a national expert on evidence based practices in the Criminal Justice arena. This is a one-time cost funded with special revenue from the Corrections Performance Incentive Fund budget; there is no impact to the County General Fund. An additional \$100,000 is included in the 2019-2020 Spending Plan for year two of the contract.
 - ◆ An increase of \$49,466 to accommodate 60% of the increased ongoing costs related to computer-aided dispatch services with Stanislaus Regional 911, requiring a General Fund Contribution of \$49,466. The remaining 40% increase will be paid with special revenue included in base budget.
 - ◆ An increase of \$286,400 to accommodate one-time costs related to state grants for Foster Parent Recruitment & Retention Services, Commercially Sexually Exploited Children and Children and Family Teams; there is no impact to the County General Fund.
 - ◆ An increase of \$500,000 for one-time increased services to juveniles for work skills, increased services for mental health, alcohol and drug services, and initial planning of a youth center. This increase is funded with special revenue; there is no impact to the County General Fund.
 - ◆ The recommended adjustments include \$1,185,000 in one-time costs and \$716,685 in ongoing costs.
- ◆ The Proposed Budget includes the replacement of three vehicles used by sworn staff to perform field operations. The total cost is estimated to be \$121,500, is funded by General Fund, and is included in base.
- ◆ The Probation Department has a total fleet of 51 vehicles; of those, three meet the minimum age and mileage requirements to be considered for replacement under the Fleet Services Policy.

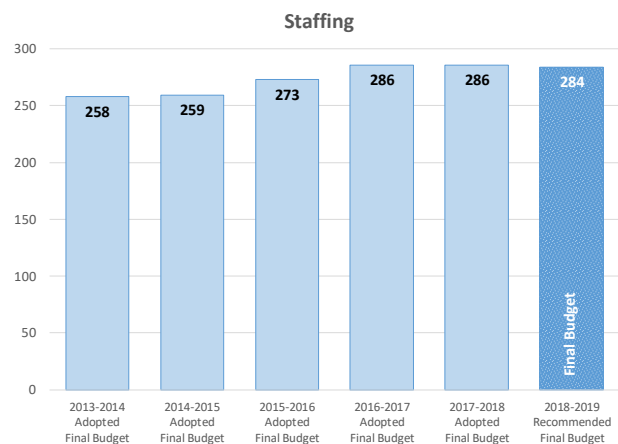
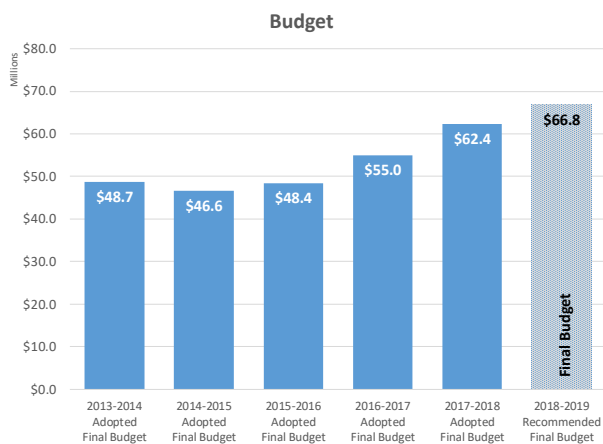
Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 284, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of 284, a decrease of two from the 2017-2018 Adopted Final Budget allocation.
- ◆ The Proposed Budget includes a recommendation for a decrease of two to the Total Allocated Positions.
 - ◆ One new Senior Software Developer position is recommended in the Correction Performance Incentive Fund budget unit to architect and lead development projects, improve software solutions, increase data sharing

between departments, and provide data for evaluation of Probation services. This position was requested in the 2017-2018 Midyear Budget and was deferred to the 2018-2019 Proposed Budget.

- ◆ One new Senior Systems Engineer position is recommended in the Correction Performance Incentive Act budget unit to serve as the Lead for Probation network security. This position will provide network design and installation, support two surveillance camera systems, administer advanced firewall features, and supervise and train the Department’s two Application Specialist staff.
- ◆ Seven Deputy Probation Officer II positions consisting of four new positions and three restorations of unfunded positions are recommended in Field Services to complete pre-trial risk assessments.
- ◆ Four vacant Deputy Probation Officer II positions are recommended to be deleted in Field Services due to the loss of revenue from contracts. Two positions were in support of the SCOE contract and were assigned to Riverbank School District and Modesto City Schools, and two positions supported the Byrne JAG grant, and SDEA JPA.
- ◆ Seven Probation Corrections Officer positions are recommended to be deleted as a result of a steady decline in the juvenile population. Three positions reside in the Juvenile Commitment Facility and four positions reside in Institutional Services. The Probation Correction Officer positions will be exchanged for seven Deputy Probation Officer II positions in Field Services.
- ◆ The Proposed Budget includes technical adjustments that do not affect the position allocation.
 - ◆ One Confidential Assistant III position is recommended to be transferred from Field Services to Administration.
 - ◆ A classification study of one existing Stock/Delivery Clerk II is recommended.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors’ action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan is estimated at \$39.2 million, consistent with the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$39.2 million, an increase of \$1.4 million from the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by estimated increases of 3% and historical indicators.

- ◆ The Spending Plan relies on the use of \$4.1 million in departmental fund balance; based on use of fund balance identified in the 2018-2019 Proposed Budget, the Department anticipates there will be \$25.2 million in available fund balance on July 1, 2019.
 - ◆ Corrections Performance Incentive fund balance is anticipated to be \$2.6 million as of July 1 2019, of which \$470,465 is budgeted for use in Fiscal Year 2019-2020.
 - ◆ Criminalistics lab fund balance is anticipated to be \$146,622 as if July 1, 2019, of which zero is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Juvenile Accountability Grant fund balance is anticipated to be (\$32,939) as of July 1, 2019, of which zero is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Juvenile Justice Crime Prevention Act fund balance is anticipated to be \$2.3 million as of July 1, 2019, of which \$732,741 is budgeted for use in Fiscal Year 2019-2020.
 - ◆ Local Community Corrections fund balance is anticipated to be \$16.0 million as of July 1, 2019, of which \$1.5 million is budgeted for use in Fiscal Year 2019-2020.
 - ◆ Ward Welfare fund balance is anticipated to be \$303,075 as of July 1, 2019, of which \$62,200 is budgeted for use in Fiscal Year 2019-2020.
 - ◆ Youthful Offender Block Grant fund balance is anticipated to be \$3.9 million as of July 1, 2019, of which \$1.4 million is budgeted for use in Fiscal Year 2019-2020.

Budget and Operations Plan

- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$68 million, an increase of \$376,766 for a technical adjustment for salary and benefit increases for recently approved labor agreements in the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$67.6 million, an increase of \$1,165,651 from the 2018-2019 Proposed Budget, requiring a General Fund Contribution of \$24.3 million.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:
 - ◆ Salaries and benefits increase of 3.5%
 - ◆ Group health insurance increase of 5%
 - ◆ Services and supplies increase of 3.5%
 - ◆ CAP increase of 3.5%
- ◆ The Local Community Corrections and Community Corrections Partnership 2019-2020 Spending Plans are based on the approved 5-Year Plan.

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of 284, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 284, consistent with the 2018-2019 Proposed Budget allocation.

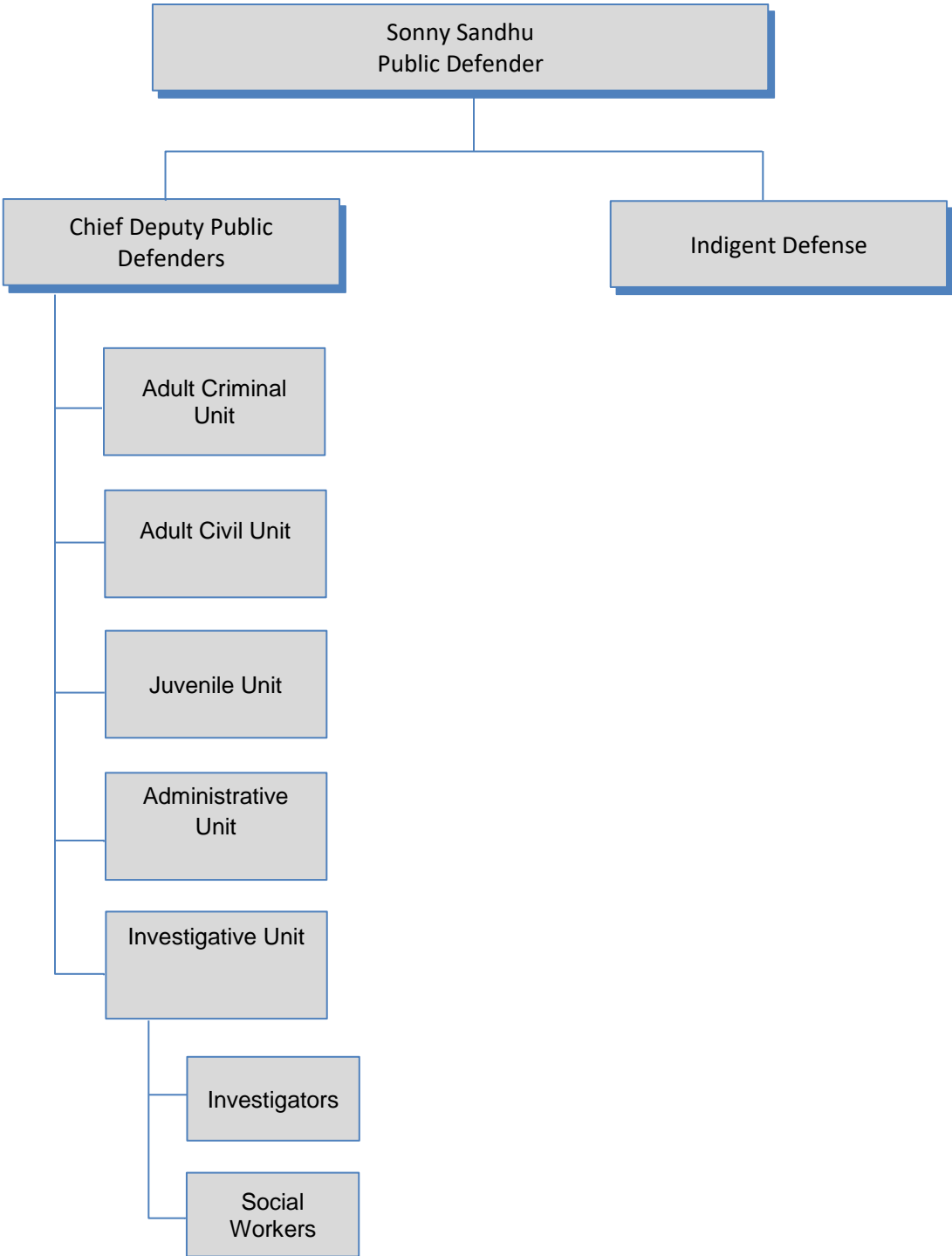
Key Challenges and Opportunities

- ◆ Over the past few years, reductions in juvenile crime rates have resulted in a steady decrease in the number of minors detained in juvenile facilities. The rated capacity of the Juvenile Detention Facility and the Juvenile Commitment Facility is 218, while the Department has experienced an average population of 64-92 over the past three years. The Department will continue to assess, identify and implement methods to shift General Fund resources, which have historically been allocated to support the juvenile detention population, to increase support for the adult supervision population with an emphasis on implementing strategies to reduce adult recidivism. The 2018-2019 Proposed Budget deleted seven juvenile institutions positions in exchange for adding seven new positions assigned to adult probation operations. The Department will continue to evaluate the potential to shift additional General Fund resources from juvenile to adult probation operations in future budget cycles.

- ◆ Hiring of qualified employees and employee retention continues to be a challenge for the Department. As of August 2018, Deputy Probation Officer positions are currently at a 16% vacancy rate with the Probation Corrections Officer positions at a 21% vacancy rate.
- ◆ In 2016, SB 1004 established a Transitional Age Youth pilot program in four counties whereby young adult offenders, aged 18-21, charged with specific offenses could serve time in Juvenile Hall rather than county jail. SB 1106 hopes to expand the pilot program allowing additional counties to participate and extend the sunset date of the program to January 1, 2022. Stanislaus County would be a prime candidate in working with this population due to the myriad of evidence-based programming currently offered in the Department's institutions.

Related Links

For additional information about the Probation Department, refer to the website at: www.stancounty.com/probation/



1021 I Street, Suite 201, Modesto, CA, 95356 Tel: (209) 525-4200
www.stancounty.com/publicdefender

Public Defender

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$1,284,266	\$1,320,094
Use of Fund Balance/ Retained Earnings	\$0	\$0
Gross Costs	\$12,855,892	\$13,261,712
General Fund Contributions	\$11,571,626	\$11,941,618
% Funded by General Fund	90.0%	90.0%
Total Allocated Positions	50	50

Department Services and Programs

The Public Defender provides legal outreach to underserved communities and legal representation for indigent persons.

The **Adult Criminal Unit** is responsible for providing zealous legal representation to indigent persons accused of crimes, including adults charged with felonies such as murder, robbery, rape, assaults, drug offenses or harm to property. The Department also represents indigent adults who are charged with misdemeanor offenses and provides legal advice to all clients. This Unit provides representation in several specialty courts including Drug Court, Homeless Court, Mental Health Court and Veterans Treatment Court. These courts are run in a collaborative manner, which means the judge, district attorney, public defender and probation officer all work closely together to assess the needs of the client and develop a treatment plan designed to help the client.

This Unit is also responsible for filing hundreds of Prop 47 petitions a year. These petitions permit some clients who have been convicted of certain controlled substances and theft-related offenses to request their felony conviction to be recalled and designated as a misdemeanor. The Unit also is responsible for filing petitions to reclassify certain felonies to misdemeanors under Prop 64, "The Adult Use of Marijuana Act."

The **Adult Civil Unit** provides representation in some civil cases to clients who are being held on a civil commitment due to a mental illness or developmental disability. In this capacity, the Public Defender advocates for mental health patients who wish to contest their involuntary treatment under the various provisions of the Lanterman-Petris-Short (LPS) Act and Welfare and institutions code section 6500. Individuals suffering from

a mental illness or developmental disability can be particularly vulnerable to abuse and neglect. Accordingly, the Public Defender works vigorously to safeguard the due process protections and constitutional rights of our clients who are facing a civil commitment under these statutory provisions. The Department also represents indigents who face a loss of parental rights in dependency matters.

The **Juvenile Unit** is responsible for providing zealous representation of children who appear in juvenile delinquency court. The Department's role is to defend the child against all allegations that have been made against them. Advocacy extends to ensure that the needs of the child are met through education, guidance, and treatment consistent with the child's best interest.

The **Administrative Unit** is composed of clerical staff who assist attorneys in all facets of representation of clients.

The **Investigations Unit** supports the attorneys in investigating and preparing the cases for negotiation and trial. The investigators are a critical part of the work of the Public Defender. In addition, paralegal staff file hundreds of motions per year to help clients overcome barriers to employment, housing, education, public benefits and civic participation. These motions include reducing felonies to misdemeanors for qualifying offenses, early termination of felony or misdemeanor probation, dismissal of a case when probation is completed and Certificates of Rehabilitation for state prison cases. Two Social Workers are included in this unit. The Social Workers provide a holistic approach in the defense of clients, they assess and advocate on behalf of clients, humanizing them within the context of the criminal justice system. In addition, the social

workers create re-entry plans and advocate for alternatives to incarceration for many clients suffering from disorders underlying their criminal conduct, including substance abuse and mental health disorders.

Indigent Defense. When the Department is unable to represent an indigent individual because of legal conflict of interest, separate counsel must be provided. For this

purpose, the County contracts with three local firms. When these firms are unable to provide representation, the services of a member of a local criminal bar defense panel are retained. The cost of the yearly contract with these three firms and the panel attorneys are paid from the Indigent Defense fund. In addition, any expert witness fees or investigation costs that arise in these cases are also paid from this fund.

Board of Supervisors Priority Area



The Public Defender supports the following Board of Supervisors priority:

Priority	<i>Supporting strong and safe neighborhoods for individuals and families to thrive</i>	
Mission Statement	To ensure and promote justice, reduce recidivism, and provide zealous advocacy through client-centered high quality legal representation that protects the liberty and constitutional rights of indigent persons accused of crimes	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	New and opened files per year over the last five fiscal years	Number of expungement requests filed per year for the last five years

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments
<ul style="list-style-type: none"> ◆ A fully staffed investigations unit conducted nearly 1,500 investigations. These investigations led to better results for clients and faster resolutions with fewer court appearances. The addition of two Social Workers to the unit had a positive impact on clients. ◆ Continued working with the Criminal Justice Partners to expand Collaborative Courts in our County. In addition to Veterans Treatment Court, Drug Court and Mental Health Court the Department worked closely with the Court and other departments to implement a Homeless Court. ◆ Secured funding and established a contract to scan all the Department's closed files. All felony and misdemeanor files closed by the Department were prepared and sent for scanning. Over 2,000 banker boxes were scanned and processed which will lead to increased efficiency and cost-effectiveness by storing case-related materials electronically. ◆ Continued to provide excellent representation to all clients in over 13,301 new and opened files.

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Public Defender							
0100 0027000 General Fund							
Total Revenue	\$693,777	\$705,912	\$957,988	\$944,906	\$1,345,525	\$1,344,868	100.05%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$5,409,459	\$5,672,033	\$6,011,090	\$6,349,828	\$7,098,126	\$7,586,134	93.57%
Net County Cost	\$4,715,682	\$4,966,121	\$5,053,102	\$5,404,922	\$5,752,601	\$6,241,266	92.17%

- The trend in the Public Defender budget has been a gradual increase in costs. This is reflective of the County allocating extra funds under Public Safety Restoration used to pay for the salary costs of additional employees as well as the higher cost of doing business and increases in salaries and benefits. The Department saw significant increases in revenue and Gross Costs in Fiscal Year 2017-2018. There is roughly a \$400,000 revenue increase in the Public Defender fund largely attributed to funds that were budgeted from the Department’s realignment deferred revenue account, \$341,000 of which was moved into operating revenue in Fiscal Year 2017-2018 to be used for a document scanning service contract.

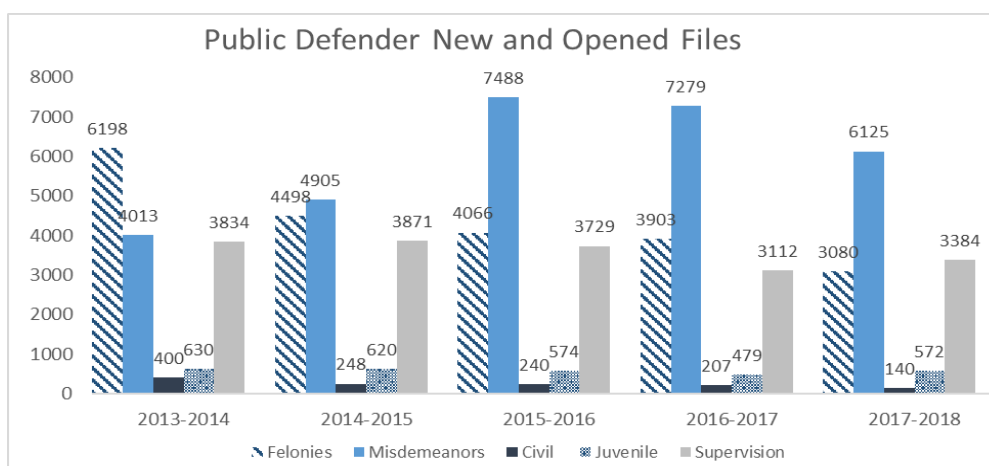
Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Public Defender - Indigent Defense							
0100 0027500 General Fund							
Total Revenue	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	100.00%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$3,773,315	\$4,827,544	\$4,575,984	\$4,264,909	\$4,137,137	\$4,661,460	88.75%
Net County Cost	\$3,683,315	\$4,737,544	\$4,485,984	\$4,174,909	\$4,047,137	\$4,571,460	88.53%

- The Public Defender Indigent Defense fund experienced increasing costs through Fiscal Year 2014-2015; then saw a decrease in Gross and Net County Cost. This is reflective of process changes that have materialized in lower expenses posting to this fund. With a new attorney claims auditing procedure in place and other changes to processes, the Net County Cost in this fund continues to decrease and is anticipated to continue to decrease in coming years.

Department Success Measures

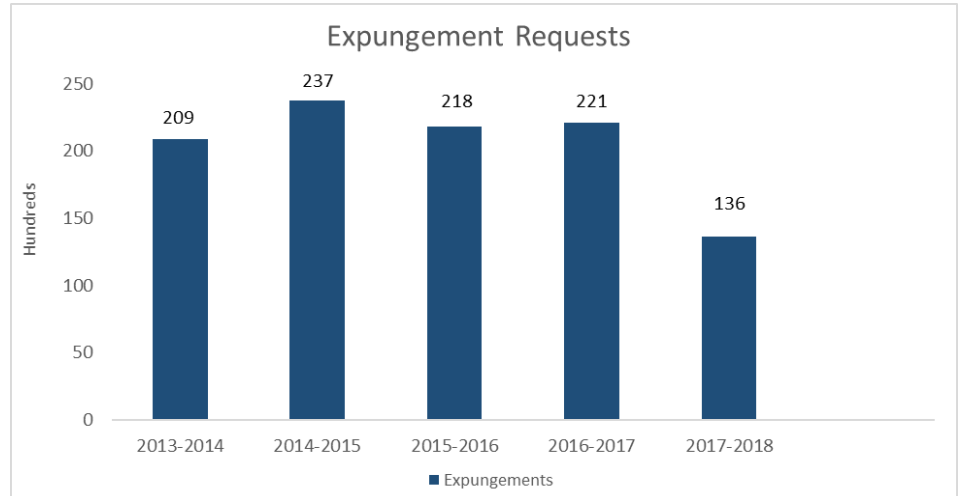
The Department provides legal representation to indigent adults and juveniles accused of crimes and in some civil cases such as mental health matters and sexually violent predator cases. The Department is appointed on new cases as well as hundreds of Probation, Post-Release Community Service, Mandatory Supervision and Parole violations a year. To preserve justice, Department attorneys speak forcefully for those in society least able to speak for themselves. The “Public Defender New and Opened Files” chart below

displays new and opened files back to Fiscal Year 2013-2014 and the fluctuating volume of legal representation needs of indigent adults and juveniles.



The Department has implemented a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation. Promotion of collaborative justice is achieved by actively participating in specialty courts aimed at linking services to clients with specialized needs. Drug Court, Homeless Court, Proposition 36, Mental Health Court and Veterans Treatment Court offer treatment and rehabilitation to those in society who need it the most. The Department has assisted clients in filing hundreds of requests

per year to expunge their records and/or terminate probation early. These requests are made for those who have successfully completed all terms of their sentence and supervision time and have lead productive lives since their sentence. Along with filing several hundred petitions under Proposition 47, which reduced convictions from felonies to misdemeanors, these clients now have access to better housing and meaningful employment due to the Department's assistance.



The chart titled "Expungement Requests" above demonstrates the number of expungements the Department files per year. It is unclear why the number of requests dropped in Fiscal Year 2017-2018. In Fiscal Year 2017-2018, the Department implemented a new portal system, Clear My Record, that allows clients to submit expungement requests on-line.

Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ Maximize opportunities for residents to obtain relief they are legally entitled to under Propositions 47 and 64 and assist clients in expungement requests so County residents are eligible for more employment and better housing opportunities
- ◆ Work with the criminal justice partners to increase Department efforts to increase participation in collaborative courts (Drug Court, Homeless Court, Mental Health Court and Veterans Treatment Court), so Department clients can better connect to services and counseling, and increase the number of service connected clients
- ◆ With a fully staffed investigations unit the Department will look to create a new investigative review service where attorneys will work closely with investigators in analyzing cases. This review service will provide better results for clients in a more cost-effective manner
- ◆ Implement a "Social Worker Program" with the hiring of two Social Workers. The social workers will assess and advocate on behalf of clients, humanizing them within the context of the criminal justice system. They will also create re-entry plans and advocate for alternatives to incarceration for many clients suffering from disorders underlying their criminal conduct, including substance abuse and mental health disorders
- ◆ Continue to promote the Department's efforts to go paperless by scanning all closed files and working with the criminal justice partners in creating an electronic case management system. This project will increase the efficiency and cost effectiveness of services by storing case-related information electronically

Budgets Contained within the Department

- ◆ Public Defender (General Fund)
- ◆ Indigent Defense (General Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Public Defender						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$515,646	\$893,258	\$554,709	\$554,709	\$0	\$571,350
Charges for Service	\$519,086	\$541,209	\$729,557	\$729,557	\$0	\$748,744
Miscellaneous Revenue	\$0	\$1,058	\$0	\$0	\$0	\$0
Other Financing Sources	\$174	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,034,906	\$1,435,525	\$1,284,266	\$1,284,266	\$0	\$1,320,094
Use of Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$1,034,906	\$1,435,525	\$1,284,266	\$1,284,266	\$0	\$1,320,094
Salaries and Benefits	\$5,539,276	\$6,215,269	\$6,853,016	\$7,227,836	\$374,820	\$7,557,546
Services and Supplies	\$4,597,484	\$4,645,404	\$5,107,481	\$4,944,974	(\$162,507)	\$4,999,623
Other Charges	\$291,232	\$311,824	\$613,160	\$613,160	\$0	\$634,621
Fixed Assets						
Equipment	\$134,503	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$52,242	\$62,766	\$69,922	\$69,922	\$0	\$69,922
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$10,614,737	\$11,235,263	\$12,643,579	\$12,855,892	\$212,313	\$13,261,712
General Fund Contribution	\$9,579,831	\$9,799,738	\$11,359,313	\$11,571,626	\$212,313	\$11,941,618
Total Allocated Positions	-	-	48	50	2	50

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$1.3 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Total Revenue for the 2018-2019 Proposed Budget is estimated at \$1.3 million, an increase of \$291,679 from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by conducting an analysis of revenue received in prior years and reviewing the approved Community Corrections Partnership annual plan and information provided in the Governor's January State Budget for 2011 and 1999 realignment funding.

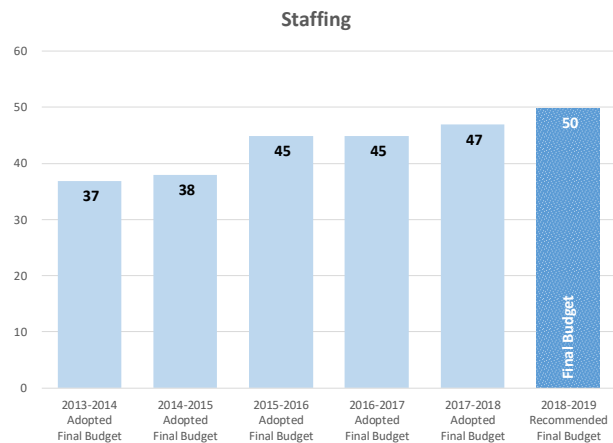
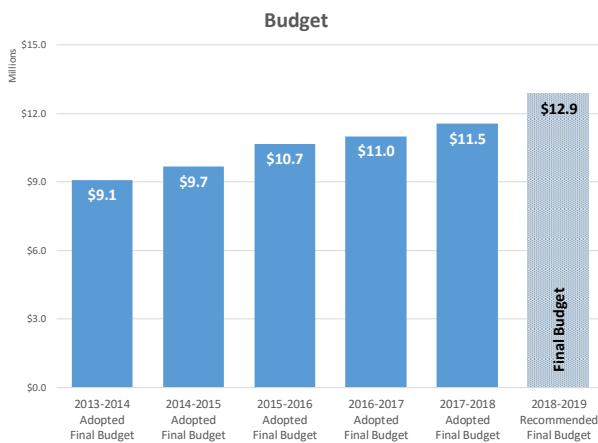
Budget and Operations

- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$12.9 million, a net increase of \$212,313 from the 2018-2019 Adopted Proposed Budget.
 - ◆ An increase of \$212,313 is a technical adjustment for the salary and benefits increases related to recently approved labor agreements.
 - ◆ A transfer of \$177,507 from the Indigent Defense budget to the Public Defender budget for two new Deputy Public Defenders. As a result of the Department implementing a new conflict policy, thereby retaining more cases, and through the addition of a Conflicts III contract, the Indigent Defense Fund realized significant savings. Some of the savings are being redirected to add two new positions to the Department.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$12.6 million, an increase of \$1.1 million from the 2017-2018 Adopted Final Budget, requiring a General Fund Contribution of \$11.4 million.
- ◆ The Proposed Budget at base includes an \$837,771 increase due to the cost of doing business in salaries, benefits, services and supplies, Cost Allocation Plan (CAP) charges and restoration of a 5% vacancy factor to maintain current service levels, requiring a General Fund Contribution of \$546,092.
- ◆ The Proposed Budget includes a recommendation to increase service levels.
- ◆ The Proposed Budget includes \$256,981 to accommodate the increased costs associated with the recommended service level adjustment to maintain and enhance our services provided to department clients, requiring a General Fund Contribution of \$256,981.
 - ◆ A Mitigation Specialist employee contract to assist with Special Circumstance and Homicide cases at \$50,000;
 - ◆ Department cell phones at \$38,311;
 - ◆ A contract for \$34,000 related to meeting the “Padilla Mandate” which requires immigration consultation for non-citizen defendants. This is a mandated service that is required of all Public Defender offices across the state who must either hire or contract with immigration attorneys or contract with organizations that provide immigration consultation services. This will fund approximately 136 hours of consultation by the Immigrant Legal Resource Center;
 - ◆ Skills training for Legal Clerks and Administrative Clerks at \$2,750;
 - ◆ One Deputy Public Defender to assist with CARE, Laura’s Law and Homeless Court at \$131,920.
 - ◆ The recommended adjustment includes \$21,725 in one-time costs and \$235,256 in ongoing costs.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 50, an increase of two from the 2018-2019 Adopted Proposed Budget.
- ◆ The Final Budget includes a recommendation for an increase of two to the Total Allocated Positions.
 - ◆ Two block-budgeted Attorney V positions, one new and one restored position, are recommended in this budget. These positions will assist with the Department’s goals to address attorney caseloads as supported by an evaluation of staffing ratios among comparable counties.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of 48, an increase of one from the 2017-2018 Adopted Final Budget allocation.
- ◆ The Fiscal Year 2018-2019 Proposed Budget includes a recommendation for an increase of one position to the Total Allocated Positions.
 - ◆ One Attorney V position is recommended to be restored to support the County’s Community Assessment Response and Engagement (CARE) initiative, Laura’s Law, Homeless Court and other specialty courts.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors' action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan is estimated at \$1.3 million, consistent with the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$1.3 million, an increase of \$35,828 from the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by estimated increases of 3% and historical indicators.

Budget and Operations Plan

- ◆ Gross Costs identified in the 2019-2020 Spending Plan were increased to \$13.3 million for a technical adjustment for salary and benefits increases for recently approved labor agreements in the 2018-2019 Final Budget and ongoing support for the positions added in 2018-2019.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$13 million, an increase of \$383,389 from the 2018-2019 Proposed Budget, requiring a General Fund Contribution of \$11.7 million.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:
 - ◆ Salaries and benefits increase of 3.5%
 - ◆ Group health insurance increase of 5%
 - ◆ Services and supplies increase of 3.5%
 - ◆ CAP increase of 3.5%

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a staffing level of 50, an increase of two since the 2018-2019 Adopted Proposed Budget allocation and consistent with the 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 48, consistent with the 2018-2019 Proposed Budget allocation.

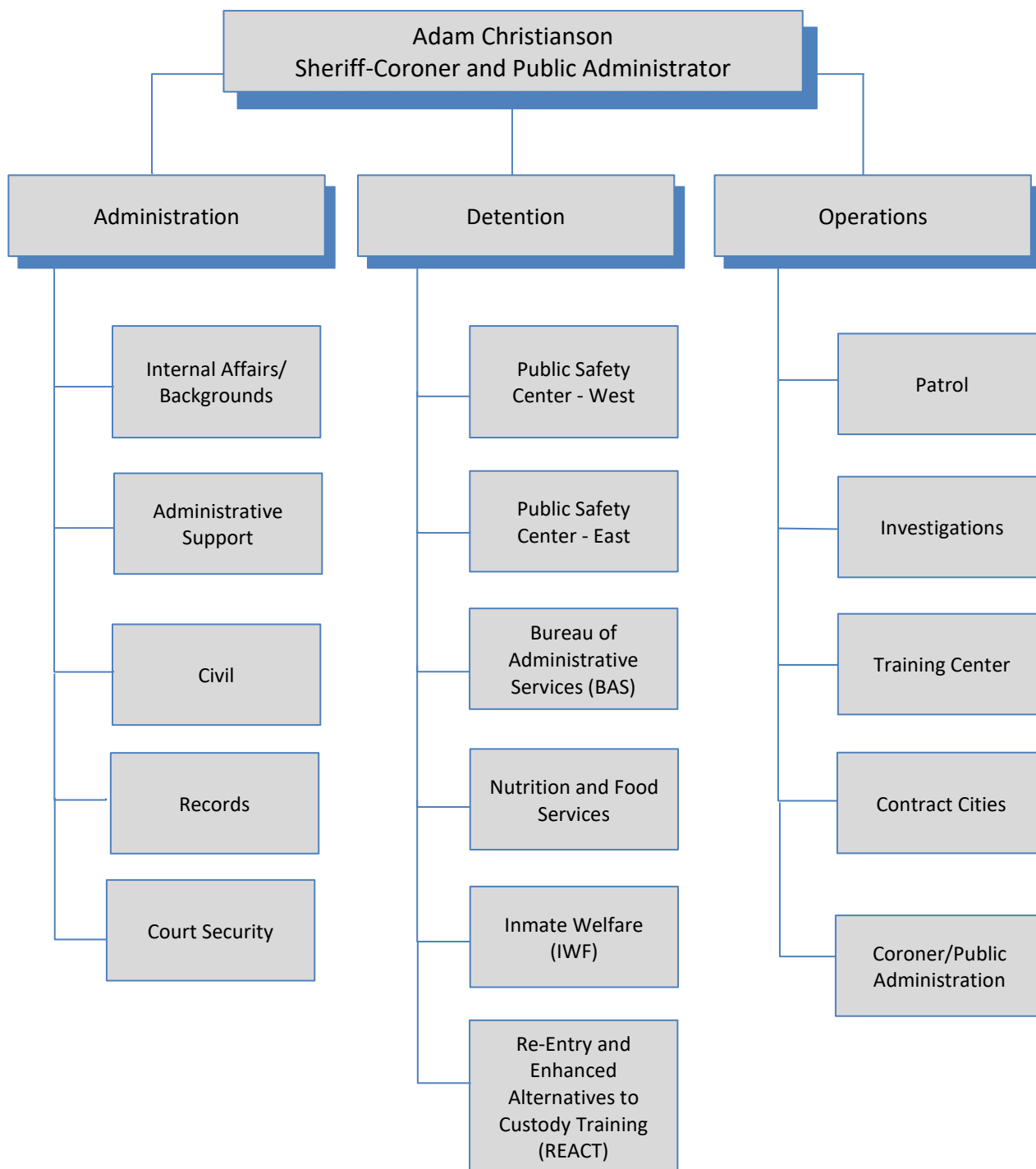
Key Challenges and Opportunities

- ◆ The Department is sometimes unable to represent clients due to conflict of interest. In these instances, the County has contracts with local defense law firms, referred to as “Conflicts” firms. The Court may then assign an attorney from one of the Conflict firms to represent the client. The County has had contracts with Conflicts I and Conflicts II firms for many years. If a conflict of interest exists with the Conflict I or Conflicts II firms, the client is then assigned an Indigent Defense panel attorney. The County is responsible for payment of Indigent Defense panel attorney costs which, in recent years, has been very costly. The Conflicts firms are contracted to provide a mandated level of adequate yet cost effective and efficient representation. To address the high costs incurred from Indigent Defense panel attorneys, the Board of Supervisors approved a Conflicts III contract in February 2018. In the Proposed Budget, the Indigent Defense budget is \$4.7 million of which \$1.8 million is budgeted for the Conflicts I, II and III contracts. An assessment of the impact of the Conflicts III contract will be performed in Budget Year 2018-2019 and will be used to determine if the addition of the Conflicts III firm is generating cost savings to the County. In conjunction with the assessment, the Department and the Chief Executive Office will explore potential options for redesign of all Conflicts services. The existing Conflicts I, II and III contracts expire in June 2019. At Final Budget, \$177,000 was transferred from the Indigent Defense budget to the Public Defender budget to fund the cost of two Deputy Public Defender positions. This was possible due to significant savings which had materialized at the end of Fiscal Year 2017-2018 and is anticipated to be an ongoing savings. The transfer reduced the Indigent Defense budget from \$4.7 million to \$4.5 million in Fiscal Year 2018-2019.
- ◆ The Department continues to face key challenges with the large number of special circumstances homicides and cases in which the State is seeking the death penalty. The Department, including the indigent defense panel, will need access to specialized resources such as psychological services and expert witness testimony to adequately represent these cases. Services associated with these types of cases are anticipated to be costly and necessary.
- ◆ New legislation and Supreme Court rulings have increased the level of services the Department needs to provide to clients but have come without providing additional resources for increased service levels. Youthful Offender Parole hearings and what have been called “Franklin” hearings will require significant work on behalf of the Department and will require hearings in which the defense will present mitigation evidence. The current California Department of Corrections and Rehabilitation list has 175 inmates from Stanislaus County that will be eligible for these “Franklin” hearings.
- ◆ With the addition of two social workers the Department has a tremendous opportunity to work with clients to get them positively connected to resources and reduce the rate of client recidivism. This also presents a key opportunity to partner with other County departments to assist clients with necessary health and safety needs resources. With the increased number of collaborative courts comes a tremendous opportunity to connect clients to the services and resources they need in order to keep them from recidivating.

Related Links

For additional information about the Public Defender, refer to the division’s website at:

<http://www.stancounty.com/publicdefender/>



250 East Hackett Road, Modesto, CA 95358 Tel: (209) 525-7114
www.scsdonline.com

Sheriff

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$40,869,938	\$41,900,736
Use of Fund Balance/ Retained Earnings	\$1,506,963	\$444,794
Gross Costs	\$148,905,949	\$147,534,230
General Fund Contributions	\$106,529,048	\$105,188,700
% Funded by General Fund	71.5%	71.3%
Total Allocated Positions	730	730

Department Services and Programs

The **Administration** Division of the Sheriff’s Department provides for the management, policy direction and oversight of all functions of the Sheriff’s Department. It is also responsible for the records management of the department and timely and accurate civil services to the Citizens of Stanislaus County. The Sheriff’s Department also provides security to the Superior Court of Stanislaus County. Cal ID and Civil Process Fee budgets fall under this division and support for the functions contained therein.

The **Detention** Division of the Sheriff’s Department provides housing for incarcerated adults in Stanislaus County. This housing provides for the care, custody and safe control of incarcerated adults and is provided within the custodial facilities of Public Safety Center-West, Minimum Housing Units 1 and 2, Public Safety Center-East and the Re-Entry and Alternatives to Custody Training (REACT) sites. The Detention Division also administers programs for alternatives to incarceration that consist of the Alternative Work Program, Home Detention and Work Furlough. In March of 2017, the Detention Division opened a 552 bed Adult Detention Facility that was funded by the Public Safety and Offender Rehabilitation Service Act, Assembly Bill 900 (AB900). The Division recently opened the REACT Center that was funded by Senate Bill 1022 (SB 1022) Project. This facility has 288 transitional jail beds and programming services center to

prepare inmates for re-entry into the community. The opening of REACT has allowed the Sheriff’s Department to close the Men’s Jail and convert it into a Court Holding Facility. Having all the detention facilities in one location has been a goal of the County since the 1980’s and is a major accomplishment. The Detention division is also responsible for the Inmate Welfare program.

The **Operations** Division of the Sheriff’s Department provides law enforcement services in the unincorporated areas of Stanislaus County, including but not limited to the communities of Denair, Del Rio, Empire, Keyes, Knights Ferry and Salida. This division also provides contracted law enforcement services for the cities of Riverbank, Patterson, Waterford and Hughson. The services that the Operations division provides are: Patrol, Investigations, Community Deputies, Juvenile Services, Coroner, Public Administration, Training Center and Drug Enforcement. There are also many specialty units that are included as part of the Operations budget. The Operations Division also includes the Vehicle Theft Unit (StanCatt), Drivers Training (EVOC), California Multi-jurisdictional Methamphetamine Enforcement Taskforce (Cal-MMET), and Justice Assistance Grant (JAG) which budgets fall under this division and support the functions contained therein.

Board of Supervisors Priority Area



The Sheriff supports the following Board of Supervisors priority:

Priority	<i>Supporting strong and safe neighborhoods for individuals and families to thrive</i>	
Mission Statement	We, the members of the Stanislaus County Sheriff's Department, are dedicated to serve and protect the community through the highest standards of professionalism and ethical conduct by ENFORCEMENT, PREVENTION and EDUCATION in partnerships with the community	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	State Mandated Early Releases from Adult Detention Facilities	Response Time for Priority One Calls

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments	
◆	Completed Phase I and Phase II of the Public Safety Communication Project that expands radio communications capabilities, including inter-operable communications, with other law enforcement agencies
◆	Finished construction of the SB 1022 Project which is comprised of the Re-Entry and Alternatives to Custody Training Center (REACT) and Phase I of the staffing plan
◆	Converted the Men's Jail from a Detention Facility to a Court Holding Facility
◆	Filled all 78 positions that were allocated for Adult Detention Division expansion as of June 2018

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Sheriff - Administration							
0100 0028100 General Fund							
Total Revenue	\$388,558	\$443,943	\$1,273,151	\$1,184,090	\$1,008,756	\$1,134,409	88.92%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$5,060,064	\$5,171,683	\$10,166,562	\$10,245,383	\$11,495,185	\$12,046,999	95.42%
Net County Cost	\$4,671,506	\$4,727,740	\$8,893,411	\$9,061,293	\$10,486,429	\$10,912,590	96.09%

- ◆ Administration has had a steady increase in costs due to the normal cost of doing business and a slight decrease in revenue due to the gun permit revenue cycle. There was an increase in Gross Costs and revenue in Fiscal Year 2015-2016 due to a restructure of programs that shifted from Operations to Administration.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Sheriff - Adult Detention Expansion							
0100 0028400 General Fund							
Total Revenue	\$0	\$0	\$0	\$785,935	\$3,264,915	\$3,288,513	99.28%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$0	\$0	\$0	\$3,149,928	\$1,620,189	\$1,648,280	91.87%
Net County Cost	\$0	\$0	\$0	\$2,363,993	\$8,355,274	\$9,359,767	89.27%

- ◆ Adult Detention Expansion has had a steady increase in cost due to the normal cost of doing business and additional Community Correction Partnership (CCP) revenue received. Fiscal Year 2016-2017 only accounted for a fourth of the fiscal year based on the phased opening of the AB900 Public Safety Expansion project.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Sheriff - CAL ID Program							
1703 0028600 Special Revenue Fund							
Total Revenue	\$437,801	\$444,799	\$458,884	\$478,441	\$486,504	\$455,621	106.78%
Use of Fund Balance	(\$38,626)	(\$42,712)	(\$35,527)	\$12,691	(\$257,055)	\$309,707	-83.00%
Gross Costs	\$399,175	\$402,087	\$423,357	\$600,132	\$229,449	\$765,328	29.98%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Cal ID has carried a consistent fund balance that has increased over time. The fund balance is being used to update the Live Scan machines and BlueCheck devices that are used by law enforcement officers throughout the County, a major project that began in Fiscal Year 2016-2017.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Sheriff - CAL-MMET							
1780 0028889 Special Revenue Fund							
Total Revenue	\$746,035	\$769,914	\$875,469	\$713,153	\$718,106	\$715,108	100.42%
Use of Fund Balance	(\$365,394)	(\$257,587)	\$214,609	\$456,038	\$40,782	\$300,994	13.55%
Gross Costs	\$380,641	\$512,327	\$1,090,078	\$1,169,191	\$758,888	\$1,016,102	74.69%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Cal-MMET had a steady increase in fund balance due to salary savings. A majority of the fund balance was used to fund the Long Ranger Helicopter repairs in Fiscal Years 2016-2017 and 2017-2018.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Sheriff - Civil Process Fee							
1768 0028840 Special Revenue Fund							
Total Revenue	\$264,174	\$320,964	\$276,057	\$242,946	\$201,332	\$251,000	80.21%
Use of Fund Balance	(\$61,510)	(\$144,707)	\$119,362	\$75,058	\$5,330	\$30,396	17.54%
Gross Costs	\$202,664	\$176,257	\$395,419	\$318,004	\$206,662	\$281,396	73.44%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Civil Process Fee has had a steady fund balance over the past five years and has been used to compensate for the lost revenue for check disbursements that are no longer handled by the Sheriff’s Department for the State. The reduction in revenue has now leveled off and a base revenue projection has been established.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Sheriff - Contract Cities							
0100 0028239 General Fund							
Total Revenue	\$9,773,104	\$9,990,185	\$10,105,762	\$10,144,580	\$11,015,302	\$11,449,214	96.21%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$9,807,338	\$10,012,813	\$10,106,662	\$10,161,855	\$11,015,302	\$11,495,882	95.82%
Net County Cost	\$34,234	\$22,628	\$900	\$7,275	\$0	\$46,668	0.00%

- ◆ Contract Cities has had a steady increase in costs due to the normal cost of doing business. There is no General Fund Contribution for this budget due to revenue received from the Cities of Riverbank, Patterson, Waterford and Hughson contracting law enforcement services with the Sheriff’s Department.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Sheriff - Court Security							
176C 0028370 Special Revenue Fund							
Total Revenue	\$4,834,555	\$4,922,050	\$5,087,283	\$5,085,454	\$5,210,395	\$5,207,235	100.06%
Use of Fund Balance	(\$117,593)	\$602,691	\$235,894	\$322,196	(\$109,673)	\$43,004	-255.03%
Gross Costs	\$4,800,226	\$5,606,979	\$5,406,454	\$5,484,932	\$5,186,227	\$5,349,767	96.94%
Net County Cost	\$83,264	\$82,238	\$83,277	\$77,282	\$85,505	\$99,528	85.91%

- ◆ Court Security has seen a steady increase in costs due to the cost of doing business associated with current service levels provided to the Court in accordance with the Memorandum of Understanding that terminated June 30, 2018. Revenue from 2011 Realignment for Trial Court Security has had a much slower growth trend. In Fiscal Years 2014-2015 through 2016-2017, several multi-defendant court cases held in Department 26 requiring extra security used the majority of the existing fund balance.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Sheriff - Dedicated Funds							
1743 0028869 Special Revenue Fund							
Total Revenue	\$15,255	\$17,289	\$29,493	\$21,018	\$0	\$0	0.00%
Use of Fund Balance	(\$15,255)	(\$17,289)	(\$29,493)	\$328,391	\$0	\$0	0.00%
Gross Costs	\$0	\$0	\$0	\$349,409	\$0	\$0	0.00%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Dedicated Funds received funding through deferred revenue and a small amount of California Environmental Quality Act (CEQA) funding. The fund balance has been exhausted since Fiscal Year 2016-2017 and the revenue is now located in the Sheriff’s Operations budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Sheriff - Detention							
0100 0028300 General Fund							
Total Revenue	\$9,774,698	\$9,859,489	\$9,978,053	\$9,905,026	\$9,513,155	\$10,215,915	93.12%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$35,879,930	\$37,488,073	\$39,685,562	\$39,322,636	\$41,263,325	\$43,201,691	95.51%
Net County Cost	\$26,105,232	\$27,628,584	\$29,707,509	\$29,417,610	\$31,750,170	\$32,985,776	96.25%

- ◆ Detention has had a steady increase in costs due to the normal cost of doing business. Revenue has been fairly consistent throughout the past five years. The majority of Gross Costs result in a Net County Cost which is funded by General Fund Contribution.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Sheriff - Driver Training Program							
1769 0028870 Special Revenue Fund							
Total Revenue	\$174,392	\$117,637	\$174,274	\$140,012	\$184,277	\$165,000	111.68%
Use of Fund Balance	(\$12,970)	(\$708)	(\$13,293)	\$1,668	(\$29,355)	\$15,743	-186.46%
Gross Costs	\$161,422	\$116,929	\$160,981	\$141,680	\$154,922	\$180,743	85.71%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Drivers Training Program has stayed consistent in revenue collection. Fiscal Years ending in an odd number tend to have lower revenue than fiscal years ending in an even number. This is due to how the Drivers Training Program is set up in outside law enforcement agencies. Gross costs were less than budget for Fiscal Year 2017-2018 due to a Personal Services Contractor not renewing their contract, providing a contribution to fund balance at year-end.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Sheriff - Jail Commissary / Inmate Welfare							
4081 0028509 Enterprise Fund							
Total Revenue	\$1,538,634	\$1,677,872	\$1,873,647	\$2,408,630	\$1,764,091	\$1,654,318	106.64%
Use of Fund Balance	(\$144,068)	(\$171,579)	(\$231,136)	(\$639,143)	\$68,428	\$490,128	13.96%
Gross Costs	\$1,394,566	\$1,506,293	\$1,642,511	\$1,769,487	\$1,832,519	\$2,144,446	85.45%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Jail Commissary/Inmate Welfare has had a steady increase in both revenue and costs due to the normal cost of doing business. Revenue was higher than normal in Fiscal Year 2016-2017 due to an incentive payment received from the inmate calling provider contract.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Sheriff - Justice Assistance Grant							
1799 0028610 Special Revenue Fund							
Total Revenue	\$171,688	\$254,345	\$741,921	\$1,166,782	\$362,187	\$519,127	69.77%
Use of Fund Balance	\$0	(\$26,120)	\$26,923	(\$764)	\$15	\$0	0.00%
Gross Costs	\$171,688	\$228,225	\$768,844	\$1,166,018	\$362,202	\$519,127	69.77%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- Justice Assistance Grant has accounted for two different Byrne JAG grants the Department received. The Department is finishing spending for each of the prior year grants. As of August 2018, there has been no determination if the Federal funding will be awarded to the Department.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Sheriff - Operations							
0100 0028200 General Fund							
Total Revenue	\$3,453,216	\$3,311,807	\$3,125,004	\$2,930,737	\$3,050,867	\$2,758,394	110.60%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$28,979,905	\$30,330,069	\$30,664,689	\$32,491,375	\$34,368,588	\$35,723,984	96.21%
Net County Cost	\$25,526,689	\$27,018,262	\$27,539,685	\$29,560,638	\$31,317,721	\$32,965,590	95.00%

- Operations has had a steady increase in costs due to the normal cost of doing business. Besides a decrease in Fiscal Year 2015-2016 due to a restructure of programs that shifted from Operations to Administration, revenue has stayed consistent throughout the past five years. Public Safety Restoration was implemented in Fiscal Year 2015-2016 which increased Gross Costs even though Records, Volunteers and Civil moved to the Administration Division.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Sheriff - Vehicle Theft Unit							
1715 0028825 Special Revenue Fund							
Total Revenue	\$436,366	\$445,026	\$451,966	\$478,144	\$484,676	\$474,597	102.12%
Use of Fund Balance	(\$153,529)	(\$177,554)	(\$137,213)	\$306,079	\$81,044	\$105,108	77.11%
Gross Costs	\$282,837	\$267,472	\$314,753	\$784,223	\$565,720	\$579,705	97.59%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- Vehicle Theft Unit costs have increased on a steady basis through Fiscal Year 2015-2016 but were lower than usual due to vacancies in the program. In Fiscal Year 2016-2017 costs increased due to a Deputy Sheriff and Personal Service Contractor being added to the unit. The Department also used fund balance to purchase several License Plate Reader (LPR) units to use throughout the County.

Fund Balance Trends

The following table identifies five-year historical data of actual fund balance by individual budget unit along with a department total for each fiscal year.

Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
Sheriff - CAL ID Program	\$437,176	\$475,802	\$518,514	\$554,042	\$432,350
Sheriff - CAL-MMET	\$233,656	\$599,050	\$856,637	\$642,027	\$185,989
Sheriff - Civil Process Fee	\$1,367,937	\$1,429,446	\$1,574,153	\$1,454,791	\$1,379,733
Sheriff - Court Security	\$1,216,089	\$1,333,683	\$730,992	\$495,098	\$172,902
Sheriff - Dedicated Funds	\$266,354	\$281,609	\$298,898	\$328,391	\$0
Sheriff - Driver Training Program	\$24,766	\$37,736	\$38,444	\$51,738	\$50,070
Sheriff - Jail Commissary / Inmate Welfare	\$928,131	\$1,072,199	\$1,086,783	\$1,317,919	\$1,957,063
Sheriff - Justice Assistance Grant	\$0	\$0	\$26,120	(\$803)	(\$39)
Sheriff - Vehicle Theft Unit	\$102,592	\$256,121	\$433,676	\$570,888	\$264,810
Total Fund Balance/Retained Earnings	\$4,576,701	\$5,485,646	\$5,564,217	\$5,414,091	\$4,442,878

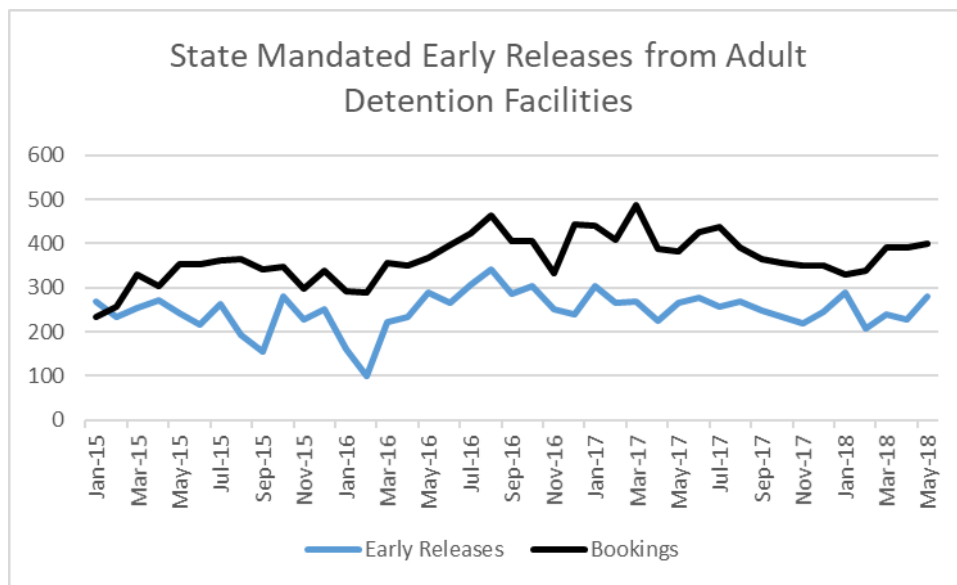
*Note: Only Listed for Non-General Fund Units

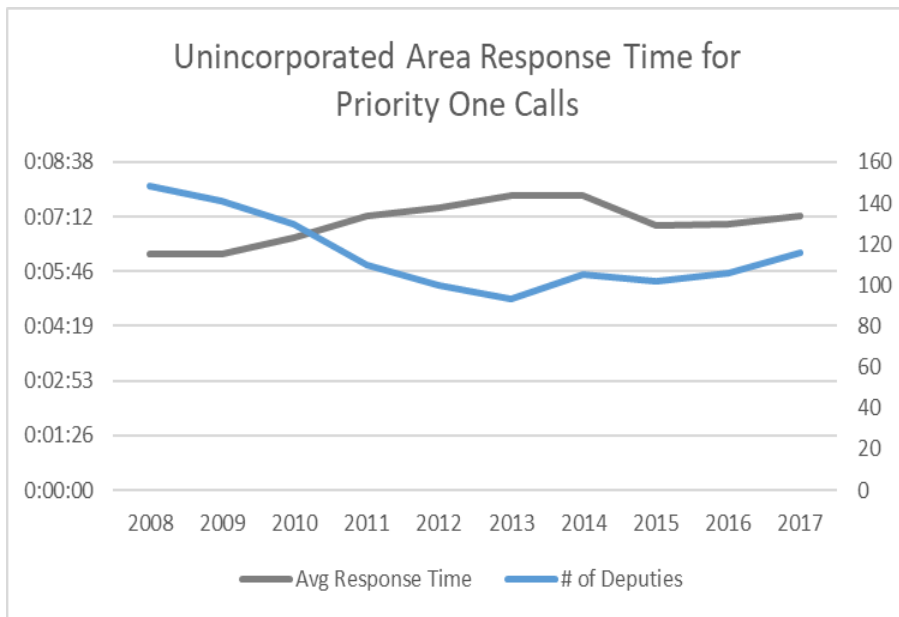
- ◆ Cal ID has carried a consistent fund balance that has increased over time. Beginning in Fiscal Year 2016-2017, a major phased project of updating Live Scan and BlueCheck devices began; most of the fund balance will be exhausted by the end of Fiscal Year 2018-2019.
- ◆ Cal-MMET’s fund balance had a steady increase in fund balance due to staffing shortages in Fiscal Years 2013-2014 through 2015-2016. A majority of the fund balance was used to fund the Long Ranger Helicopter repairs in Fiscal Year 2016-2017.
- ◆ Civil Process Fee has had a steady fund balance over the past five years. The fund balance has not been spent down significantly over the past few years due to the uncertainty of check disbursements in which the state was no longer contracting with the Sheriff’s Department for Employment Development Department (EDD) wage garnishment services. The Department has now established a base line and will be using the fund balance for pending upgrades needed for the Civil Division.
- ◆ Court Security costs have continued to go up at a rate higher than the revenue being received. The fund balance is expected to be exhausted by the end of Fiscal Year 2018-2019. Sheriff and CEO leadership continue to work with the Courts for a plan to reduce costs to be more in line with State Revenue.
- ◆ Dedicated Funds has exhausted all of the fund balance in Fiscal Year 2016-2017 and the fund is in the process of being closed out. These funds came from deferred revenue and a small amount of CEQA funding. This revenue has been moved to the Sheriff’s Operations Budget.
- ◆ Drivers Training Program has had a consistent fund balance throughout the past five years. The fund balance is maintained due to possible changes in reimbursement from local law enforcement agencies as well as the Commission on Peace Officer Standards and Training (POST) which has not had consistent funding over the years.
- ◆ Jail Commissary/Inmate Welfare has had a gradual increase in fund balance the past five years. These funds are used for inmate related costs only and the Department will be using some of this fund balance over the next couple of years to increase the programs and other services available to the inmates.
- ◆ Justice Assistance Grant’s fund balance varies over the years due to the timing of payables and receivables during the reimbursable grant periods.
- ◆ Vehicle Theft Unit’s fund balance has increased during the past few years due to vacancies in the program. This vacancy has been filled and the funding is being used for major projects tied to vehicle theft like license plate readers (LPR) devices throughout the County.

Department Success Measures

The Sheriff’s Department has five correctional detention facilities that are rated minimum to maximum security housing units. Each facility/housing unit has the capability of housing a specific security level inmate based upon the design and staffing levels. Based on the 1992 Federal Consent Decree that resulted from the case of Rodriguez v. Stanislaus County, once the facilities reach 86% of capacity, referred to as the “flex cap,” the Department is mandated to facilitate early releases. If 93% of jail bed capacity is reached, the Department proceeds with accelerated releases, starting at a 30% reduction of the inmates’ jail sentence after all other credits have been applied. The current flex cap is 715, based on the housing capacity at both PSC-E

and PSC-W. The flex cap is based solely on these two facilities due to the fact that all classification and security levels of inmates can be housed within these two facilities.





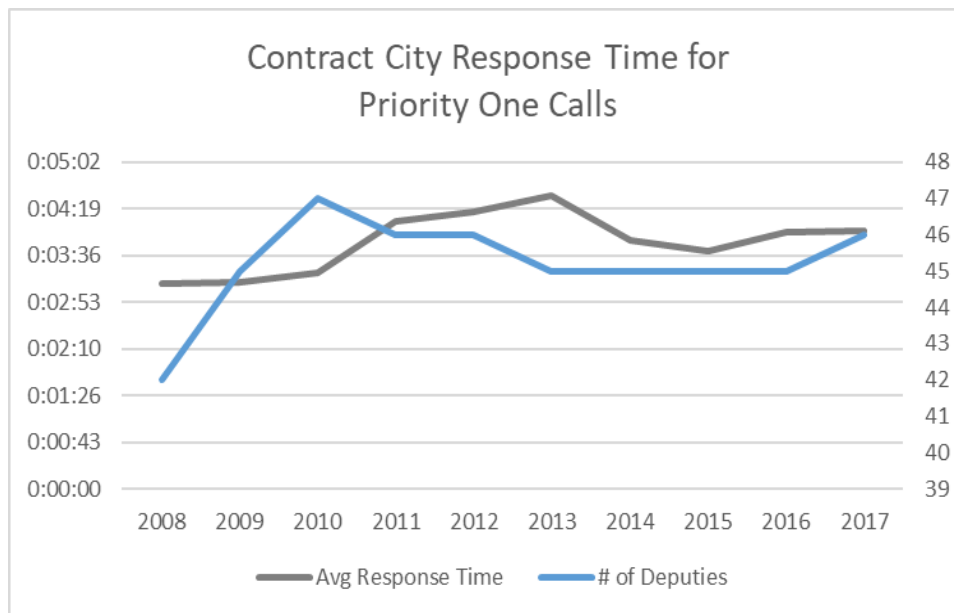
County as well as the cities of Riverbank, Patterson, Waterford and Hughson, all of which have police service contracts with the Sheriff's Department. Every jurisdiction is completely unique and response times can vary due to geography, current call volume and number of available deputies in the surrounding area.

Since 2008, there has been a strong correlation between the number of full-time sworn deputies and average response time. In the unincorporated areas, the response time is one minute higher in 2017 than in 2008 and there are 32 less deputies allocated to patrol. Even though the Sheriff's Department is committed to responding to calls for service in a timely manner, there are

One of the Sheriff's Department core functions is the protection of life and property. The timely arrival of a deputy sheriff to a reported crime in progress or other serious emergency is vital in protecting life, apprehending suspects, identifying witnesses and evidence and enhancing the ability to solving/preventing crime in our communities. Calls for service are ranked by priority based upon the Stanislaus Regional 911 (SR911) call priority definition. When a call for service is determined as priority one, it involves an emergency which requires an immediate response and in which there is a reason to believe that an immediate threat to life exists (e.g., shooting, kidnapping in progress, etc.).

variables that will affect response times such as staffing levels, attrition, crime trends, and a growing demand for public safety services.

The Sheriff's Department patrols unincorporated areas of the



Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ Complete Needs Assessment and Master Plan for activation of Phase III of the Adult Detention Expansion Facility and Phase II of the REACT Facility
- ◆ Work with partners to increase educational and vocational programming opportunities for inmates to assist with their re-entry into the community
- ◆ Complete Phase III of the Public Safety Radio Project that will expand the radio footprint of the Sheriff and Probation communication systems
- ◆ Negotiate new Court Security agreement with the Stanislaus County Superior Court to align expenditures with revenue while still ensuring public safety
- ◆ Increase recruitment efforts through hard-to-recruit incentives for sworn classifications to help fill Department vacancies

Budgets Contained within the Department

- ◆ Administration (General Fund)
- ◆ Adult Detention Expansion (General Fund)
- ◆ CAL ID Program (Special Revenue Fund)
- ◆ CAL-MMET (Special Revenue Fund)
- ◆ Civil Process Fee (Special Revenue Fund)
- ◆ Contract Cities (General Fund)
- ◆ Court Security (Special Revenue Fund)
- ◆ Dedicated Funds (Special Revenue Fund)
- ◆ Detention (General Fund)
- ◆ Driver Training Program (Special Revenue Fund)
- ◆ Jail Commissary/Inmate Welfare (Enterprise Fund)
- ◆ Justice Assistance Grant (Special Revenue Fund)
- ◆ Operations (General Fund)
- ◆ Vehicle Theft Unit (Special Revenue Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Sheriff						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$446,151	\$427,975	\$599,868	\$599,868	\$0	\$617,864
Fines, Forfeitures, Penalties	\$33,242	\$43,107	\$32,500	\$32,500	\$0	\$33,475
Revenue from use of Assets	\$14,335	\$26,851	\$5,500	\$5,500	\$0	\$5,665
Intergovernmental Revenue	\$10,926,259	\$10,684,320	\$10,818,612	\$10,818,612	\$0	\$10,976,658
Charges for Service	\$21,628,740	\$24,010,616	\$27,417,558	\$27,417,558	\$0	\$28,228,577
Miscellaneous Revenue	\$2,347,966	\$1,833,810	\$1,719,900	\$1,719,900	\$0	\$1,762,497
Other Financing Sources	\$288,255	\$237,884	\$276,000	\$276,000	\$0	\$276,000
Total Revenue	\$35,684,948	\$37,264,563	\$40,869,938	\$40,869,938	\$0	\$41,900,736
Use of Fund Balance/Retained Earnings	\$971,214	(\$200,484)	\$1,256,963	\$1,506,963	\$250,000	\$444,794
Total Funding Sources	\$36,656,162	\$37,064,079	\$42,126,901	\$42,376,901	\$250,000	\$42,345,530
Salaries and Benefits	\$78,085,197	\$88,960,345	\$98,596,980	\$100,815,006	\$2,218,026	\$103,698,992
Services and Supplies	\$17,205,539	\$17,870,823	\$32,176,760	\$32,486,760	\$310,000	\$32,574,139
Other Charges	\$8,057,135	\$8,100,358	\$9,360,086	\$9,360,086	\$0	\$9,662,339
Fixed Assets						
Buildings & Improvements	\$222,674	\$206,893	\$100,000	\$200,582	\$100,582	\$283,500
Equipment	\$3,959,602	\$3,085,381	\$3,925,055	\$4,037,055	\$112,000	\$1,628,100
Other Financing Uses	\$172,543	\$1,380,000	\$178,000	\$178,000	\$0	\$178,000
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$548,437)	(\$544,622)	(\$491,540)	(\$491,540)	\$0	(\$490,840)
Contingencies	\$0	\$0	\$0	\$2,320,000	\$2,320,000	\$0
Gross Costs	\$107,154,253	\$119,059,178	\$143,845,341	\$148,905,949	\$5,060,608	\$147,534,230
General Fund Contribution	\$70,498,091	\$81,995,099	\$101,718,440	\$106,529,048	\$4,810,608	\$105,188,700
Total Allocated Positions	-	-	727	730	3	730

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$40.9 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Total Revenue for the 2018-2019 Proposed Budget is estimated at \$40.9 million, an increase of \$4.0 million from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by a review of historical trends and program funding information provided by Local, State and Federal entities.
- ◆ The Department has a total of \$4.6 million in available fund balance/retained earnings as of July 1, 2018, of which \$1.5 million is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Cal ID Program budget unit has a fund balance of \$689,405 as of July 1, 2018, of which \$251,915 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Cal-MMET budget unit has a fund balance of \$145,208 as of July 1, 2018, of which zero is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Civil Process Fee budget unit has a fund balance of \$1.4 million as of July 1, 2018, of which \$187,697 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Court Security budget unit has a fund balance of \$282,575 as of July 1, 2018, of which \$132,557 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Driver Training Program budget unit has a fund balance of \$79,424 as of July 1, 2018, of which (\$11,904) is budgeted for use in Fiscal Year 2018-2019.

- ◆ Jail Commissary/Inmate Welfare budget unit has retained earnings of \$1.9 million as of July 1, 2018, of which \$845,779 is budgeted for use in Fiscal Year 2018-2019.
- ◆ Justice Assistance Grant budget unit has a fund balance of (\$54) as of July 1, 2019, of which zero is budgeted for use in Fiscal Year 2018-2019.
- ◆ Vehicle Theft Unit budget unit has a fund balance of \$183,765 as of July 1, 2019, of which \$100,919 is budgeted for use in Fiscal Year 2018-2019.

Budget and Operations

- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$148.9 million, a net increase of \$5.1 million from the 2018-2019 Adopted Proposed Budget.
 - ◆ An increase of \$2 million is a technical adjustment for salary and benefits increases related to recently approved labor agreements.
 - ◆ An increase of \$2.3 million for the replacement of an aged HVAC system at the Sheriff Operations center and in the Support Services area, to include a training room, laundry and kitchen areas. The appropriations have been placed in a department contingency account. Capital Projects staff will come back before the Board of Supervisors with a project plan and request to transfer the funds to a Capital Project Fund at that time.
 - ◆ An increase of \$100,582 for the replacement of an HVAC/Chiller unit in Unit I of Public Safety Center West.
 - ◆ An increase of \$55,742 for nine months of salary costs for one new Community Services Officer position to support the body worn camera program.
 - ◆ An increase of \$73,810 for nine months of salary costs for one block budgeted Accountant II to assist with additional administrative support in accounting, budget and finance functions. Due to Public Safety Restoration and Adult Detention expansion and changing programs and processes, additional support is needed. A comparison to other like-sized departments was compiled and indicated that the finance section was under resourced in comparison to those departments.
 - ◆ An increase of \$81,146 for nine months of salary costs for one Staff Services Coordinator to assist with contracts and procurement workload. Due to several new programs and associated contracts such as the California Forensic Jail Medical contract, the Medi-Cal Inmate Program (MCIP), and the Jail Based Competency Treatment (JBCT) program as well as growing campus facilities there is a need for this position to oversee contracts, procurement processes and assist with various department projects. A comparison to like-sized departments was compiled and indicated that this work is centralized in other departments and that this request was consistent with the structure of those other departments.
 - ◆ An increase of \$60,000 to support upgrades to the Department's Operation Center in order for the area to be properly equipped for responding to critical and other large incidents.
 - ◆ An increase of \$112,000 for two vehicles and associated equipment for the STING unit to replace two vehicles that were rotated out to the K-9 unit.
 - ◆ An increase of \$250,000 for the purchase of tablets for a new tablet program being implemented for REACT inmates. The new program will deliver inmate educational, religious, vocational, health/wellness and cognitive behavioral therapy programs through this electronic medium.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$143.8 million, an increase of \$25.6 million from the 2017-2018 Adopted Final Budget, requiring a General Fund Contribution of \$101.7 million.
- ◆ The Proposed Budget at base includes a \$21.7 million increase due to the cost of doing business in salaries, benefits, services, supplies, Jail Medical contract, Cost Allocation Plan (CAP) charges and restoration of a 5% vacancy factor to maintain current service levels, requiring a General Fund contribution of \$18.2 million and increased revenue of \$3.5 million.
 - ◆ \$13.4 million of the increase is due to a portion of the Jail Medical contract relocating from the Chief Executive Office budget to the Sheriff's Department budget; the balance of the Jail Medical contract was relocated to the Probation Department's budget. The Sheriff's Department will provide Fiscal Agent services and account for Jail Medical services in the Sheriff Detention, Adult Detention Expansion and Probation Institutions budgets. The Chief Executive Office will continue to partner with the Sheriff's Department on contract oversight.
- ◆ The Proposed Budget includes a recommendation to increase service levels.

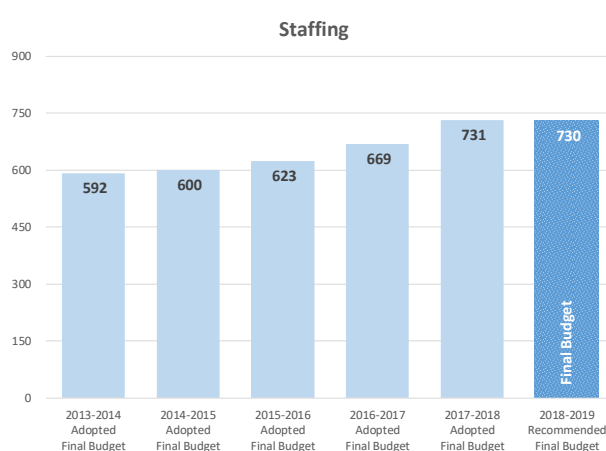
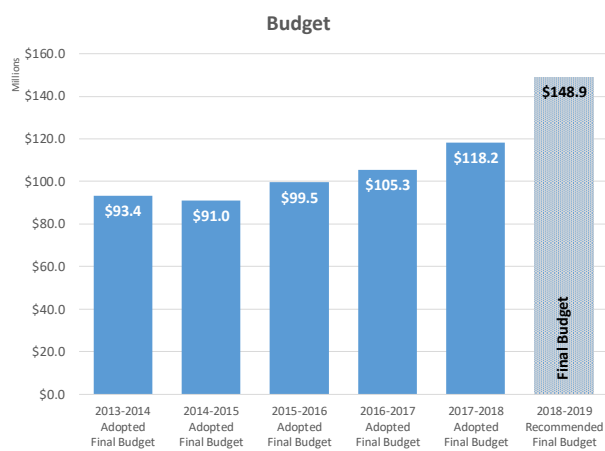
- ◆ The Proposed Budget includes \$3.9 million to accommodate the increased costs associated with the recommended service level adjustment to fund several unmet needs for the Department, requiring a General Fund Contribution of \$2.9 million.
 - ◆ An ongoing increase of \$105,657 to add one new Staff Services Analyst in the Administration division to act as the Department's safety officer.
 - ◆ A one-time increase of \$150,000 for security upgrades through the General Services Agency so the Sheriff's Information Technology and Training Center buildings can be added to the access key card system for security purposes.
 - ◆ An ongoing increase of \$225,000 for implementation of the Department's taser and body worn camera programs. This includes the cost of the taser program for 12-months, the body worn camera program for six months, and a remodel of the current armory which will be used to dock and store the equipment. The body worn camera project is expected to go live in January of 2019.
 - ◆ An increase of \$204,292 to expand the Hi Tech Crimes unit. The amount of digital evidence is increasing and a new Forensic Computer Examiner position, hardware and software is needed to reduce the backlog of evidence needed for pending criminal investigations. \$100,000 is a one-time cost and \$104,292 is ongoing.
 - ◆ A one-time increase of \$948,628 to accelerate and complete the digital radio signal upgrade project. This project allows the Department to migrate to a P25 compliant digital VHF carrier system with clearer transmission and increased officer safety in the field.
 - ◆ A one-time increase of \$223,264 for normal equipment replacement for various specialty teams. This includes body worn armor for the CERT team, bomb suit and helmet, all band radios for the SWAT team, ballistic shields for K9 handler vehicles, and gym equipment for the Department's training center.
 - ◆ An increase of \$253,256 for additional staff and costs needed for equipment purchases for the County Security Program. Due to the increasing demand for security assessments, there is a need for a Crime Analyst and part-time staff to effectively run the County Security Program. This includes \$20,700 in one-time costs and \$232,556 in ongoing costs.
 - ◆ A one-time increase of \$894,845 for several Department projects. This includes a scanning project for the Records division to become paperless; items needed to be replaced for a new Sheriff elect, software/hardware upgrade for the Live Scan program; dedicated server environment with laptops and updated VOIP phones for the Civil division; certification and training for an additional K9 trainer; computer lab equipment at the REACT Facility for inmate programs; and additional autopsy equipment due to increased autopsy services.
 - ◆ An ongoing increase of \$199,062 for two new Supervising Legal Clerk positions to will allow for better supervision in the Adult Detention Records division.
 - ◆ A one-time increase of \$190,000 for the Department's Fixed Wing Airplane mandated Federal Aviation Administration (FAA) upgrades which must be implemented no later than January 2020. Mandated improvements include upgrades to the communication, navigation and global positioning systems to increase safety in the aircraft. The Department anticipates there will be a significant impact to vendors who perform these types upgrades as aircraft operators schedule this type of work to be performed. Funding the upgrades now will help ensure the Department is able to implement the upgrades in a timely manner.
 - ◆ An ongoing increase of \$145,590 to add two new Community Services Officers to better assist the public at the public service window and dedicate staff to the sexual offender program. Currently, these posts are covered with rotating staff who lack the necessary training.
 - ◆ A one-time increase of \$168,000 for three new vehicles to assist the Department in conducting law enforcement services in the Civil Division. The expense is covered with an operating transfer in of \$168,000 from the Civil Process Fees budget unit.
 - ◆ The recommended adjustments include \$2.9 million in one-time costs and \$1 million in going costs.
- ◆ The Proposed Budget includes the replacement of 21 vehicles used to conduct law enforcement services. The total cost is estimated to be \$1.2 million, is funded by the County General Fund, and is included in the base.
- ◆ The Proposed Budget includes the purchase of three new vehicles used to conduct law enforcement services by Civil Division staff and has been included in unmet needs.
 - ◆ The Sheriff's Department has a total fleet of 447 vehicles; of those, 21 meet the minimum age and mileage requirements to be considered for replacement under the Fleet Services Policy.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 730, an increase of three positions since the 2018-2019 Adopted Proposed Budget.
- ◆ The Final Budget includes a recommendation for an increase of three to the Total Allocated Positions.
 - ◆ One new block-budgeted Accountant II position is recommended in Administration. Due to Public Safety Restoration and Adult Detention expansion and changing programs and processes, additional support is needed. A comparison to other like-sized departments was compiled and indicated that the finance section was under-resourced in comparison to those departments.
 - ◆ One restored Staff Services Coordinator position is recommended in Administration. Due to several new programs and associated contracts such as the California Forensic Jail Medical contract, the MCIP and the JBCT program as well as growing campus facilities there is a need for this position to oversee contracts, procurement processes and assist with various department projects. A comparison to like sized departments was compiled and indicated that this work is centralized in other departments and that this request was consistent with the structure of those other departments.
 - ◆ One new Community Services Officer position is recommended in Operations to assist with equipment management of the taser and Body worn camera program. This position is a deferred request from the Fiscal Year 2018-2019 Adopted Proposed Budget where it had originally been requested as a Staff Services Coordinator. A review of the typical tasks revealed that the Community Services Officer classification was more in line with the work to be performed.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of 727, a decrease of four from the 2017-2018 Adopted Final Budget allocation.
 - ◆ Subsequent to the 2017-2018 Adopted Final Budget, there was a net increase of five positions to the Department staffing allocation.
- ◆ The Proposed Budget includes a recommendation for a decrease of nine positions to the total allocated positions.
 - ◆ One new Staff Services Analyst position is recommended in Administration to serve as the Department's Safety Officer. These duties are currently being performed by a Lieutenant as a collateral assignment and the amount of safety related issues and needs require an additional position with safety knowledge.
 - ◆ Two new block-budgeted Supervising Legal Clerk II positions in Detention are recommended to level-set the supervisor to staff ratio.
 - ◆ Two new Community Services Officer (CSO) positions are recommended in Operations to fill needed positions at the Public Service Office (PSO) window, and to assist with Sexual Offender Registration (290PC). The PSO desk is currently staffed with rotating civilians that cannot take reports. One CSO position dedicated to the PSO window will eliminate the need for a Deputy Sheriff to respond to the lobby from Patrol to assist in taking a report resulting in an improvement in efficiency and community safety. Currently one CSO is assigned to 290PC registration and missing persons cases and the workload has exceeded the volume of one staff. An additional position is needed for the 290PC assignment.
 - ◆ One new Crime Analyst position is recommended in Operations to assist with statistical data and investigations related to the County Security program. This new position will allow the program to take a proactive approach rather than a responsive approach related to County Security.
 - ◆ One new Forensic Computer Examiner position is recommended in Operations due to the amount of digital evidence retrieval that is requested through the Detective division. The volume of requests and processing time required for each device has resulted in a backlog which causes delays in criminal investigations.
 - ◆ 15 vacant Deputy Sheriff-Custodial positions and one vacant Sergeant-Custodial in Detention are recommended for deletion as part of a clean-up of the staffing allocation for Adult Detention programs. Detention staffing converted from an 8-hour work shift to a 12-hour work shift in 2015, which had the effect of increasing work hours and compensation for each posted position, while decreasing the total number of positions required to staff existing facility operations. These positions have remained on the allocation as unfunded vacant positions during the phased opening of expanded jail facilities over the last two years, and are now ready to be deleted from the allocation in order to complete the transition to 12-hour work shifts.
- ◆ The Proposed Budget includes technical adjustments that do not affect the position allocation.
 - ◆ One Legal Clerk IV position is recommended to be transferred from Administration to Operations.
 - ◆ Two Supervising Legal Clerk II positions are recommended to be transferred from Administration to Operations.

- ◆ A classification study of one existing Administrative Secretary, one new Confidential Assistant III position, and one new Staff Services Coordinator are recommended.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors' action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan is estimated at \$41.9 million, an increase consistent with the 2018-2019 Adopted Proposed Budget and the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$41.9 million, an increase of \$1.0 million from the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by estimating a 3% increase over the Fiscal Year 2018-2019 revenue and approved multi-year program spending plans.
- ◆ The Spending Plan relies on the use of \$444,794 in Department fund balance/retained earnings; based on use of fund balance/retained earnings identified in the 2018-2019 Proposed Budget, the Department anticipates there will be \$3.1 million in available fund balance/retained earnings on July 1, 2019.
 - ◆ Cal ID Program budget unit anticipates a total of \$437,490 in available fund balance as of July 1, 2019, of which (\$202,899) is budgeted for use in Fiscal Year 2019-2020.
 - ◆ Cal-MMET budget unit anticipates a total of \$145,208 in available fund balance as of July 1, 2019, of which \$252 is budgeted for use in Fiscal Year 2019-2020.
 - ◆ Civil Process Fee budget unit anticipates a total of \$1.2 million in available fund balance as of July 1, 2019, of which \$80,967 is budgeted for use in Fiscal Year 2019-2020.
 - ◆ Court Security budget unit anticipates a total of \$150,018 in available fund balance as of July 1, 2019, of which zero is budgeted for use in Fiscal Year 2019-2020.
 - ◆ Driver Training Program budget unit anticipates a total of \$91,328 in available fund balance as of July 1, 2019, of which (\$11,479) is budgeted for use in Fiscal Year 2019-2020.
 - ◆ Jail Commissary/Inmate Welfare budget unit anticipates a total of \$1.0 million in available retained earnings as of July 1, 2019, of which \$520,136 is budgeted for use in Fiscal Year 2019-2020.
 - ◆ Justice Assistance Grant budget unit anticipates a total of (\$54) in available fund balance as of July 1, 2019, of which zero is budgeted for use in Fiscal Year 2019-2020.

- ◆ Vehicle Theft Unit budget unit anticipates a total of \$82,846 in available fund balance as of July 1, 2019, of which \$57,817 is budgeted for use in Fiscal Year 2019-2020.

Budget and Operations Plan

- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$147.5 million, an increase of \$2.3 million in the 2018-2019 Final Budget.
 - ◆ An increase of \$2 million is a technical adjustment for the salary and benefits increases related to approved labor agreements.
 - ◆ An increase of \$300,314 is for three new positions recommended in the Fiscal Year 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$145.2 million, an increase of \$1.3 million from the 2018-2019 Proposed Budget, requiring a General Fund Contribution of \$102.8 million.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:
 - ◆ Salaries and benefits increase of 3.5%
 - ◆ Group health insurance increase of 5%
 - ◆ Services and supplies increase of 3.5%
 - ◆ CAP increase of 3.5%

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a staffing level of 730, an increase of three since the 2018-2019 Adopted Proposed Budget allocation and consistent with the 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 727, consistent with the 2018-2019 Proposed Budget allocation.

Key Challenges and Opportunities

- ◆ The Public Safety and Offender Rehabilitation Services Act of 2007 (AB 900), along with AB 109 in 2011, realigned low-level risk offenders from state prisons to local control. This resulted in the construction of the AB 900 Phase II Public Safety Center Expansion Projects: Project One, the maximum security and medical/mental health facility, Project Three, the Intake/Release/Transportation, and Jail Administration/Staff support building. In 2018, construction was completed on the SB 1022 REACT Facility.

The Department used a phased approach for opening and staffing the new detention expansion & replacement facilities. Phase I of the phased opening and staffing plan was completed in Fiscal Year 2016-2017 and included opening and staffing 120 new maximum security beds in PSC-East. Phase II was completed in Fiscal Year 2017-2018 and included opening and staffing 120 new maximum security beds and 57 new Medical / Mental Health beds in PSC-East. In addition, the REACT Facility was opened in Fiscal Year 2017-2018, which brought 192 modern replacement beds, with capacity for another 96 beds which will eventually bring the total number of treatment and program beds to 288. At the same time, the County closed 396 beds at the antiquated Downtown Men's Jail, allowing the building to be used as a Court Holding Facility, until the new State Courthouse is completed. Due to the timing of the opening of the REACT Facility and the discontinuation of use of beds at the Downtown Men's Jail, no new support staff were necessary for the REACT Facility. The combined increase in jail capacity due to the completion of Phases I and II of the phased opening and staffing plan is a total net increase of 189 beds and 78 positions added to Adult Detention programs.

Phase III is the final phase and would bring the PSC-East into full operation and, thereby, all new facilities into full operation. Phase III would include the addition of 33.6 new staff positions, an additional 240 maximum security beds and 15 sheltered hospital beds which have been constructed but have not been funded for operational use by the Department. The Department requested Phase III be considered in the 2018-2019 Proposed Budget with an estimated cost of \$4.6 million. It was determined that additional analysis is necessary to update the master plan with a current needs assessment to verify the appropriate level of capacity and staff necessary to support detention operations at this time. Detention expansion will continue to require funding from Community Corrections Partnership funds, currently

reflected at 25% of detention expansion, with the balance funded by a General Fund Contribution. The updated master plan and needs assessment is targeted for Board consideration during Budget Year 2019-2020.

- ◆ Surrounding law enforcement jurisdictions including the cities of Modesto, Ceres and Oakdale have implemented officer body worn camera programs. The Department will be implementing a body worn camera program effective January 2019. The Proposed Budget includes initial costs of \$225,000 for the Department and \$42,000 for the District Attorney to support the infrastructure needed to implement and operate the program. The program will require one new staff position for the Department to oversee and manage program equipment for 230 staff. This position was recommended for study in the 2018-2019 Adopted Proposed Budget. It is recommended that one new Community Services Officer position be added at Final Budget.
- ◆ The Sheriff has been continuing to increase the Department's service level as staff levels increase through Public Safety Restoration and Adult Detention Expansion strategies. Even though the Board of Supervisors supported a three-year restoration plan, the Sheriff's Department has still not been able to fully restore the level of service/staffing that it was providing before the economic downturn in 2008. There are key services that need to be incorporated back into the current Department service level. These include the Community Resource Deputies for all unincorporated communities in the County, multiple taskforces like Central Valley Gang Intelligence Taskforce (CVGIT), and the School Resource Officer program.
- ◆ Recruitment and retention continues to be a major challenge for the Sheriff's Department similar to other departments nationwide. It has been very difficult to recruit and retain well qualified Deputy Sheriff Candidates. The Department continues to test new methods of recruiting, adding testing dates on weekends and offering more incentives to new and existing employees.
- ◆ Trial Court Security funding through 2011 Public Safety Realignment is not sufficient to cover the minimum service level, which includes 43 positions, identified in the Court Security Services Agreement between the Stanislaus County Superior Court (Superior Court) and the County. While Trial Court Security Account funds have seen modest year over year growth, they have not kept pace with expenditure growth. The existing fund balance is forecast to be depleted in Fiscal Year 2018-2019.

In Fiscal Year 2016-2017, the County conducted a series of cost projections and modeling for current and future fiscal years and communicated the results with the Superior Court through multiple meetings. The models showed a deficit in the Local Trial Court Security Account and the need for the parties to negotiate a new agreement that aligns court security services and staffing with available funding. In Fiscal Year 2017-2018, the Board of Supervisors approved a non-mandated contribution of approximately \$292,000 to address the deficit while negotiations continued with the Superior Court staff. Multiple scenarios to address the deficit were proposed by the County but resulted in no change to the Court Security Agreement. In December 2017, the Board of Supervisors authorized the Chief Executive Officer and the Sheriff to send a Letter of Termination to the Superior Court to end the existing Court Security Agreement effective July 1, 2018 with the understanding the County would actively work to negotiate a new agreement with the Superior Court while the Sheriff's Department continued to provide court security services.

The Superior Court and County have been unable to reach mutually agreeable terms for a new Court Security Agreement. In June 2018, the Superior Court filed a Petition for Writ of Mandate and/or Prohibition and Complaint for Declaratory Relief with the Stanislaus County Superior Court. The action is pending with the Court.

- ◆ The Department's current Sheriff, Adam Christianson, is not seeking another term in office effective Fiscal Year 2018-2019. There new Sheriff-Elect is currently a full-time employee assigned to Contract Cities. There will be a need to double-fill this position during the transition period until the Sheriff-Elect's official appointment to Sheriff-Coroner in January 2019. On August 21, 2018, the Board of Supervisors approved to double-fill one Lieutenant position effective October 1, 2018.

Related Links

For additional information about the Sheriff's Department, refer to the division's website at: <https://www.scsdonline.com/>

Supporting Community Health, Including Physical, Mental, Emotional, and Spiritual Health

Community-Wide Indicators

A healthy community is vital to the quality of life for our residents. The primary focus on protecting and promoting the physical health and safety of our residents includes preventing disease, disability and death. Protecting emotional safety focuses on social problems that include homelessness, incarceration, and fragmented families with financial and emotional needs. Resources dedicated to prevention provide for services to a broader population than the resources required for direct services.

The two community-wide indicators that were identified as capable of assessing the County’s ability to support community health are: Emotional Well-Being and Chronic Disease Rate. These two indicators focus on selected chronic disease conditions and mental health represented by this Board priority area.

Emotional Well-Being

The overall mental health of County residents is generally difficult to ascertain as it is quite subjective and can be defined in myriad ways by the individual, members of the individual’s social network, professional mental health staff, researchers, and/or policymakers. In addition, one’s mental health can be assessed through a variety of

measures and a variety of mental health conditions and statuses.

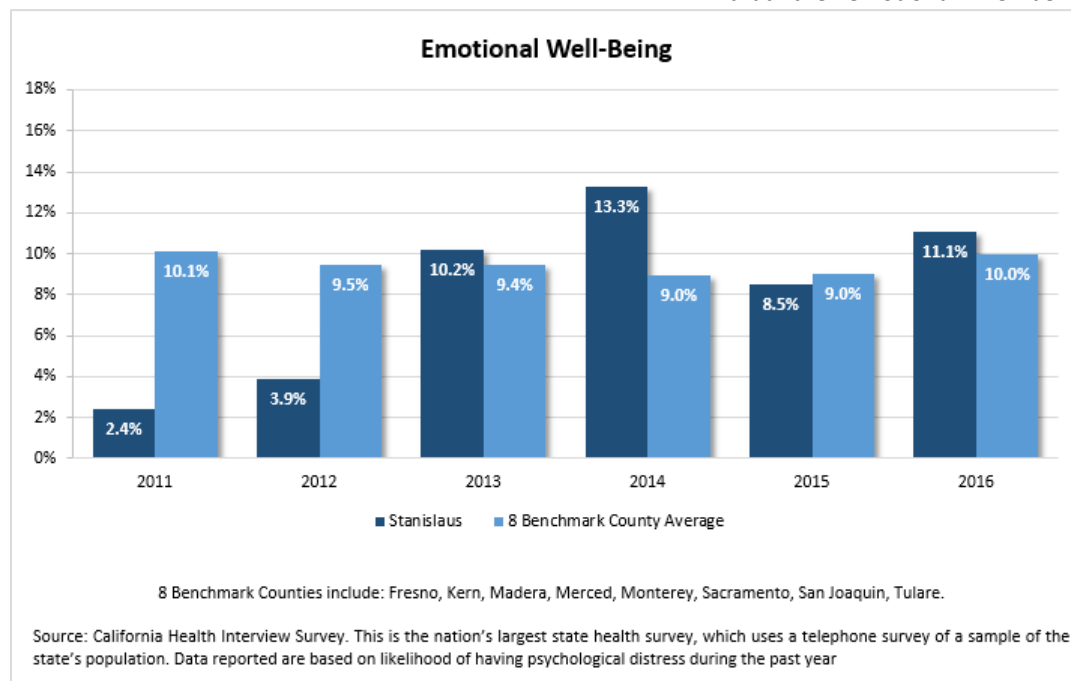
Through the California Health Interview Survey (CHIS), the nation’s largest state health survey, which is conducted via telephone, emotional well-being is the most appropriate indicator to ascertain the mental health of Stanislaus County residents. The CHIS is one of the only surveys that questions a sample of County residents, and that collects and reports county-level trend data.

Emotional well-being, just one proxy for mental health status, can be defined in several different ways. One way to assess this area is to ask individuals, through the CHIS, about the likelihood of having psychological distress during the past year.

According to this survey, from 2011 to 2012, Stanislaus County, compared to the eight benchmark counties—Fresno, Kern, Madera, Merced, Monterey, Sacramento, San Joaquin, and Tulare—had the lowest rate of the likelihood of having psychological distress during the past year. This rate was 2.4% in 2011 and 3.9% in 2012.

However, the trend from 2013 through 2016 indicated that the emotional well-being of Stanislaus County residents who had

experienced psychological distress declined. In 2012, the emotional well-being rate increased from 3.9% in 2012 to 10.2% in 2013 to 11.1% in 2016. Sacramento and Monterey County consistently had a higher percentage of emotional well-being while other counties fluctuated. These self-report data indicate that County residents’ emotional well-being has generally improved.



Chronic Disease Rate

The leading cause of death in the United States is chronic disease. According to the American Public Health Association, chronic diseases, such as diabetes and heart disease, can be improved by “promoting physical activity, improving access to health, affordable foods and expanding science-based ways to kick the tobacco habit.”

There are many medical conditions categorized as chronic diseases that are important to measure and for which to provide appropriate treatment. While those conditions—such as arthritis, stroke, and cancer, to name a few—are very serious conditions, the lack of availability of data prevent their mention here.

In Stanislaus County, the CHIS indicated that both self-reported diabetes and heart disease (chronic disease conditions) have increased—diabetes increased from 9.1% in 2011 to 15.3% in 2016 and heart disease increased from 5.2% in 2011 to 9% in 2016. Taken together, these two chronic conditions have not improved in Stanislaus County. Due to the data collected having been self-reported, there is great variability.

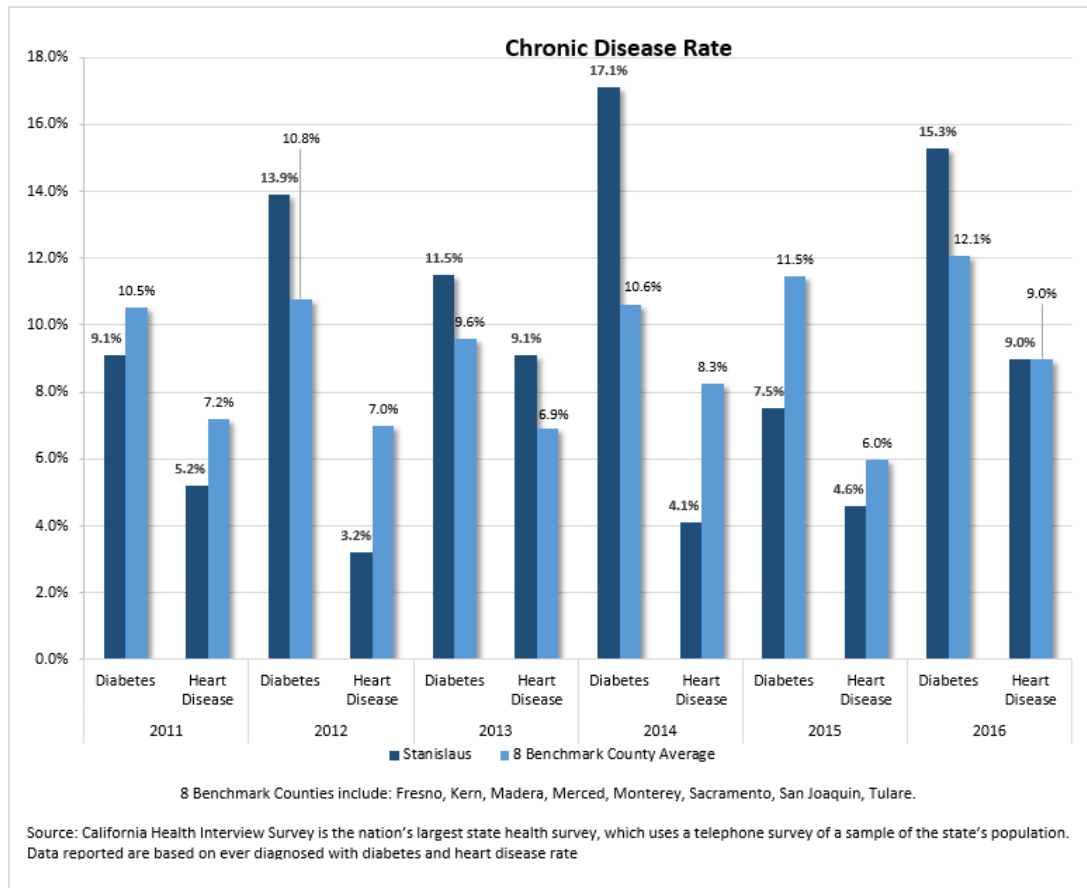
In comparison to the eight benchmark counties, Stanislaus County has over time reported higher rates of diabetes. Overall, from 2011 to 2016, Stanislaus County (12.4%) had a lower rate of diabetes than Madera (13.2%) and Tulare County (13.2%), but a higher rate when compared to the other counties with Sacramento (9.2%) and Fresno (9.3%) County having the lowest average rate.

As for heart disease, the County has seen an upward trend on heart disease. That is, an increasing percentage of residents have self-reported a heart disease condition. In 2011, the heart disease rate was 5.2% and in 2016 the rate was 9%. As an average, during 2011 through 2016, Stanislaus County reported the lowest heart disease rates (5.9%) while Madera (8.7%) reported the highest.

Overall, when compared to the eight benchmark county average, Stanislaus County has lower rates of heart disease, but higher rates of diabetes. Although these data are just two pieces of a larger, much more complex picture, they, nonetheless, provide some insight on chronic disease in the County.

Future Directions

Although the indicators used in this section are based on



a small sample of self-report data, they represent the most up-to-date county-level trend data available. Moving forward, the County will work with local community health partners and the Health Services Agency to determine the best mechanism to measure the chronic disease rate, as well as health data learned from the County's upcoming Community Health Assessment. The County will also collaborate with relevant county departments to research data on Adverse Childhood Experiences (ACEs).

Supporting Community Health

Introduction

Departments contained within this section support the Board of Supervisors' priority of *Supporting Community Health including physical, mental, emotional and spiritual health*. These departments rely on effective partnerships with each other, and community-based organizations to carry out their respective missions. Audits and external oversight of State and Federal mandated programs demonstrate that the following County departments are effectively administering these services.

- ◆ Aging and Veterans Services plans and coordinates senior services to promote independence and self-sufficiency, while providing assistance and advocacy to the men and women who served in the Armed Forces of America, their dependents and survivors;
- ◆ Behavioral Health and Recovery Services provides outpatient and residential behavioral health services to promote emotional health and recovery;
- ◆ The Department of Child Support Services enforces child support orders and establishes and enforces paternity orders;
- ◆ The Children and Families Commission funds education, health, and child care programs that promote early childhood development, from prenatal through age five;
- ◆ The Community Services Agency operates social welfare programs including protective services for children and adults, temporary financial assistance to those in need, emergency food assistance, foster care, and adoptions; and
- ◆ The Health Services Agency provides required public health programs including assessment, monitoring, reporting and assurance of the population's health, with a local focus on prevention and protection. The Agency also operates a safety net primary care and specialty clinic system and as an integrated and collaborative effort, trains Family Medicine and Orthopedic resident physicians.

Priority Highlights

Departments supporting community health are at the forefront of the Focus on Prevention Initiative in Stanislaus County, building a movement to strengthen families, neighborhoods, communities, schools, businesses, and other institutions that help them thrive. The Initial Outreach and Engagement Center, opened in August of 2017, is a centralized downtown location providing assistance for those

experiencing homelessness using many resources from the community health departments. Building on that success is the Community Assessment, Response and Engagement (CARE) Program, also a direct result of the Focus on Prevention Initiative. CARE is a cross-sector, multi-agency collaboration with a multi-disciplinary team approach to working with individuals who are causing the most significant distress in our community and for themselves.





Key contributors to CARE include Behavioral Health and Recovery Services (BHRS), Community Services Agency (CSA), Health Services Agency (HSA), and Aging and Veterans Services. The focus of the CARE effort is to engage the priority population and provide interventions that connect them with appropriate services and support.

BHRS is working to improve Department efficiencies, quality of treatment provided, patient success, and fiscal oversight with the addition of several new positions. The

budget supports the implementation of the three-year Assisted Outpatient Treatment/Laura's Law pilot program for court-ordered outpatient treatment funded by Mental Health Services Act (MHSA) fund balance. Quantifiable evaluation criteria will gauge program effectiveness during the pilot period, with a report back to the Board of Supervisors in six months.

CSA is nearing completion of the Community Services Facility (CSF) Master Plan, including evaluation of existing operations and performance of a facility programming analysis. The overall intent is to improve the efficiency and effectiveness for the CSF, delivering key social services programs to County consumers. The effort includes a physical security evaluation and planning effort to ensure the safety and security of County staff and clients at the heavily used CSF.

HSA is approaching completion of its Comprehensive Strategic Business and Facility Planning project that has considered current services, the changing healthcare environment, changing community health needs, opportunities for service integration and solutions to service gaps and challenges.

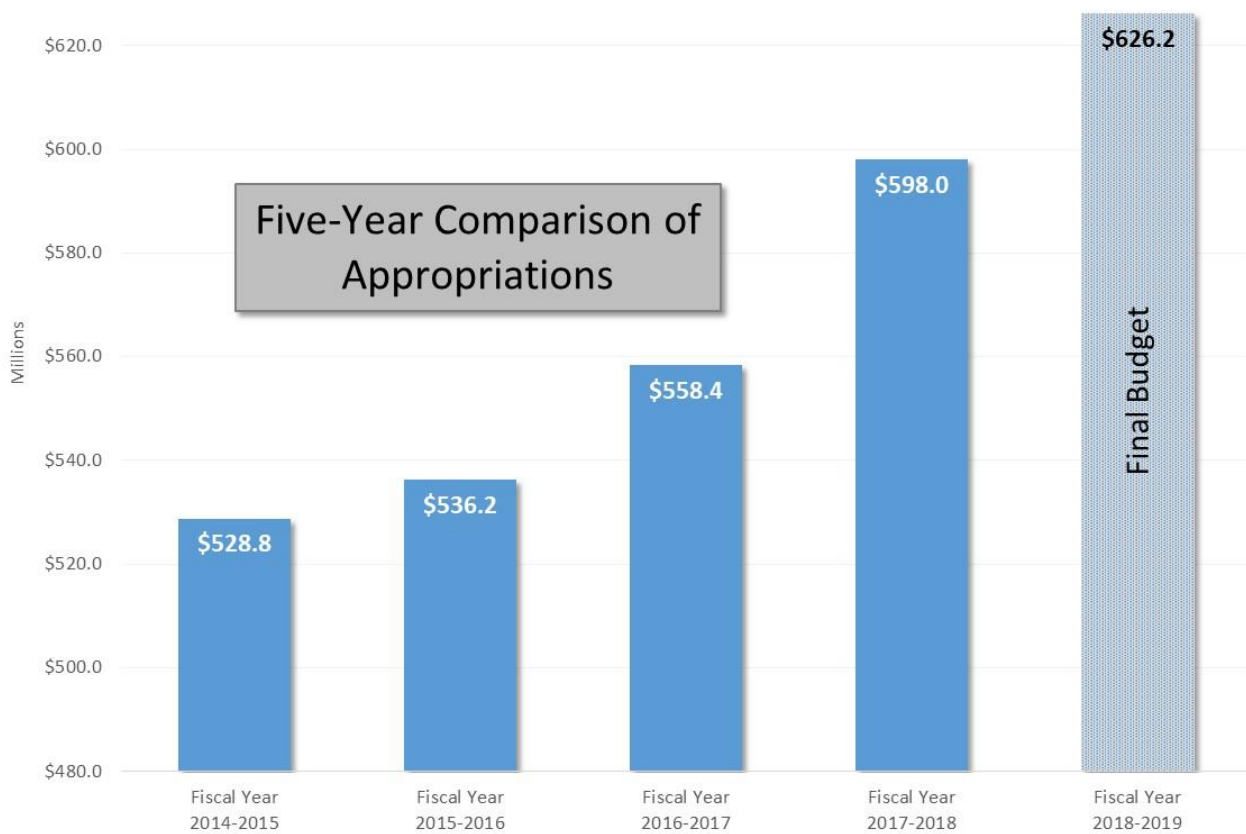
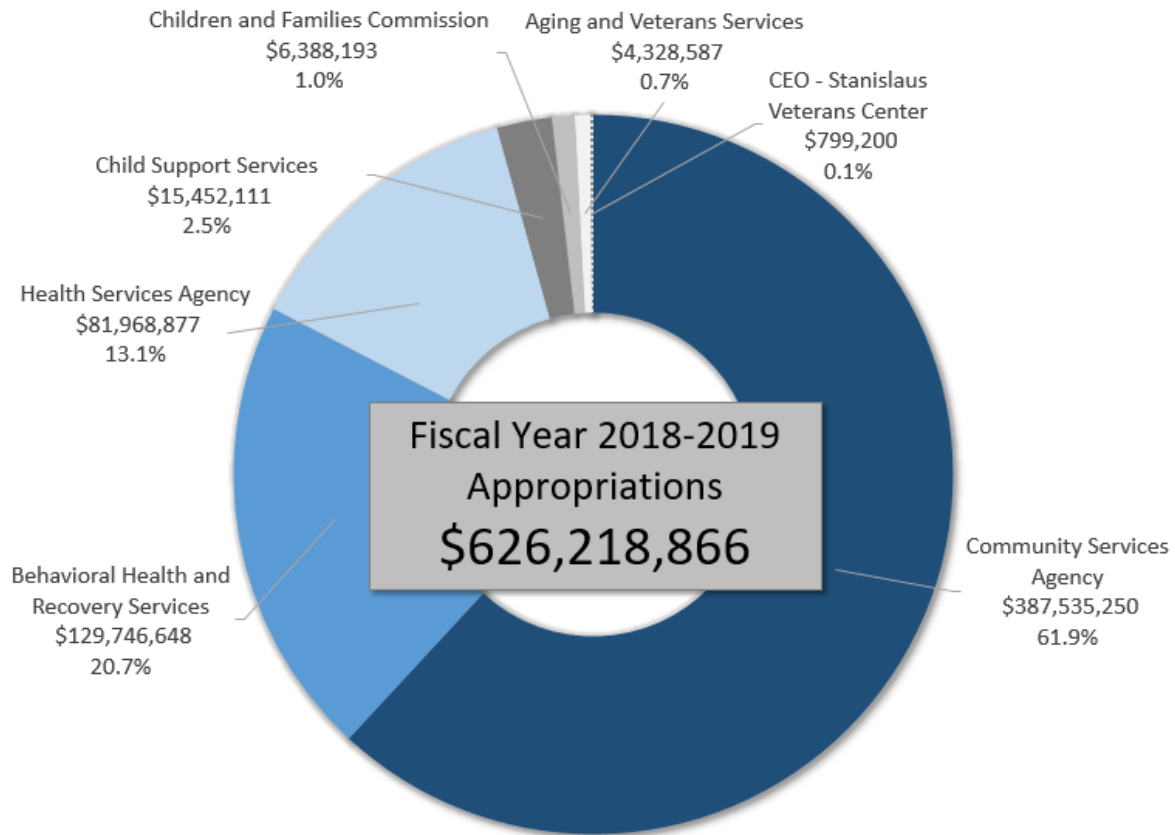
Priority Appropriations and Trends

Budget Year 2018-2019 appropriations total \$626.2 million for this priority. These appropriations represent an increase of approximately \$28.2 million over the 2017-2018 Adopted Final Budget primarily from increased revenues and use of fund balances in BHRS and CSA.

The Five-Year Comparison of Appropriations shows a recent uptick in costs, with a notable increase of 7.1% in Fiscal Year 2017-2018. This is partially attributed to the increased cost and demand for patient placements in Institutions for Mental Disease (IMDs) and a shortage of lower level housing options is a trend that will have negative budget consequences going forward for BHRS.

Focus on adding more transitional and Board and Care facilities options will mitigate some of this exposure.

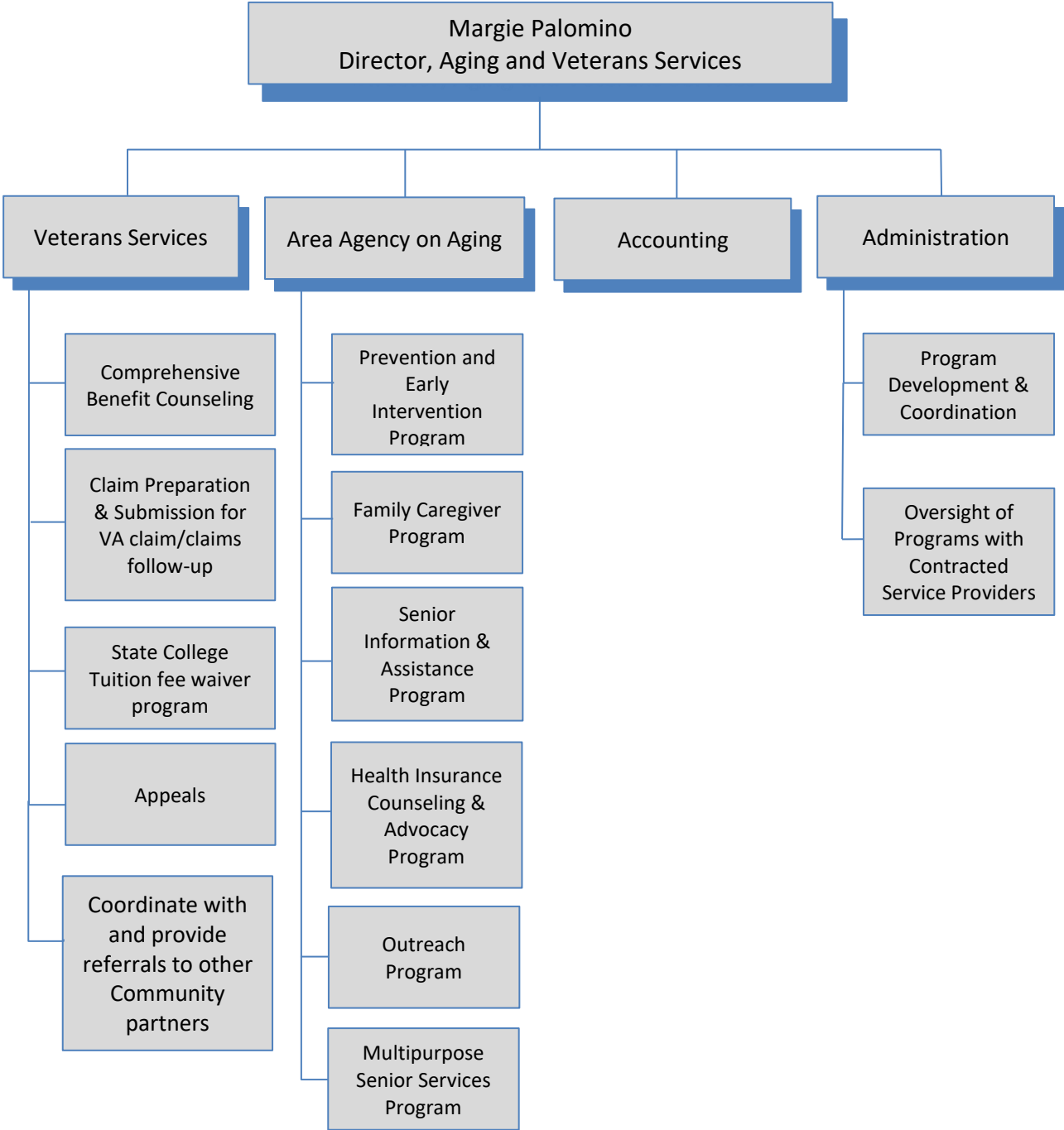
Additionally, CSA has recognized increases in program costs, including those for General Assistance, In-Home Supportive Services, and Public Economic Assistance. Specifically, the increased cost and volume of High Risk (needs) Youth Foster Care cases is increasing. CSA continues to evaluate all program and revenue options to mitigate this exposure. Finally, HSA, Clinics and Ancillary Services Division, has experienced increased costs due to the regional shortage of and increased competition for primary care physicians.



Supporting Community Health Summary of Budget Appropriations

Page	Fund	Org		Recommended 2018-2019	Spending Plan 2019-2020
190	Aging and Veterans Services			\$4,328,587	\$4,505,868
	1051	0031000	Area Agency on Aging	\$3,740,941	\$3,891,984
	0100	0032000	Veterans Services	\$587,646	\$613,884
199	Behavioral Health and Recovery Services			\$129,746,648	\$134,132,691
	1501	6000000	Behavioral Health and Recovery Services	\$57,090,867	\$59,162,124
	1502	6500001	Alcohol and Drug Program	\$14,379,104	\$14,844,437
	1504	6400001	Managed Care	\$13,603,662	\$14,065,848
	1507	6800000	Mental Health Services Act (MHSA)	\$39,898,223	\$41,092,122
	1503	6030000	Public Guardian	\$1,327,758	\$1,367,082
	1505	6700001	Stanislaus Recovery Center	\$3,447,034	\$3,601,078
214	CEO-Stanislaus Veterans Center			\$799,200	\$804,937
	1665	0016600	CEO-Stanislaus Veterans Center	\$799,200	\$804,937
217	Child Support Services			\$15,452,111	\$15,857,968
	1071	0240000	Child Support Services	\$15,452,111	\$15,857,968
225	Children and Families Commission			\$6,388,193	\$6,417,345
	1755	0016140	Children and Families Commission	\$6,388,193	\$6,417,345
232	Community Services Agency			\$387,535,250	\$399,427,051
	1637	0045961	County Children's Fund	\$169,516	\$176,491
	1633	0045901	General Assistance	\$1,139,549	\$1,135,522
	1642	0045992	IHSS Provider Wages	\$110,684,933	\$122,601,141
	1640	0045980	IHSS Public Authority--Administration	\$659,114	\$659,114
	1641	0045990	IHSS Public Authority--Benefits	\$1,143,097	\$1,115,742
	1631	0045050	Program Services and Support	\$165,897,656	\$165,897,656
	1632	0045801	Public Economic Assistance	\$107,841,385	\$107,841,385

Page	Fund	Org	Recommended 2018-2019	Spending Plan 2019-2020
252	Health Services Agency		\$81,968,877	\$85,095,914
1401	1301000	Administration	\$7,942,161	\$8,259,440
4051	1010001	Clinics and Ancillary Services	\$45,406,797	\$47,137,250
1429	1210001	EMS Discretionary Fund	\$103,878	\$107,513
1404	1501000	Indigent Health Care Program (IHCP)	\$240,419	\$248,985
1434	1500010	IHCP-Emergency Medical Services Hospital	\$380,550	\$381,269
1435	1500020	IHCP-Emergency Medical Services Physicians	\$430,710	\$430,710
1402	1200001	Public Health	\$27,444,362	\$28,510,047
1428	1250001	Public Health - Vital and Health Statistics	\$20,000	\$20,700
Supporting Community Health Total			\$626,218,866	\$646,241,774



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Aging and Veterans Services

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$3,317,939	\$3,317,939
Use of Fund Balance/ Retained Earnings	\$323,505	\$474,548
Gross Costs	\$4,328,587	\$4,505,868
General Fund Contributions	\$687,143	\$713,381
% Funded by General Fund	15.9%	15.8%
Total Allocated Positions	22	22

Department Services and Programs

The **Area Agency on Aging (AAA)**, in accordance with the Older Americans Act (OAA), serves as a visible and effective advocate for older individuals and provides local leadership in accomplishing State and Federal program goals. The AAA plans and coordinates senior services in Stanislaus County, providing those services either directly or through contracts to approximately 12,000 seniors and informal caregivers. In accordance with OAA guidelines the AAA staff must give priority to those seniors who are low income, frail, minority, and/or at risk of losing their independence. The services and programs are free, with donations accepted.

Programs & Services are provided either by the AAA staff or are contracted to local non-profit organizations. Programs funded by the OAA include:

- ◆ *Senior Information & Assistance*-Connecting seniors to various services & programs.
- ◆ *Outreach*-Public information at community events.
- ◆ *Family Caregiver Support Program*-Respite for informal caregivers.
- ◆ *Case Management*-Assists seniors on a short-term basis and who do not qualify for the Multipurpose Senior Services Program.
- ◆ *Congregate & Home-Delivered Meals*-12 Sites throughout the County and delivery to home-bound seniors.
- ◆ *Legal Assistance*-Consumer & benefit issues, advocacy & referrals.
- ◆ *Long Term Care Ombudsman*-Help for seniors in care facilities.
- ◆ *Elder Abuse Prevention*-Education to prevent elder abuse.
- ◆ *Homemaker*-Light housekeeping twice per month.
- ◆ *Health Promotion*-Fall prevention and exercise programs.

State-funded programs include:

- ◆ *Multipurpose Senior Services Program (MSSP)*- Case management for seniors on full Medi-Cal.
- ◆ *Health Insurance Counseling and Advocacy Program (HICAP)* - Counseling for Medicare recipients.

The AAA will continue to be involved and expand the numerous partnerships and collaborations with community organizations and other County departments. A key partnership with the Behavioral Health and Recovery Services (BHRS) has provided seniors who are experiencing depression with several options to handle life-altering issues through the Prevention and Early Intervention (PEI) programs. Seniors referred to the PEI *Project Hope Program* receive one-on-one counseling in their home. Also included in this program are peer counseling and friendly visitor programs. *Project Hope* is funded through the state Mental Health Services Act.

The AAA staff has been involved with Stanislaus Council of Governments (StanCOG) to ensure that transportation options are available for seniors and persons with disabilities. The Senior Coalition of Stanislaus County includes AAA staff and staff from multiple agencies, striving to foster greater collaboration as seniors need a variety of types of care. The volunteer Stanislaus Senior Foundation includes members of the AAA staff. The Foundation has been the means for many seniors to have emergency needs met at critical times. Additionally, the AAA, in partnership with the Healthy Aging Association, will offer the Annual Healthy Aging and Fall Prevention Summit.

The County **Veterans Services Office (VSO)** assists veterans and their qualified dependents in obtaining Federal, State, and local benefits and provides counseling

on Federal, State and local veterans benefits, claim preparation and submission, claim follow-up, and initiation and development of appeals (when appropriate). Another crucial service provided to veterans is the College Fee Waiver Program. These services are provided to qualified veterans whose dependents are attending colleges/universities in the California State University system.

The California Department of Veterans Affairs certified Veterans Representatives can assist veterans, widows of veterans, children of deceased or disabled veterans and parents of deceased veterans. Benefits can include: compensation for service related injuries or illnesses; referral to VA medical care; vocational rehabilitation; financial help towards the cost of care at home or in care facilities; pension for war era veterans; death benefits; allowances for dependents; life insurance; and burial benefits. All claims services, assistance and advocacy is provided free of charge

Information and referral services to link veterans to other County and community services are also provided. These can include programs such as education benefits; VA & Cal Vet home loans; alcohol and drug dependency treatment; and Post Traumatic Stress Disorder (PTSD) counseling.

The goal of these services is to maximize Federal/State benefits and reimbursements. The County Veterans

Services Office brings maximum return to the County for the funds expended in providing services to the veteran population. In addition to this revenue being spent in local businesses, the California Department of Finance estimates that approximately 16 cents of every award dollar represents new local tax revenue.

The Department will continue to support the County's Focus on Prevention Initiative by participating in the Stanislaus Community System of Care and the Community Assessment Response Engagement (CARE) Workgroup. In addition, VSO staff will continue to partner with the Modesto Police Department's HEART Unit to engage homeless and transient veterans in the streets and parks where they live. The efforts of this partnership, which was piloted in 2017, resulted in connection of several veterans to VA benefits they believed they were not entitled to. While this type of outreach and community engagement has proven to be a necessary endeavor to provide services to veterans who either because of physical, physiological or cognitive disability are unable to visit the VSO, it is far more time consuming than an in-office visit. In order to be able to continue to serve these veterans and to participate in new partnerships with the Sheriff's Office and police departments of Turlock and Oakdale, the VSO staff will seek new funding opportunities/grants to hire additional staff and implement the HOPE (Homeless Outreach & Provider Engagement) Initiative.

Board of Supervisors Priority Area



Aging and Veterans Services supports the following Board of Supervisors priority:

Priority	<i>Supporting community health, including physical, mental, emotional and spiritual health</i>	
Mission Statement	<i>To help seniors and veterans obtain the services and benefits they need to live secure, healthy and independent lives</i>	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	New Clients Served	Benefit Claim Outcomes

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments

- ◆ The AAA staff sponsored three training opportunities for volunteers to assist with respite opportunities for caregivers in Stanislaus County
- ◆ The AAA staff collaborated with various transportation services to promote and implement door-through-door assistance for frail seniors and persons with disabilities
- ◆ The AAA staff continued to collaborate with MOVE to increase the number of volunteers available to transport veterans to essential medical appointments
- ◆ The VSO staff participated with the Modesto Police Department in efforts to identify veterans who are homeless and connect them to services and benefits that they have earned
- ◆ The AAA staff participated with various agencies in the SNAP-Ed program to promote and implement policies to encourage seniors to increase their consumption of healthy food and engage in greater physical activity

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Aging and Veterans Services							
1051 0031000 Special Revenue Fund							
Total Revenue	\$3,116,613	\$3,304,804	\$3,192,784	\$3,414,345	\$3,101,295	\$3,342,400	92.79%
Use of Fund Balance	(\$92,358)	(\$206,821)	(\$119,069)	(\$187,901)	\$316,949	\$137,810	229.99%
Gross Costs	\$3,317,177	\$3,390,905	\$3,366,637	\$3,519,366	\$3,711,166	\$3,773,132	98.36%
Net County Cost	\$292,922	\$292,922	\$292,922	\$292,922	\$292,922	\$292,922	100.00%

- ◆ Expenditures have increased proportionately to Salaries and Benefits increases, Cost Allocation Plan (CAP) charges increased significantly due to the Department moving to a larger facility in April 2017. The use of fund balance offset these additional costs. The Department is not anticipating any increase in revenue in coming years. Revenue will remain flat.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
AAA - Veterans Services							
0100 0032000 General Fund							
Total Revenue	\$131,514	\$174,321	\$159,965	\$128,679	\$170,997	\$193,925	88.18%
Use of Fund Balance	-	-	-	-	-	-	-
Gross Costs	\$372,046	\$437,489	\$507,900	\$464,472	\$519,544	\$542,536	95.76%
Net County Cost	\$240,532	\$263,168	\$347,935	\$335,793	\$348,547	\$348,611	99.98%

- ◆ The VSO added a Veterans Services Representative to keep up with the increase in the number of services requested when Veterans returned from the Iraq and Afghanistan wars. The additional services generated more revenue from the California Department of Veterans Affairs; however, the additional revenue was not enough to cover the costs of doing business for the VSO. The VSO had to request an additional contribution from the County's General Fund.

Fund Balance Trends

The following table identifies five-year historical data of actual fund balance by individual budget unit along with a Department total for each fiscal year.

Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
Aging and Veterans Services	\$709,550	\$801,908	\$1,008,729	\$1,127,797	\$1,315,699
Total Fund Balance	\$709,550	\$801,908	\$1,008,729	\$1,127,797	\$1,315,699

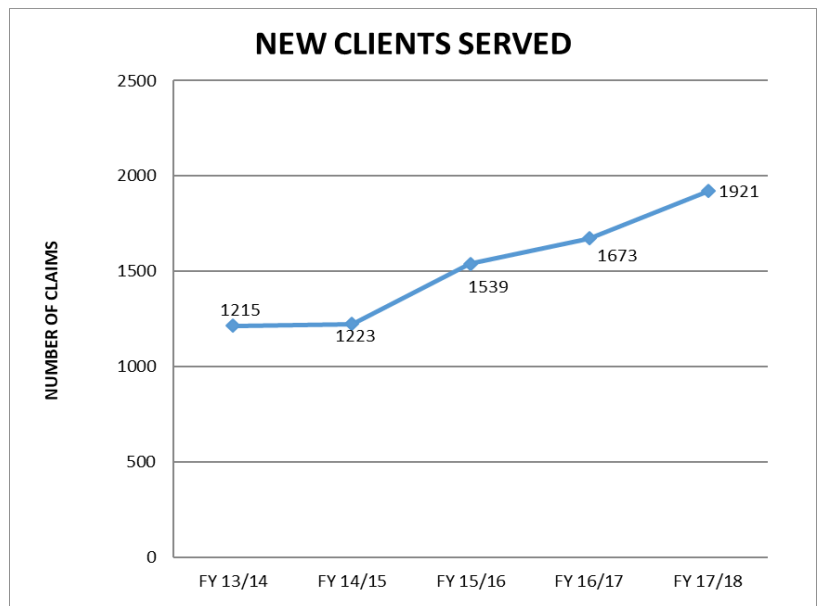
*Note: Only Listed for Non-General Fund Units

- ◆ The AAA has maintained a very robust Fund Balance over the years. Unfortunately, since the AAA has continued to receive flat funding from Federal and State revenue sources, and the cost of doing County business has increased significantly in the last few years, the AAA has started to use a portion of its Fund Balance in the last couple of years to balance its budget. If this trend continues, the AAA will deplete its Fund Balance in a few more years and will have to reduce services for seniors in Stanislaus County.

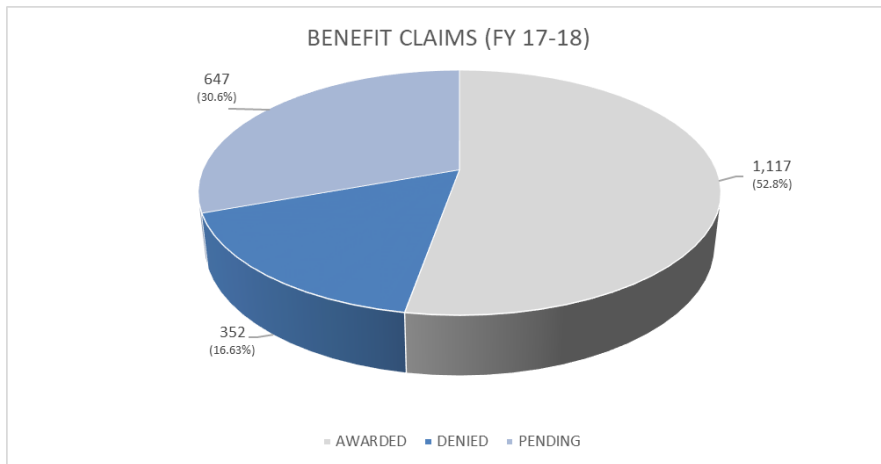
Department Success Measures

The VSO, through partnerships with State and Federal agencies, connects veterans to the benefits and services that they have earned. By assisting veterans with health enrollment and claims initiation for monetary benefits as well as referrals for housing and employment services, the VSO aims to fulfill the Board of Supervisors' priority of *Supporting Community Health, including Physical, Mental, Emotional and Spiritual Health*.

The adjacent chart illustrates the VSO staff has been able to increase the number of new clients assisted with claims to the Veterans Administration.



The chart below illustrates the outcomes of the claims made to the Veterans Administration by the VSO. Many claims



require significant time between the initial filing and when a result is known. The chart shows the benefit type claims that usually result in an ongoing monthly monetary benefit, the number of total benefit claims filed in Fiscal Year 2017-2018 and the result: awarded, denied or pending. Of the claims for which an outcome is known, 52.8% were awarded, 16.63% were denied and 30.6% are pending. Negative outcomes include veterans who are not eligible for a desired benefit or program, and veterans unwilling to accept the type of assistance that is available.

Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ Increase outreach efforts to senior citizens, caregivers and veterans informing them about the Department of Aging and Veterans Services by establishing social media accounts and increasing participation in community events by 20% each year
- ◆ Coordinate with community partners through the Supplemental Nutrition Assistance Program-Education (SNAP-Ed) and Green Bag programs, providing education about healthful eating and distributing fresh fruits and vegetables at four new locations by June 2020
- ◆ The Veterans Services Office (VSO) in collaboration with County law enforcement agencies and service providers will increase by 20% the number of homeless or underserved veterans who are connected to the various Veterans Administration services and programs

Budgets Contained within the Department

- ◆ Area Agency on Aging (Special Revenue Fund)
- ◆ AAA – Veterans Services (General Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Aging and Veterans Services						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$3,562	\$8,221	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$3,222,903	\$2,944,435	\$3,000,939	\$3,000,939	\$0	\$3,000,939
Charges for Service	\$312,000	\$312,000	\$312,000	\$312,000	\$0	\$312,000
Miscellaneous Revenue	\$4,559	\$7,636	\$5,000	\$5,000	\$0	\$5,000
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$3,543,024	\$3,272,292	\$3,317,939	\$3,317,939	\$0	\$3,317,939
Use of Fund Balance/Retained Earnings	(\$187,901)	\$316,949	\$323,505	\$323,505	\$0	\$474,548
Total Funding Sources	\$3,355,123	\$3,589,241	\$3,641,444	\$3,641,444	\$0	\$3,792,487
Salaries and Benefits	\$1,932,190	\$2,172,949	\$2,349,977	\$2,354,413	\$4,436	\$2,463,698
Services and Supplies	\$348,358	\$216,732	\$189,468	\$189,468	\$0	\$195,001
Other Charges	\$1,703,285	\$1,841,029	\$1,784,706	\$1,784,706	\$0	\$1,847,169
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$5	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$3,983,838	\$4,230,710	\$4,324,151	\$4,328,587	\$4,436	\$4,505,868
General Fund Contribution	\$628,715	\$641,469	\$682,707	\$687,143	\$4,436	\$713,381
Total Allocated Positions	-	-	22	22	0	22

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$3.3 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Total Revenue for the 2018-2019 Proposed Budget is estimated at \$3.3 million, a decrease of \$142,157 from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by previous fiscal year base allocations from the California Department of Aging (CDA), the California Department of Veterans Affairs, and contracts.
 - ◆ California Department of Aging (AAA) \$2.8 million
 - ◆ Charges for Services – Behavioral Health (AAA) \$312,000
 - ◆ Miscellaneous Revenue (AAA) \$5,000
 - ◆ California Department of Veterans Affairs (VSO) \$193,425
- ◆ The Department has a total of \$998,749 in available fund balance/retained earnings as of July 1, 2018, of which \$323,505 is budgeted for use in Fiscal Year 2018-2019.
- ◆ The 276% increase in the use of fund balance from the 2017-2018 Adopted Final Budget is due to an increase of \$174,765 in Salaries and Benefits for the AAA, \$61,623 in CAP Charges for the AAA, and an increase of \$87,117 in other Operating Expenses for the AAA. Due to the fact that the AAA has received flat funding for the past ten years from federal/state funding sources, the AAA is not anticipating any increase in revenue for fiscal year 2018-2019 to offset these increased costs.

Budget and Operations

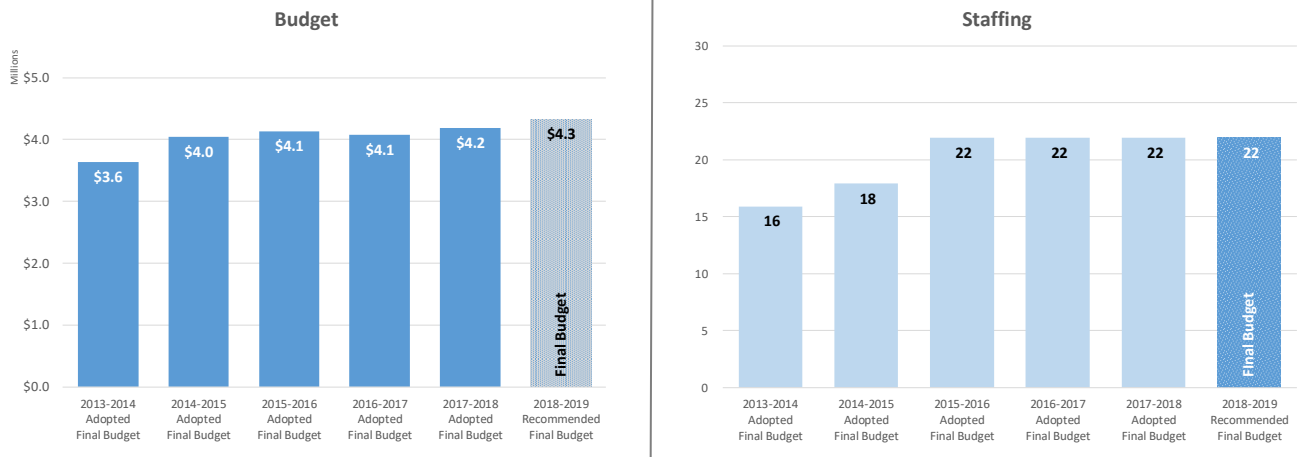
- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$4.3 million, an increase of \$4,436 from the 2018-2019 Adopted Proposed Budget.
 - ◆ An increase of \$4,436 is a technical adjustment for the salary and benefits increases related to recently approved labor agreements.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$4.3 million, an increase of \$139,420 from the 2017-2018 Adopted Final Budget, requiring a General Fund Contribution of \$682,707.
 - ◆ Note that the Fiscal Year 2017-2018 Adopted Final Budget does not include \$112,428 in adjustments approved subsequent to its adoption that increased the 2017-2018 Operating Budget. These adjustments relied on \$2,200 in General Fund Contribution.
- ◆ The Proposed Budget at base included a \$139,420 increase due to the cost of doing business in Salaries and Benefits, Services & Supplies and Other Charges to maintain current service levels.
 - ◆ Salaries and Benefits (AAA) \$ 1.9 million
 - ◆ Services and Supplies (AAA) \$282,118
 - ◆ Client Services (AAA) \$139,862
 - ◆ CAP Charges (AAA) \$183,843
 - ◆ Salaries and Benefits (VSO) \$495,949
 - ◆ Services and Supplies (VSO) \$35,350
 - ◆ CAP Charges (VSO) \$51,911
- ◆ No service level adjustments are requested at this time.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 22, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The Final Budget includes a technical adjustment that does not affect the position allocation.
 - ◆ A classification study of one Manager I position was recommended in the 2015-2016 Midyear Financial Report. The study has been completed and it is recommended that one Manager I position be reclassified upward to a block-budgeted Manager II in Veterans Services.

- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of 22, consistent with the 2017-2018 Adopted Final Budget allocation.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors’ action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan is estimated at \$3.3 million, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$3.3 million. No change from the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by using base allocations from the California Department of Aging and the California Department of Veterans Affairs for fiscal year 2018-2019.
 - ◆ California Department of Aging (AAA) \$ 2.8 million
 - ◆ Charges for Services – Behavioral Health (AAA) \$312,000
 - ◆ Miscellaneous Revenue (AAA) \$5,000
 - ◆ California Department of Veterans Affairs (VSO) \$193,425
- ◆ The Spending Plan relies on the use of \$474,548 in Departmental fund balance based on use of fund balance identified in the 2018-2019 Proposed Budget, the Department anticipates there will be \$675,244 in available fund balance on July 1, 2019.

Budget and Operations Plan

- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$4.5 million, consistent with the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$4.5 million, an increase of \$177,126 from the 2018-2019 Proposed Budget, requiring a General Fund Contribution of \$708,790.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:
 - ◆ For the Veterans Services Office, it is anticipated that this Budget Unit will continue to receive sufficient funding from the General Fund to maintain the same service levels.
 - ◆ The Area Agency on Aging will continue to use its Fund Balance to fund any increase in costs associated with increased Salary and Operational costs.

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of 22, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 22, consistent with the 2018-2019 Proposed Budget allocation.

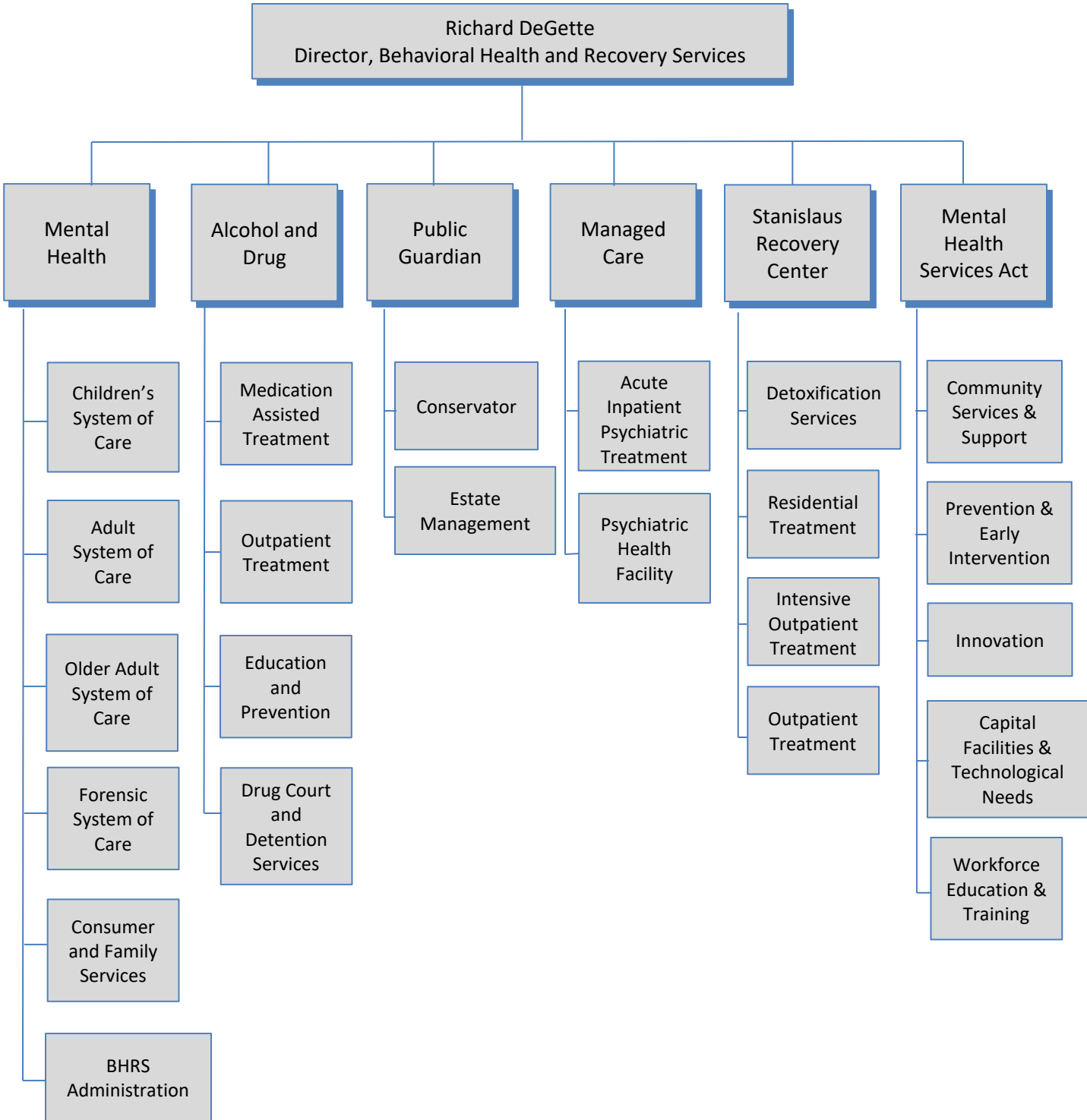
Key Challenges and Opportunities

- ◆ A key challenge for the Area Agency on Aging division continues to rely on one-time fund balance to keep the same level of service every year. The AAA has not had a significant increase in federal/state funding in the last ten years and it is not anticipating any increases in funding in the next couple of years. However, costs of doing business will continue to increase and at some point, the AAA's fund balance will be depleted and service levels may have to be reduced.

Related Links

For additional information about Aging and Veterans Services, refer to the division's website at: www.agingservices.info

For additional information about the Veterans Services Office, refer to the division's website at: www.veteranservices.info



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www.stancounty.com/bhrs/ , www.stanislausmhsa.com/

Behavioral Health and Recovery Services

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$119,623,529	\$122,156,029
Use of Fund Balance/ Retained Earnings	\$8,142,195	\$9,995,738
Gross Costs	\$129,746,648	\$134,132,691
General Fund Contributions	\$1,980,924	\$1,980,924
% Funded by General Fund	1.5%	1.5%
Total Allocated Positions	485	485

Department Services and Programs

Behavioral Health and Recovery Services (BHRS) provides integrated mental health services to adults and older adults with a serious mental illness and children and youth with a serious emotional disturbance. The Department also provides outpatient and residential alcohol and drug treatment and prevention services and serves as Stanislaus County's Public Guardian.

The **Mental Health** division provides mental health and rehabilitation services, group and family counseling, case coordination, assessment and referral to other agencies and community partners depending upon the severity of the client's condition and the level of care needed. Within the Department, mental health services are provided in one of four comprehensive systems of care; the Children's System of Care, the Adult System of Care, the Older Adult System of Care, and the Forensic System of Care. The Mental Health division performs crisis assessments and provides medication services. This division also includes the Department of Consumer and Family Affairs, which provides a variety of supportive services, including housing, employment, peer and family support, and advocacy. Mental Health division services are highly integrated with other County departments, such as the Community Services Agency, Probation, and Sheriff. The Mental Health division also provides central fiscal and administrative support for the Department and is responsible for finance, budget preparation and administration, Medi-Cal billing and revenue collection, personnel administration and management, contracts administration, facilities management, risk management, quality improvement, data management, performance measurement, training, and medical records.

The **Alcohol and Drug** division provides specialized alcohol and drug treatment and prevention services.

These services include medication assisted treatment, such as narcotic replacement therapy (i.e. Methadone), detoxification, and maintenance therapy. The Alcohol and Drug division provides treatment in conjunction with the adult drug court program, as well as to persons incarcerated in jail facilities. Treatment is also provided for clients diagnosed with a substance use disorder and/or a co-occurring substance use disorder and mental health condition. The division also provides alcohol and drug prevention services to the County's youth population.

The **Public Guardian** division has been designated by the County Board of Supervisors to serve as probate conservator for persons who are unable to properly manage his/her financial affairs. When there is no family member available or willing to act on the individual's behalf, the Public Guardian will take control of the individual's affairs. The Public Guardian also acts as conservator under the Lanterman-Petris-Short (LPS) Act, for persons gravely disabled as a result of a mental disorder. These individuals may require placement in a state mental institution or other facility for psychiatric treatment. The Public Guardian division manages property and/or provides for the personal care needs of the disabled individual.

The **Managed Care** division provides oversight of specialty mental health services, including service authorization, utilization management, and Medi-Cal contract compliance. The division is also responsible for Federal and State regulatory compliance and tracks quality, service, and performance data to ensure patients have access to the full spectrum of health services. The Managed Care division tracks and approves claims for acute psychiatric hospitalizations.

The **Stanislaus Recovery Center (SRC)** division is a residential rehabilitation center that provides services to persons with alcohol and/or substance abuse issues and/or a co-occurring mental health diagnosis and substance use disorder. SRC provides residential treatment, detoxification services, outpatient services, and intensive outpatient treatment.

The **Mental Health Services Act (MHSA)** division serves programs funded through California’s Proposition 63 (2004), which levies an additional 1% tax on incomes of \$1,000,000 or greater. These programs provide expanded services to individuals with serious mental

illness. Community Services and Support (CSS) is the largest component of MHSA and is focused on community collaboration, cultural competence, client and family driven services and systems, wellness, integrated service experiences for clients and families, employment, and housing. CSS targets un-served and under-served populations. Another component of MHSA is Prevention and Early Intervention, which provides services that promote wellness, foster health, and prevent suffering that can result from untreated mental illness. Other components of MHSA are Innovations, Capital Facilities and Technological Needs, and Workforce Education and Training.

Board of Supervisors Priority Area



The Behavioral Health and Recovery Services supports the following Board of Supervisors priority:

Priority	<i>Supporting community health, including physical, mental, emotional and spiritual health</i>
Mission Statement	In partnership with the community, the mission of Behavioral Health and Recovery Services is to provide and manage effective prevention and behavioral health services that promote the community’s capacity to achieve wellness, resilience, and recovery outcomes
Two-Year Strategies	Strategies are defined in the Department’s two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results
Success Measures	Adult and Children transition to Full Service Partnerships Programs

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments
<ul style="list-style-type: none"> ◆ Completed a fiscally sound, regulatory compliant plan for the implementation of a Drug Medi-Cal Organized Delivery System (DMC ODS). BHRS is awaiting State/County service contract approval, which will allow implementation of services in Fiscal Year 2018-2019 ◆ The Managed Care Operations (MCO) module in the Electronic Health Record system was implemented on July 1, 2017. Implementation of the Ultra-Sensitive Exchange (USX) platform has not yet been completed, but there is ongoing work being done ◆ Implementation of Continuum of Care Reform (CCR) objectives is ongoing. BHRS is continuing to work on a cross-agency collaborative child and family team (CFT) process as well as the provision of specialty mental health services in Short Term Residential Therapeutic Residences (STRTPs) ◆ The Department has started preliminary discussions regarding a comprehensive strategic business and facility plan ◆ A Mental Health Services Act (MHSA) draft charter document has been developed however, formal adoption by community stakeholders is pending

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Behavioral Health and Recovery Services							
1501 6000000 Special Revenue Fund							
Total Revenue	\$42,544,372	\$42,739,229	\$48,344,790	\$50,061,579	\$50,491,631	\$49,343,485	102.33%
Use of Fund Balance	\$10,549,256	(\$528,950)	(\$3,522,134)	\$977,458	\$1,402,790	\$3,831,237	36.61%
Gross Costs	\$53,918,987	\$43,054,925	\$45,689,307	\$51,864,396	\$52,719,780	\$54,000,081	97.63%
Net County Cost	\$825,359	\$844,646	\$866,651	\$825,359	\$825,359	\$825,359	100.00%

- Behavioral Health and Recovery Services has experienced a steady increase in the demand for secure placements for adults with a serious mental illness, as well as an increase in the cost of doing business. The spike in Fiscal Year 2013-2014 Gross Costs was the result of a \$9.7 million transfer of fund balance from Behavioral Health and Recovery Services to Managed Care to offset the Managed Care division's historical operating deficit. In Fiscal Year 2017-2018, the division benefitted from savings in salaries and benefits due to intermittent position vacancies, an increase in allocated 2011 Realignment base revenue, and the receipt of unanticipated 1991 and 2011 Realignment growth revenue. Receipt of the additional revenue, coupled with lower-than-anticipated costs, allowed for the reduced use of fund balance.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
BHRS - Alcohol and Drug							
1502 6500001 Special Revenue Fund							
Total Revenue	\$6,794,606	\$8,112,434	\$9,220,755	\$11,065,958	\$12,503,175	\$11,350,295	110.16%
Use of Fund Balance	\$509,484	(\$122,208)	(\$172,858)	(\$1,152,998)	(\$1,283,024)	\$364,575	-351.92%
Gross Costs	\$7,304,090	\$7,990,226	\$9,047,897	\$9,912,960	\$11,220,151	\$11,714,870	95.78%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- Alcohol and Drug has experienced a steady increase in the demand for narcotic replacement therapy services and the cost of doing business. In Fiscal Year 2017-2018, the division benefitted from savings in salaries and benefits due to intermittent position vacancies, an increase in allocated 2011 Realignment base revenue, and the receipt of unanticipated 2011 Realignment growth revenue. Receipt of the additional revenue, coupled with lower-than-anticipated costs, allowed for an addition to fund balance.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
BHRS - Managed Care							
1504 6400001 Special Revenue Fund							
Total Revenue	\$19,338,619	\$7,676,400	\$8,162,546	\$11,685,769	\$9,700,911	\$9,315,294	104.14%
Use of Fund Balance	(\$9,661,554)	\$0	\$224,117	(\$224,116)	\$2,077,980	\$3,193,046	65.08%
Gross Costs	\$9,677,065	\$7,676,400	\$8,386,663	\$11,461,653	\$11,778,891	\$12,508,340	94.17%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- Managed Care continues to see an increase in demand for acute in-patient hospitalizations, despite the opening of the Psychiatric Health Facility (PHF) in March 2014 and the Crisis Stabilization Unit (CSU) in March 2016 as alternatives to hospitalization. In Fiscal Year 2017-2018, the division benefitted from an increase in allocated 2011 Realignment base

revenue, and the receipt of unanticipated 1991 and 2011 Realignment growth revenue. Receipt of the additional revenue allowed for the reduced use of fund balance.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
BHRS - Mental Health Services Act							
1507 6800000 Special Revenue Fund							
Total Revenue	\$19,393,811	\$22,552,015	\$25,831,842	\$29,496,235	\$30,497,525	\$36,185,852	84.28%
Use of Fund Balance	(\$56,255)	\$0	\$0	\$0	\$96,279	\$22	437631.82%
Gross Costs	\$19,337,556	\$22,532,728	\$25,831,842	\$29,496,235	\$30,593,804	\$36,185,874	84.55%
Net County Cost	\$0	(\$19,287)	\$0	\$0	\$0	\$0	0.00%

- ◆ Mental Health Services Act has experienced a steady increase in the amount of categorical funding available from income tax revenue collections under Proposition 63. Working in conjunction with behavioral health consumers, advocates, community organizations, and partner agencies, the Department annually identifies programs that would benefit from increased funding opportunities and be able to provide more services to the community or address gaps in service delivery. In Fiscal Year 2017-2018, position vacancies and delays in program implementation resulted in lower-than-anticipated costs and corresponding reimbursement revenue. The division also benefitted from higher-than-anticipated Medi-Cal revenue.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
BHRS - Public Guardian							
1503 6030000 Special Revenue Fund							
Total Revenue	\$1,507,955	\$222,854	\$169,067	\$139,559	\$139,896	\$140,500	99.57%
Use of Fund Balance	(\$1,599,745)	(\$208,077)	(\$107,124)	\$7,350	(\$76,302)	\$57,924	-131.73%
Gross Costs	\$1,032,223	\$1,138,790	\$1,217,508	\$1,302,474	\$1,219,159	\$1,353,989	90.04%
Net County Cost	\$1,124,013	\$1,124,013	\$1,155,565	\$1,155,565	\$1,155,565	\$1,155,565	100.00%

- ◆ Public Guardian has experienced a steady increase in the demand for guardianship services and the cost of doing business. In Fiscal Year 2017-2018, the division benefitted from savings in salaries and benefits due to intermittent position vacancies, which allowed for an addition to fund balance.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
BHRS - Stanislaus Recovery Center							
1505 6700001 Special Revenue Fund							
Total Revenue	\$2,296,740	\$2,428,750	\$2,355,716	\$2,303,218	\$2,805,308	\$2,556,255	109.74%
Use of Fund Balance	\$33,750	\$0	\$0	\$0	(\$372)	\$358,755	-0.10%
Gross Costs	\$2,330,490	\$2,428,750	\$2,355,716	\$2,303,218	\$2,804,936	\$2,915,010	96.22%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Stanislaus Recovery Center has experienced a steady increase in the demand for residential substance use disorder services and the cost of doing business. In Fiscal Year 2017-2018, the division incurred costs for deferred maintenance projects and additional staff responsible for the planning of the Drug Medi-Cal Organized Delivery System (DMC ODS) expansion services are slated to be implemented in Fiscal Year 2018-2019. These increased costs were offset by carry-forward block grant funds resulting from the receipt of additional 2011 Realignment revenue in Alcohol and Drug. Receipt of the additional revenue allowed for the reduced use of fund balance.

Fund Balance Trends

The following table identifies five-year historical data of actual fund balance by individual budget unit and along with a department total for each fiscal year.

Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
Behavioral Health and Recovery Services	\$26,650,715	\$16,102,781	\$16,631,731	\$20,153,865	\$19,176,406
BHRS - Alcohol and Drug	\$961,131	\$451,647	\$573,856	\$746,713	\$1,899,711
BHRS - Managed Care	(\$9,661,555)	\$0	\$0	(\$224,116)	\$0
BHRS - Mental Health Services Act	(\$54,932)	\$0	\$0	\$0	\$0
BHRS - Public Guardian	(\$1,368,348)	\$231,397	\$439,474	\$546,598	\$539,249
BHRS - Stanislaus Recovery Center	\$661,840	\$628,090	\$628,090	\$628,090	\$628,090
Total Fund Balance	\$17,188,851	\$17,413,915	\$18,273,151	\$21,851,150	\$22,243,456

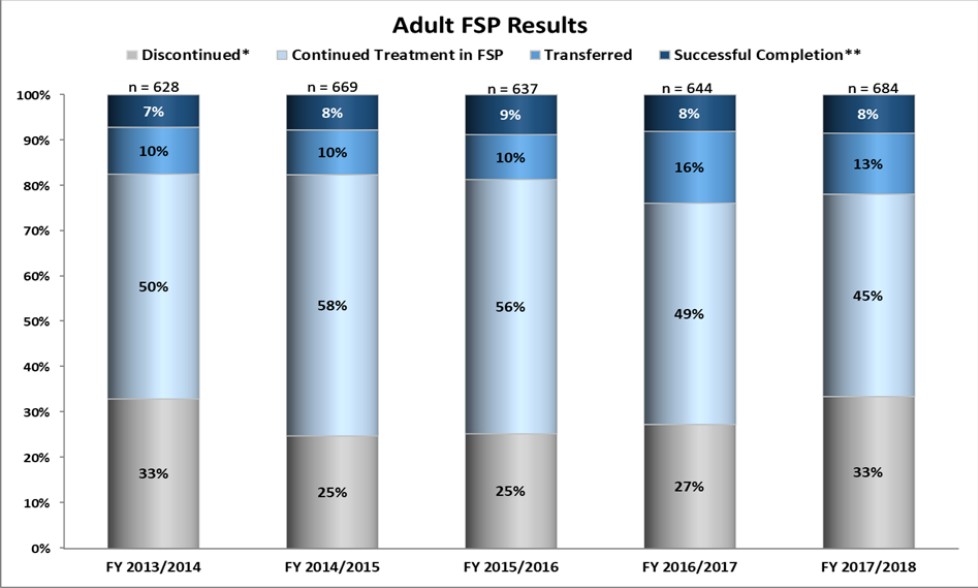
*Note: Only Listed for Non-General Fund Units

- ◆ Behavioral Health and Recovery Services (BHRS) has strategically maintained a fund balance due to the complicated nature of the cost settlement process for Specialty Mental Health Services (SMHS), the need to reserve funds to offset potential audit disallowances from prior year cost settlements, and to offset the volatile and uncertain nature of Realignment revenue. Additionally, BHRS fund balance is used to offset ongoing operating deficits in the Managed Care division, where the demand for hospitalization services exceeds available State and Federal funding sources. In Fiscal Year 2013-2014, approximately \$9.7 million in fund balance was transferred from BHRS to Managed Care to make up the accumulated operational deficit. The Department has also earmarked funding from the former sale of Stanislaus Behavioral Health Center for future capital acquisitions to assist in addressing aging facility needs.
- ◆ Alcohol and Drug has steadily increased fund balance over the past five years, with the exception of Fiscal Year 2013-2014 where fund balance was used to support an increased need for narcotic replacement therapy services. The Department strategically set aside additional funding in Fiscal Year 2016-2017 in anticipation of expanded services under the Drug Medi-Cal Organized Delivery System (DMC ODS) and as contingency funds in the event of an economic downturn.
- ◆ Managed Care maintains a zero fund balance, since any operating deficit is absorbed by Behavioral Health and Recovery Services' positive fund balance.
- ◆ Mental Health Services Act maintains a zero fund balance, since division revenue in excess of program cost is recognized as a liability.
- ◆ Public Guardian has used Net County Cost savings to steadily increase fund balance in an attempt to accumulate contingency funds to minimize the impact to County General Fund in the event of an economic downturn.
- ◆ Stanislaus Recovery Center maintains a steady fund balance since division revenue is mostly reimbursement based. Since some block grant revenue is allocated to both Alcohol and Drug and Stanislaus Recovery Center, the Department has strategically set aside contingency funds in order to ensure continued program operation in the event of an economic downturn.

Department Success Measures

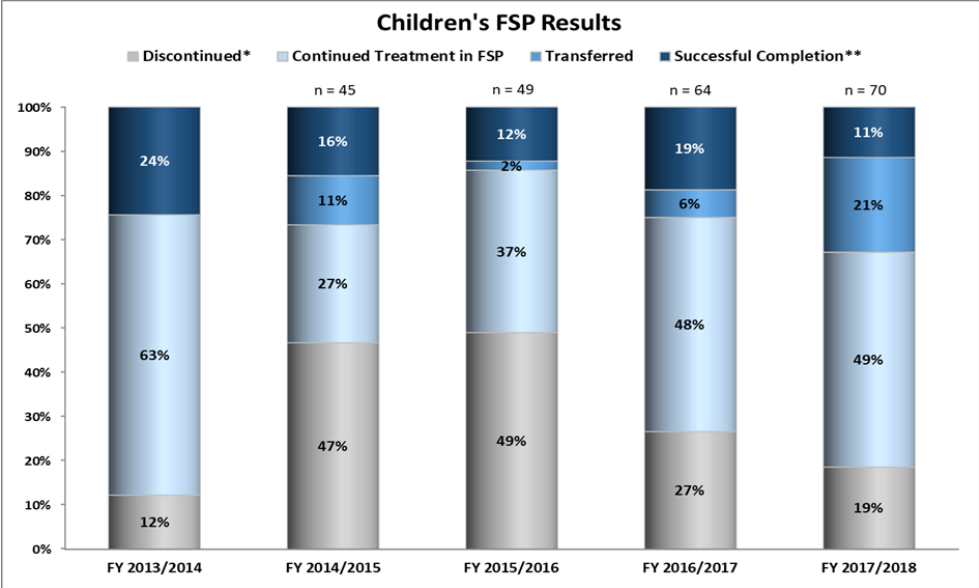
This data illustrates the results of adult, transitional age young adults and children’s Full Service Partnership (FSP) programs, a critical component in the BHRS continuum of care. These programs provide direct services to adults with severe mental illness (SMI) and children with serious emotional disturbance (SED), and focus on wellness, recovery, and resilience for the underserved and underserved populations in our community. The programs’ integrated services are especially targeted towards populations that are homeless or at risk for homelessness, incarceration, hospitalization, and out-of-home placement. The FSP strategy is a “whatever it takes” approach to engage service recipients as partners in their own self-care,

treatment, and recovery. The model includes comprehensive community based psychiatric treatment, Motivational Interviewing (MI), Assertive Community Treatment (ACT), rehabilitation, and support.



Since FSP programs provide an intensive level of care to hard-to-engage individuals with SMI/SED and oftentimes a co-occurring substance abuse disorder, successful results include maintaining program participation,

treatment goals (i.e., successful completion). Adult FSP data illustrates a stable trend of successful results for over 2/3 of the clients served each fiscal year. Although there has been a slight increase in the percentage of clients discontinuing the program during the last two fiscal years, there also has been a slight increase in the percentage of those transferring to lower levels of care and meeting treatment goals.



transferring to lower levels of care, and meeting

Children’s FSP data show an increase in the percentage of successful results in the most recent two fiscal years compared to the previous two fiscal years, this includes clients transferring to lower levels of care. There was also an increase in clients due to the addition of a Children’s FSP program.

Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ Ensuring that clients receive timely services, Behavioral Health and Recovery Services will increase the percentage of clients who receive a mental health assessment within ten business days to 80% by June 30, 2020
- ◆ Enhancing community health and promoting a connection between physical and mental health, Behavioral Health and Recovery Services will increase the percentage of clients with an identified Primary Care Physician to at least 90% by June 30, 2020
- ◆ Ensuring an efficient behavioral health service delivery system to enhance community mental health, Behavioral Health and Recovery Services will maintain a Consumer Satisfaction rating above 90% over the next two fiscal years as measured by the State Consumer Perception Survey

Budgets Contained within the Department

- ◆ Behavioral Health and Recovery (Special Revenue Fund)
- ◆ Alcohol and Drug (Special Revenue Fund)
- ◆ Managed Care (Special Revenue Fund)
- ◆ Mental Health Services Act (Special Revenue Fund)
- ◆ Public Guardian (Special Revenue Fund)
- ◆ Stanislaus Recovery Center (Special Revenue Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Behavioral Health and Recovery Services						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$50,414	\$115,471	\$71,675	\$71,675	\$0	\$73,825
Revenue from use of Assets	\$642,934	\$892,896	\$922,687	\$922,687	\$0	\$950,368
Intergovernmental Revenue	\$61,233,767	\$62,186,257	\$74,703,615	\$74,703,615	\$0	\$75,897,874
Charges for Service	\$37,551,756	\$40,781,333	\$43,604,214	\$43,604,214	\$0	\$44,912,624
Miscellaneous Revenue	\$4,471	\$16,594	\$0	\$0	\$0	\$0
Other Financing Sources	\$5,105,891	\$1,752,686	\$321,338	\$321,338	\$0	\$321,338
Total Revenue	\$104,589,233	\$105,745,237	\$119,623,529	\$119,623,529	\$0	\$122,156,029
Use of Fund Balance/Retained Earnings	(\$229,221)	\$2,610,560	\$8,142,195	\$8,142,195	\$0	\$9,995,738
Total Funding Sources	\$104,360,012	\$108,355,797	\$127,765,724	\$127,765,724	\$0	\$132,151,767
Salaries and Benefits	\$41,283,583	\$44,248,980	\$49,908,779	\$49,908,779	\$0	\$51,512,767
Services and Supplies	\$55,898,599	\$59,842,602	\$71,633,316	\$71,633,316	\$0	\$74,140,482
Other Charges	\$6,424,566	\$6,154,284	\$7,854,016	\$7,854,016	\$0	\$8,128,905
Fixed Assets						
Buildings & Improvements	\$0	\$25,968	\$138,037	\$138,037	\$0	\$138,037
Equipment	\$158,766	\$64,887	\$212,500	\$212,500	\$0	\$212,500
Other Financing Uses	\$2,575,421	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$1	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$106,340,936	\$110,336,721	\$129,746,648	\$129,746,648	\$0	\$134,132,691
General Fund Contribution	\$1,980,924	\$1,980,924	\$1,980,924	\$1,980,924	\$0	\$1,980,924
Total Allocated Positions	-	-	485	485	0	485

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$119.6 million, consistent with the \$119.6 million from the 2018-2019 Adopted Proposed Budget.
- ◆ Total Revenue for the 2018-2019 Proposed Budget is estimated at \$119.6 million, an increase of \$11.9 million from the 2017-2018 Adopted Final Budget. \$530,000 of the increase was approved by the Board of Supervisors as part of the 2017-2018 Midyear Financial Report. An additional \$612,000 of the increase was approved by the Board of Supervisors as part of the 2017-2018 Third Quarter Financial Report.
 - ◆ Mental Health is estimated at \$51.8 million, an increase of \$3.0 million. \$500,000 of the increase was approved by the Board of Supervisors as part of the 2017-2018 Mid-Year Financial Report for the implementation of Assisted Outpatient Treatment (AOT/Laura's Law). The Department has identified MHSA Community Services and Supports (CSS) funding to support this pilot program.
 - ◆ Alcohol and Drug is estimated at \$14.4 million, an increase of \$3.6 million. \$612,000 of the increase was approved by the Board of Supervisors as part of the 2017-2018 Third Quarter Financial Report.
 - ◆ Public Guardian is estimated at \$140,500, equal to the 2017-2018 Adopted Final Budget.
 - ◆ Managed Care is estimated at \$9.9 million, an increase of \$623,084.
 - ◆ Stanislaus Recovery Center is estimated at \$3.4 million, an increase of \$920,779. \$30,000 of the increase was approved by the Board of Supervisors as part of the 2017-2018 Midyear Financial Report.
 - ◆ Mental Health Services Act is estimated at \$39.9 million, an increase of \$3.7 million.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is generally determined by projected reimbursement levels for the behavioral health services that are provided by the department.
 - ◆ Medi-Cal Federal Financial Participation (FFP) revenue is based on year-to-date actuals and projected service levels.
 - ◆ 1991 Realignment revenue is determined by actual base allocation. No growth in 1991 Realignment is projected due to the transfer of growth at the state level from Mental Health to In Home Supportive Services (IHSS).
 - ◆ 2011 Realignment base and growth revenue is estimated as a percentage of the statewide total, based on information provided by the California State Controller's Office (SCO) and historical distribution percentages.
 - ◆ Mental Health Services Act (MHSA) revenue is determined by projected levels of service for MHSA programs, net of projected FFP.
 - ◆ Federal and state grants are projected at actual allocation level, if known. If actual allocation is not known, prior fiscal year allocation is used.
 - ◆ All other revenue is projected by year-to-date and historical actuals.
- ◆ The Department had a total of \$20 million in available fund balance as of July 1, 2018, of which \$8.1 million is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Mental Health had a total of \$17.8 million in available fund balance as of July 1, 2018, of which \$4.4 million is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Alcohol and Drug had a total of \$3.2 million in available fund balance as of July 1, 2018, of which zero is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Public Guardian had a total of \$615,550 in available fund balance as of July 1, 2018, of which \$31,693 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Managed Care has a total of negative \$2.1 million in available fund balance as of July 1, 2018, of which \$3.7 million is budgeted for use in Fiscal Year 2018-2019. Available Mental Health fund balance will cover the deficit.
 - ◆ Stanislaus Recovery Center has a total of \$628,461 in available fund balance as of July 1, 2018, of which zero is budgeted for use in Fiscal Year 2018-2019.
- ◆ Mental Health planned use of fund balance varies \$1.5 million from that budgeted in the 2017-2018 Adopted Final Budget due to a projected increase in volume of placements of adults in residential mental health facilities (state hospitals, Institutions for Mental Disease, and transitional board and care homes) beyond existing funding resources. \$900,000 of the increase was approved by the Board of Supervisors as part of the 2017-2018 Midyear Financial Report.

- ◆ Alcohol and Drug anticipates a \$806,234 increase in Intergovernmental Revenue and a \$2.8 million increase in Charges for Service due to an increase in projected service levels from implementation of the Drug Medi-Cal Organized Delivery System (DMC-ODS). \$612,000 of the increase in Intergovernmental Revenue was approved by the Board of Supervisors as part of the 2017-2018 Midyear Financial Report.
- ◆ Managed Care anticipates a \$661,370 increase in Intergovernmental Revenue due to an increase in projected 2011 Realignment base and growth. Managed Care planned use of fund balance varies \$472,243, from that budgeted in the 2017-2018 Adopted Final Budget due to a projected increase in volume of acute in-patient hospitalizations beyond existing funding resources.
- ◆ Stanislaus Recovery Center anticipates a \$1.1 million increase in Charges for Service due to an increase in projected service levels from implementation of the DMC-ODS. The Department also anticipates a \$228,964 decrease in Intergovernmental Revenue due to a projected decrease in use of Substance Abuse, Prevention and Treatment (SAPT) block grant funds during implementation of the DMC-ODS. \$30,000 of the increase in Charges for Service was approved by the Board of Supervisors as part of the 2017-2018 Mid-Year Financial Report.
- ◆ Mental Health Services Act anticipates a \$3.7 million increase in Intergovernmental Revenue due to a corresponding increase in projected service levels of various mental health programs (assisted outpatient treatment, crisis residential services, housing project, homeless court project, and various innovations projects).

Budget and Operations

- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$129.7 million, consistent with the \$129.7 million from the 2018-2019 Adopted Proposed Budget.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$129.7 million, an increase of \$13.4 million from the 2017-2018 Adopted Final Budget. \$1.4 million in additional cost was approved by the Board of Supervisors as part of the 2017-2018 Midyear Financial Report. \$850,000 in additional cost was approved by the Board of Supervisors as part of the 2017-2018 Third Quarter Financial Report. The net increase from the 2017-2018 Legal Budget is \$11.1 million, requiring a General Fund Contribution of \$1,980,924.
 - ◆ Mental Health is estimated at \$57.1 million, an increase of \$4.5 million. \$1.4 million of the increase was approved by the Board of Supervisors as part of the 2017-2018 Midyear Financial Report for adult residential mental health placements (state hospital, Institutions for Mental Disease (IMDs), and transitional board and care homes).
 - ◆ Alcohol and Drug is estimated at \$14.4 million, an increase of \$3.5 million. \$850,000 of the increase was approved by the Board of Supervisors as part of the 2017-2018 Third Quarter Financial Report for services provided under the Drug Medi-Cal program.
 - ◆ Public Guardian is estimated at \$1.3 million, a decrease of \$26,231.
 - ◆ Managed Care is estimated at \$13.6 million, an increase of \$1.1 million.
 - ◆ Stanislaus Recovery Center is estimated at \$3.5 million, an increase of \$562,024. \$30,000 of the increase was approved by the Board of Supervisors as part of the 2017-2018 Midyear Financial Report for small remodeling in the residential treatment program.
 - ◆ Mental Health Services Act is estimated at \$39.9 million, an increase of \$3.7 million.
- ◆ The Proposed Budget includes a \$7.4 million increase due to the cost of doing business for the reasons noted below; there is no impact to the County General Fund.
 - ◆ Mental Health includes a \$2.9 million increase due to the cost of adult residential mental health placements (state hospital, Institutions for Mental Disease (IMDs), and transitional board and care homes), employee benefits and cost allocation plan charges; there is no impact to the County General Fund.
 - ◆ Alcohol and Drug includes a \$2.0 million increase due to the cost of services provided under the Drug Medi-Cal (DMC) program; there is no impact to the County General Fund.
 - ◆ Public Guardian includes a \$26,231 decrease due to the cost of employee benefits; there is no impact to the County General Fund.
 - ◆ Managed Care includes an \$889,323 increase due to the cost of acute in-patient hospitalizations and employee benefits; there is no impact to the County General Fund.
 - ◆ Stanislaus Recovery Center includes a \$562,024 increase due to the cost of salaries, employee benefits and building maintenance; there is no impact to the County General Fund.

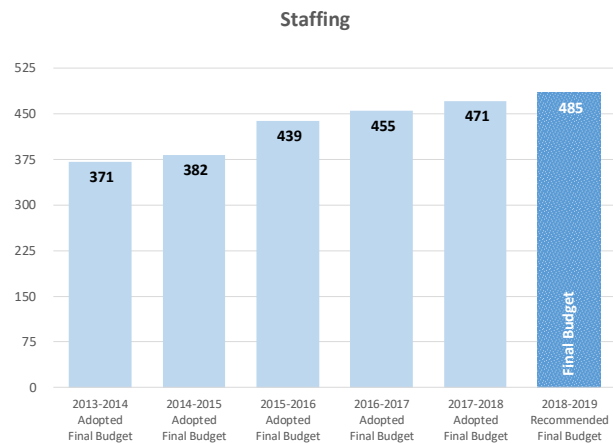
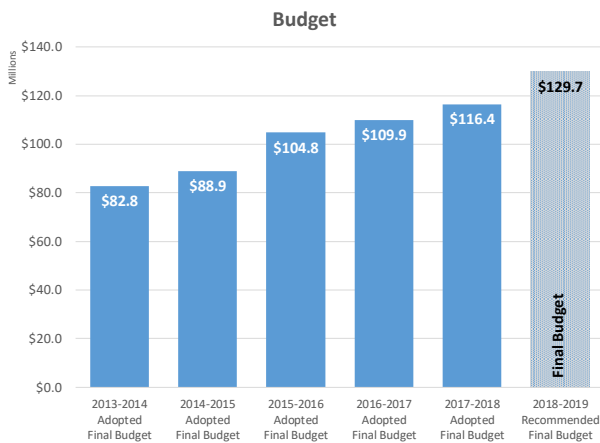
- ◆ Mental Health Services Act includes a \$1.0 million increase due to the cost of adult crisis residential services, employee benefits, implementation of AOT/Laura’s Law and cost allocation plan charges; there is no impact to the County General Fund.
- ◆ The Proposed Budget included \$3.8 million to accommodate the increased costs associated with the recommended service level adjustments noted below; there is no impact to the County General Fund.
 - ◆ Mental Health includes one block-budgeted Stock Delivery Clerk I/II position for the StanWORKs division. The Proposed Budget included \$187,053 to accommodate the increased costs associated with the recommended service level adjustment; there is no impact to the County General Fund. These costs are ongoing.
 - ◆ Alcohol and Drug includes one block-budgeted Mental Health Clinician I/II positions, three block-budgeted Behavioral Health Specialist I/II positions, and one block-budgeted Clinical Services Technician I/II position for the new Case Management and Care Coordination Team (CM-CCT). The department is also recommending one block-budgeted Clinical Services Technician I/II position for the Genesis narcotic treatment program. Additionally, one Administrative Clerk II position is recommended for the Substance Use Disorder (SUD) Prevention program. The Proposed Budget includes \$674,444 to accommodate the increased costs associated with the recommended service level adjustment; there is no impact to the County General Fund. The recommended adjustment includes \$23,500 in one-time costs and \$650,944 in ongoing costs.
 - ◆ Managed Care includes a block-budgeted Mental Health Clinician I/II position and an Administrative Clerk II position for the Utilization Management division. The Proposed Budget includes \$206,004 to accommodate the increased costs associated with the recommended service level adjustment; there is no impact to the County General Fund. These costs are ongoing.
 - ◆ Mental Health Services Act funding includes a Behavioral Health Coordinator position for the Housing division. The Department is also expanding services through the new Assisted Outpatient Treatment (AOT) program, the new Homeless Court Program (HCP), and various new innovations projects. The Proposed Budget also includes the cost to support a new housing project. The Proposed Budget includes \$2.7 million to accommodate the increased costs associated with the recommended service level adjustment; there is no impact to the County General Fund. \$859,862 is a one-time cost and \$1.8 million are ongoing costs.
- ◆ The Proposed Budget included the purchase of two new vehicles used for the reasons noted below. The total cost is estimated to be \$48,000 and is funded by the revenue noted below.
 - ◆ Alcohol and Drug includes the purchase of one new vehicle for the new CM-CCT used for fieldwork, site/home visits, and client transportation. The total cost is estimated to be \$23,500 and is funded by DMC Federal Financial Participation and 2011 Realignment.
 - ◆ Mental Health Services Act includes the purchase of one new vehicle for the Co-Occurring Disorders Full Service Partnership program used for fieldwork and client transportation. The total cost is estimated at \$24,500 and is funded by Mental Health Services Act Innovations revenue.
- ◆ The Proposed Budget included the replacement of two vehicle(s) used for the reasons noted below. The total cost is estimated to be \$53,000 and is funded by the revenue noted below.
 - ◆ Mental Health includes the replacement of one vehicle for the Turlock Recovery Services program that is used for site/home visits and client transportation. The total cost is estimated to be \$26,500 and is funded by departmental fund balance, and is included in base.
 - ◆ Mental Health Services Act includes the replacement of one vehicle for the Juvenile Justice Full Service Partnership program that is used for site/home visits and client transportation. The total cost is estimated to be \$26,500 and is funded by Mental Health Services Act Community Services and Supports revenue.
- ◆ Behavioral Health and Recovery Services has a total fleet of 80 vehicles; of those, 11 meet the minimum age and mileage requirements to be considered for replacement under the Fleet Services Policy.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 485, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The 2018-2019 Proposed Budget included a Department staffing allocation of 485, an increase of 14 from the 2017-2018 Adopted Final Budget allocation.

- ◆ Subsequent to the 2017-2018 Adopted Final Budget, there was a net increase of three positions to the Department staffing allocation to support the implementation of AOT/Laura's Law pilot program using MHSA funds.
- ◆ The Proposed Budget included an increase of 11 to the Total Allocated Positions.
 - ◆ One new Administrative Clerk II position in the Alcohol and Drug Treatment Program for the Substance Use Disorder (SUD) Prevention Program to create needed stability in the program, leading to increased workflow and efficiency.
 - ◆ Three new block-budgeted Behavioral Health Specialist I/II positions are included in the Alcohol and Drug Program for the CM-CCT to ensure that all Stanislaus County clients receive services in the appropriate level of care and coordinate the transition of care between different levels to increase treatment efficacy. These positions will also assist clients in accessing needed medical, educational, social, prevocational, vocational, rehabilitative, or other community services. Case management and care coordination are required components of the DMC-ODS.
 - ◆ Two new block-budgeted Clinical Services Technician I/II positions are included in the Alcohol and Drug Treatment Program. One position is for the CM-CCT to provide recovery services required by the DMC-ODS. The other new position is for the Genesis Narcotic Treatment Program to provide Medication Assisted Treatment (MAT) services which will allow 30 clients currently on the waiting list access to treatment.
 - ◆ One new block-budgeted Mental Health Clinician I/II position is included in the Alcohol and Drug Program for the new Substance Use Disorder (SUD) Case Management and Care Coordination Team (CM-CCT). This position will act as the Department's Licensed Practitioner of the Healing Arts (LPHA), and to determine clients' initial and continued medical necessity criteria for SUD, which is a required component of the Drug Medi-Cal Organized Delivery System (DMC-ODS).
 - ◆ One new block-budgeted Stock Delivery Clerk I/II position is included in Behavioral Health and Recovery Services for the StanWORKs program to provide stability in client transportation to maintain program participation and engagement.
 - ◆ One new Administrative Clerk II position is included in Managed Care for the UM division to perform data entry and support staff during the authorization process for DMC services.
 - ◆ One new block-budgeted Mental Health Clinician I/II position is included in Managed Care for the Utilization Management (UM) division to ensure that all services billed to Drug Medi-Cal (DMC) have specific authorization and meet medical necessity required for reimbursement, mandated by the DMC Organized Delivery System (ODS).
 - ◆ One new Behavioral Health Coordinator is included in Mental Health Services Act for the Housing division to increase timeliness in management of volatile adult residential mental health placements including state hospitals, Institutions for Mental Disease (IMDs) and transitional board and care homes, which will allow faster transition and better utilization of lower cost resources.
- ◆ The Proposed Budget included technical adjustments that do not affect the position allocation.
 - ◆ One Administration Clerk III position is recommended to be transferred from Alcohol and Drug Program to Stanislaus Recovery Center.
 - ◆ One Application Specialist II position in Behavioral Health and Recovery Services is recommended to be block-budgeted to an Application Specialist I/II.
 - ◆ One Family Services Specialist II position is recommended to be transferred from Mental Health Services Act to Behavioral Health and Recovery Services.
 - ◆ A classification study of three existing Account Clerk III positions, one new Manager II position, two existing Manager II positions, and two existing Manager III positions are recommended.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors' action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan is estimated at \$122.2 million, consistent with the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$122.2 million, an increase of \$2.5 million from the 2018-2019 Proposed Budget.
 - ◆ Mental Health is estimated at \$52.6 million, an increase of \$803,803.
 - ◆ Alcohol and Drug is estimated at \$14.7 million, an increase of \$335,867
 - ◆ Public Guardian is estimated at \$144,715, an increase of \$4,215.
 - ◆ Managed Care is estimated at \$10.0 million, an increase of \$111,387.
 - ◆ Stanislaus Recovery Center is estimated at \$3.5 million, an increase of \$83,329.
 - ◆ Mental Health Services Act is estimated at \$41.1 million, an increase of \$1.2 million.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by the standard escalation factors used in the Long-Range Model, with the exception of a few revenue sources. 1991 and 2011 Realignment are projected to remain at the 2018-2019 Proposed Budget level. Mental Health Services Act revenue is reimbursement-based, and will fluctuate based on the level of expenditure.
- ◆ The Spending Plan relies on the use of \$10.0 million in departmental fund balance; based on use of fund balance identified in the 2018-2019 Proposed Budget, and other factors, the Department anticipates there will be \$12 million in available fund balance on July 1, 2019.
 - ◆ Mental Health Spending Plan relies on the use of \$5.7 million in departmental fund balance; based on use of fund balance identified in the 2018-2019 Proposed Budget, the Department anticipates there will be \$13.4million in available fund balance on July 1, 2019.
 - ◆ Alcohol and Drug Spending Plan relies on the use of \$129,466 in departmental fund balance; based on use of fund balance identified in the 2018-2019 Proposed Budget, the Department anticipates there will be \$3.2 million in available fund balance on July 1, 2019.
 - ◆ Public Guardian Spending Plan relies on the use of \$66,802 in departmental fund balance; based on use of fund balance identified in the 2018-2019 Proposed Budget, the Department anticipates there will be \$583,857 in available fund balance on July 1, 2019.

- ◆ Managed Care Spending Plan relies on the use of \$4.0 million in departmental fund balance; based on use of fund balance identified in the 2018-2019 Proposed Budget, the Department anticipates there will be a negative \$5.8 million in available fund balance on July 1, 2019. This may be mitigated with a post close journal from available Mental Health fund balance.
- ◆ Stanislaus Recovery Center Spending Plan relies on the use of \$70,715 in departmental fund balance; based on use of fund balance identified in the 2018-2019 Proposed Budget, the Department anticipates there will be \$628,461 in available fund balance on July 1, 2019.

Budget and Operations Plan

- ◆ Gross Costs for the 2019-2020 Spending Plan are estimated at \$34.1 million, consistent with the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$134.1 million, an increase of \$4.4 million from the 2018-2019 Proposed Budget, requiring a General Fund Contribution of \$1,980,924.
 - ◆ Mental Health is estimated at \$59.2 million, an increase of \$2.1 million.
 - ◆ Alcohol and Drug is estimated at \$14.8 million, an increase of \$465,333.
 - ◆ Public Guardian is estimated at \$1.4 million, an increase of \$39,324.
 - ◆ Managed Care is estimated at \$14.1 million, an increase of \$462,186.
 - ◆ Stanislaus Recovery Center is estimated at \$3.6 million, an increase of \$154,044.
 - ◆ Mental Health Services Act is estimated at \$41.1 million, an increase of \$1.2 million.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business using the standard escalation factors used in the Long-Range Model:
 - ◆ Salaries and Benefits 3.5%
 - ◆ Group Health Insurance 5.0%
 - ◆ Services and Supplies 3.5%
 - ◆ Other Charges 3.5%

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of 485, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 485, consistent with the 2018-2019 Proposed Budget allocation.

Key Challenges and Opportunities

- ◆ Assembly Bill (AB) 403 (Chapter 773, Statutes of 2015), otherwise known as Continuum of Care Reform (CCR) of California's foster care system, became effective January 1, 2017. This legislation draws together a series of existing and new reforms to child welfare services, probation and mental health programs designed out of an understanding that children who must live apart from their parents have better outcomes when cared for in committed nurturing family homes. Behavioral Health and Recovery Services has been working collaboratively with Community Services Agency, Probation and other CCR stakeholders to identify the potential impacts from this new legislation as well as to develop an implementation plan in a phased approach. Preliminary analysis indicates there may be infrastructure needs associated with the new mandate, however state funding has still not been finalized. Staffing, appropriations, and estimated revenue adjustments will be addressed during future budget cycles once funding and service levels are known.
- ◆ Federal health policy changes to repeal or replace the Affordable Care Act (ACA) may have widespread consequences for California's health insurance. If portions of the ACA are repealed, California budget analysts believe the State does not have the financial capacity to backfill funding in order to maintain the provisions of the adopted Medicaid expansions. The Tax Cut and Jobs Act of 2017, will eliminate penalties from the individual mandate and become effective January 1, 2019. If an individual or family is no longer penalized for failing to obtain health insurance, it is

reasonable to assume that the number of uninsured individuals in Stanislaus County could increase. BHRS is mandated to provide Specialty Mental Health Services (SMHS) and Substance Use Disorder (SUD) services to uninsured individuals.

- ◆ Behavioral Health and Recovery Services received Board approval on July 12, 2016, to opt-in to the Drug Medi-Cal Organized Delivery System (DMC-ODS) Waiver amendment approved by the Center for Medicare and Medicaid Services (CMS). The Department's implementation plan was approved by DHCS on September 26, 2017 and the fiscal plan was approved on March 8, 2018. BHRS will be collaborating with existing treatment providers, substance use disorder stakeholders, and other technical experts to develop infrastructure and capacity to provide DMC-ODS services starting November 1, 2018. Staffing, appropriations and estimated revenue associated with the new service delivery model have been factored in to the Fiscal Year 2018-2019 Adopted Proposed Budget and 2019-2020 Spending Plan. BHRS anticipates that adjustments may be needed if actual service levels differ from initial assumptions.
- ◆ The State ended the Coordinated Care Initiative (CCI) and thereby terminated the In-Home Supportive Services (IHSS) Maintenance of Effort that was enacted in 2012. The Governor's Budget for Fiscal Year 2017-2018 eliminated the IHSS County Maintenance of Effort, and reinstated the 35 percent county share of all non-federal IHSS program costs effective July 1, 2017. IHSS is an entitlement program which is driven by caseload, and along with the other mandated caseload-driven social services programs, receives "first call" on any 1991 Realignment growth funding. Increases in IHSS costs are expected to exceed growth funding projections, which will negatively impact future realignment growth funding that will be received by mental health programs. 1991 Realignment growth was not included in the 2018-2019 Proposed Budget or 2019-2020 Spending Plan.
- ◆ On August 15, 2017, Stanislaus County Board of Supervisors directed BHRS to develop a three-year Assisted Outpatient Treatment (AOT/Laura's Law) pilot program for future consideration. The pilot would provide court-ordered, intensive outpatient treatment to individuals with severe mental illness who refuse medication because their illness impairs their ability to make rational decisions. The Department has identified MHSA Community Services and Supports (CSS) funding to support the pilot program. The Board of Supervisors, on April 24, 2018, approved the pilot program and associated staffing and infrastructure needs. Appropriations and estimated revenue for the staffing and infrastructure were included in the 2018-2019 Proposed Budget and 2019-2020 Spending Plan.
- ◆ A Long Range Strategic Business and Facility Master Plan is recommended to begin in 2018-2019. A specific plan and schedule for a strategic approach will be brought back before the Board for consideration.
- ◆ BHRS is actively involved in the Community Assessment and Response Engagement (CARE) initiative which is addressing the priority population of homeless persons. An existing contract with Telecare has been expanded to provide additional resources to the Outreach and Engagement Team, and will include a mental health clinician and two case managers.

Related Links

For additional information about the Behavioral Health and Recovery Services, refer to the division's website at: <http://www.stancounty.com/bhrs/> or <http://www.stanislausmhsa.com/>

CEO – Stanislaus Veterans Center

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$599,200	\$604,937
Use of Fund Balance/ Retained Earnings	\$100,000	\$100,000
Gross Costs	\$799,200	\$804,937
General Fund Contributions	\$100,000	\$100,000
% Funded by General Fund	12.5%	12.4%
Total Allocated Positions	0	0

Department Services and Programs

The **CEO - Stanislaus Veterans Center** is a shared use, one-stop center for all of the veterans of Stanislaus County and houses the County Veterans Service Office, Department of Aging and Veterans Services, Community Services Agency In-Home Supportive Services (IHSS), and Adult Protective Services (APS) programs as well as MOVE, a local non-profit organization which provides transportation for homebound veterans to their medical appointments. This unique partnership allows veterans to readily obtain information on benefits available to

them such as education, employment, Veterans Administration benefits, medical referrals, and financial services offered by the programs co-located at the Veterans Center.

The center also contains a meeting/banquet hall that accommodates 500 people sitting in chairs or up to 300 persons seated at tables, allowing veterans to conduct meetings, hold events, and host social gatherings and conferences.

Board of Supervisors Priority Area



The CEO-Stanislaus Veterans Center supports the following Board of Supervisors priority:

Priority	<i>Supporting community health, including physical, mental, emotional and spiritual health</i>
Mission Statement	To guide the organization and serve the public interest, implement the Board of Supervisors' priorities, and support County departments in achieving their missions

Annual Report on Results: Fiscal Year 2017-2018

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - Stanislaus Veterans Center							
1665 0016600 Special Revenue Fund							
Total Revenue	\$0	\$0	\$0	\$266,326	\$521,042	\$599,200	86.96%
Use of Fund Balance	\$0	\$0	\$0	(\$1,073,118)	\$6,931	\$177,680	3.90%
Gross Costs	\$0	\$0	\$0	\$293,208	\$627,973	\$876,880	71.6%
Net County Cost	\$0	\$0	\$0	\$1,100,000	\$100,000	\$100,000	100.00%

- ◆ The budget was established in Fiscal Year 201-2017 in recognition of the partnership between the County, City of Modesto and the Veterans Foundation of Stanislaus County for a 10- year period from the beginning of the lease. The budget expenditures are trending as anticipated and is in line with partnership agreements.

Fund Balance Trends

The following table identifies five-year historical data of actual fund balance by individual budget unit and along with a department total for each fiscal year.

Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
Chief Executive Office - Stanislaus Veterans Center	\$0	\$0	\$0	\$0	\$1,073,118
Total Fund Balance	\$0	\$0	\$0	\$0	\$1,073,118

*Note: Only Listed for Non-General Fund Units

- ◆ The Veterans Center opened in April of 2017, the fund balance is trending as anticipated, and consistent with a ten year program plan to draw-down \$100,000 annually for budget balancing.

Budgets Contained within the Department

- ◆ CEO – Stanislaus Veterans Center

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

CEO - Stanislaus Veterans Center						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$113,157	\$51,804	\$210,231	\$210,231	\$0	\$210,231
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$70,423	\$288,315	\$308,969	\$308,969	\$0	\$314,706
Miscellaneous Revenue	\$82,746	\$80,923	\$80,000	\$80,000	\$0	\$80,000
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$266,326	\$521,042	\$599,200	\$599,200	\$0	\$604,937
Use of Fund Balance/Retained Earnings	(\$1,073,118)	\$6,931	\$100,000	\$100,000	\$0	\$100,000
Total Funding Sources	(\$806,792)	\$527,973	\$699,200	\$699,200	\$0	\$704,937
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$290,431	\$533,809	\$635,296	\$635,296	\$0	\$635,296
Other Charges	\$2,777	\$94,164	\$163,904	\$163,904	\$0	\$169,641
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$293,208	\$627,973	\$799,200	\$799,200	\$0	\$804,937
General Fund Contribution	\$1,100,000	\$100,000	\$100,000	\$100,000	\$0	\$100,000
Total Allocated Positions	-	-	-	0	0	0

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$599,200, consistent with the \$599,200 from the 2018-2019 Adopted Proposed Budget.

- ◆ Total Revenue for the 2018-2019 Proposed Budget is estimated at \$599,200 which is consistent with the 2017-2018 Adopted Final Budget.
- ◆ Estimated Revenue for the 2018-2019 Proposed Budget is determined by rental revenue from the Department of Aging and Veterans Services, the Community Services Agency, an annual contribution of \$80,000 from the City of Modesto, a Sublease of the Veterans Hall to the Veterans Foundation of Stanislaus County, and Sublease of office space to MOVE Stanislaus.
- ◆ The Department has a total of \$1,066,187 in available fund balance as of July 1, 2018, of which \$100,000 is budgeted for use in Fiscal Year 2018-2019.

Budget and Operations

- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$799,200, consistent with the \$799,200 from the 2018-2019 Adopted Proposed Budget.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$799,200 which is consistent with the 2017-2018 Adopted Final Budget, requiring a General Fund Contribution of \$100,000
- ◆ The Proposed Budget at base includes a \$799,200 due to the cost of doing business to maintain current service levels, requiring a General Fund Contribution of \$100,000
- ◆ No service level adjustments are recommended at this time.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of zero, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of zero, consistent with the 2017-2018 Adopted Final Budget allocation.

Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors' action.

Estimation of Revenue and Funding Sources

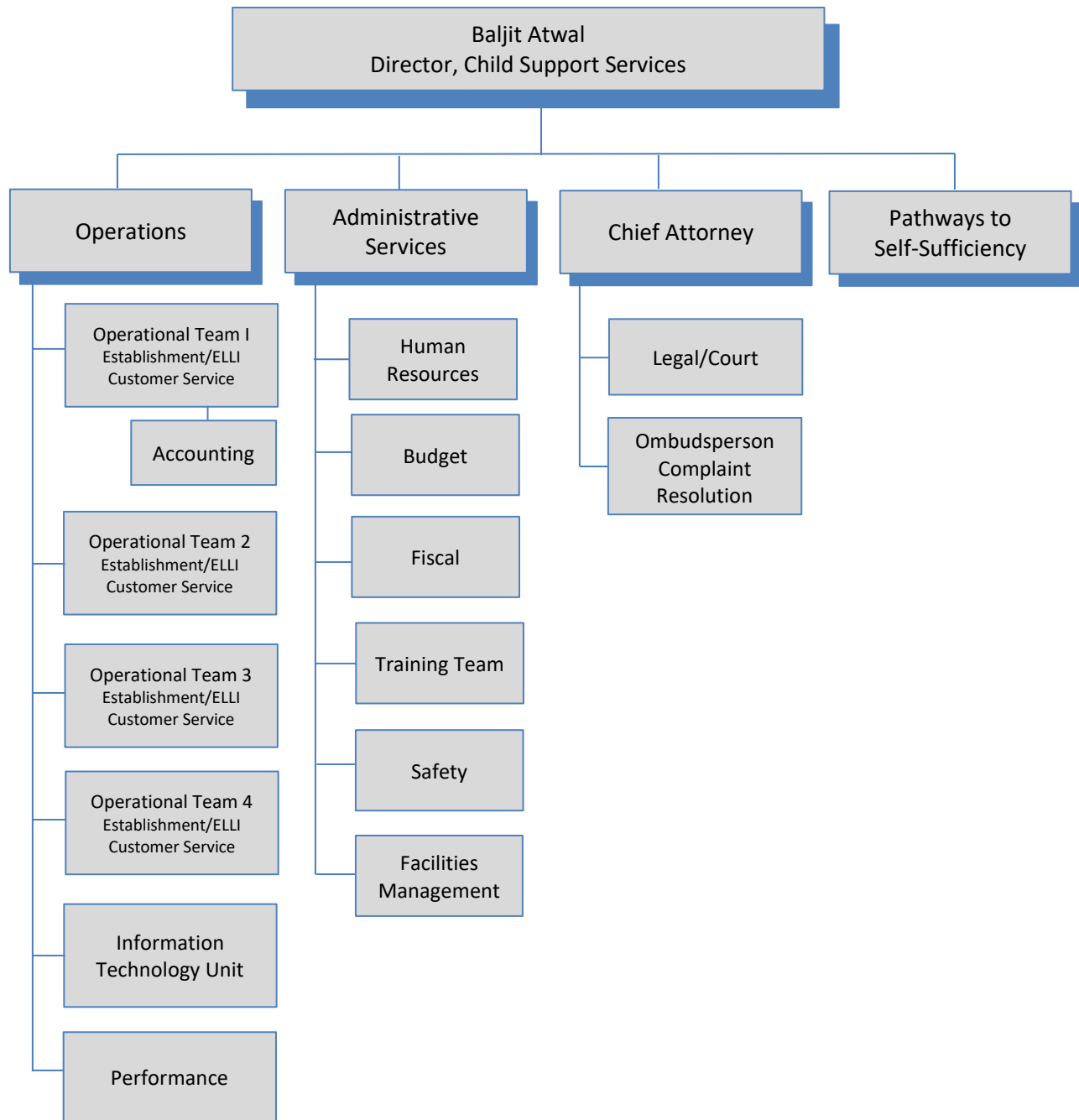
- ◆ Total Revenue for the 2019-2020 Spending Plan was not adjusted in the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$604,937, an increase of \$5,737 from the 2018-2019 Proposed Budget.
- ◆ Estimated Revenue for the 2019-2020 Spending Plan is determined by rental revenue from the Department of Aging and Veterans Services, the Community Services Agency, an annual contribution of \$80,000 from the City of Modesto, a Sublease of the Veterans Hall to the Veterans Foundation of Stanislaus County, and Sublease of office space to MOVE Stanislaus.

Budget and Operations Plan

- ◆ Gross Costs for the 2019-2020 Spending Plan were not adjusted in the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$804,937, an increase of \$5,737 from the 2018-2019 Proposed Budget, requiring a General Fund Contribution of \$100,000
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on anticipated increase in utility and janitorial costs.

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of zero, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of zero, consistent with the 2018-2019 Proposed Budget allocation.



251 East Hackett Road, Modesto, CA 95358 Tel: (866) 901-3212
www.stanocdcss.org

Child Support Services

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$15,452,111	\$15,352,950
Use of Fund Balance/ Retained Earnings	\$0	\$505,018
Gross Costs	\$15,452,111	\$15,857,968
General Fund Contributions	\$0	\$0
% Funded by General Fund	0.0%	0.0%
Total Allocated Positions	161	161

Department Services and Programs

The Department of Child Support Services (DCSS) collects and distributes child support; locates parents and employers; establishes paternity; establishes and enforces child support and medical support orders; provides legal representation of the County in child support matters and child support services for cases when a parent resides out of state.

The **Operations** division collects child support; locates parents and employers; establishes paternity, child support and medical orders; and enforces these orders while applying Federal and State guidelines and regulations. Operational Team staff works closely with customers to educate them about regulations and documents to achieve a common vision wherein children can rely on their parents for the financial, medical, and emotional support they need. Customers include parents, employers, attorneys, and other county and state agencies. Operations staff is responsible for determining the next applicable action on case files which may include modifying support orders, serving Income Withholding Orders, filing liens, processing incoming mail and documents, and sending legal documents to court.

The Information Technology (IT) unit is part of the Operations division and has a major role in keeping the Department running efficiently by providing IT services and support to all staff. IT is responsible for development, maintenance, support, and security of DCSS technology systems. IT staff monitors the overall performance of operating and communication systems to ensure the highest quality services are available to internal and external customers.

The **Administrative Services** division provides central administrative support for the Department and is responsible for finance and budget preparation and administration; claim process for State and Federal funding; accounts payable and receivable; payroll; contract administration; personnel administration, management, and training; safety and injury management; and long-range workforce planning. This division is also responsible for facilities maintenance and equipment.

The **Chief Attorney/Legal** division oversees each legal action filed and all legal work completed by DCSS, including establishing parentage judgments and court orders for child support and medical support, enforcing these orders, and modifying the orders as needed. The Legal unit ensures DCSS is in compliance with the State and Federal regulations and statutes governing the child support program, and ensures the rights of parents of Stanislaus County are protected and enforced with the highest degree of fairness and due process. The Legal unit directs and guides every legal enforcement action in a variety of forums to ensure the children of Stanislaus County have the financial support they need. This includes enforcing support orders from other states and countries, and enforcing support orders through legal action in family law, Workers' Compensation, personal injury and bankruptcy cases. The Legal unit also includes the Ombudsperson and Complaint Resolution staff. This staff works with customers who are not satisfied with the assistance they receive from the Department. They work to explain the rights and responsibilities of each customer and to resolve issues before they become formal complaints. If a complaint is filed, Complaint Resolution staff independently investigates and reviews customers' cases and provide a resolution in writing.

The **Pathways to Self-Sufficiency (PASS)** division oversees a federal demonstration grant designed to remove barriers that parents face in paying child support. DCSS has partnerships with Workforce Development, Center for Human Services, and Haven Women’s Center

to provide employment counseling, parenting classes, and domestic violence training. The grant enrollment period has ended and DCSS has shifted focus to sustaining elements of the PASS program beyond the grant project.

Board of Supervisors Priority Area



The Child Support Services Department supports the following Board of Supervisors priority:

Priority	<i>Supporting community health, including physical, mental, emotional and spiritual health</i>
Mission Statement	To establish and enforce paternity and support orders, in compliance with Federal and State law, while providing the excellent level of service our customers expect and require
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results
Success Measures	Collection and distribution of Child Support payments

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments	
◆	Exceeded goal to maintain collection and distribution of \$51.5 million in child support to families by collecting and distributing \$52.6 million
◆	Obtained a support order on 95.3% of cases
◆	Maintained cost effectiveness at \$3.80 collected for every dollar spent on program
◆	August 8, 2017, successfully hosted First Annual Kids Connect Community Celebration for children and families by partnering with 30 local family centered agencies
◆	August 24, 2017, received the Stanislaus County Board of Supervisors' Effective Partnership Annual Recognition Award for partnering with local birthing hospitals in Stanislaus County to reduce the error rate on Paternity Declarations completed in hospitals from 24% to 3.2%, resulting in more children with paternity established

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Child Support Services							
1071 0240000 Special Revenue Fund							
Total Revenue	\$14,316,088	\$14,089,028	\$14,620,295	\$14,439,913	\$15,342,904	\$16,711,656	91.81%
Use of Fund Balance	(\$90,166)	(\$12,796)	\$150,043	(\$2,508)	(\$45,623)	\$0	0.00%
Gross Costs	\$14,225,922	\$14,076,232	\$14,770,338	\$14,437,405	\$15,297,281	\$16,711,656	91.54%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The total fund allocation for the Department has remained flat since 2002. The slight increase in the last few years has been due solely to federal funding received for the National Child Support Parent Employment Demonstration (CSPED) Grant, which will cease to be funded effective September 30, 2018.

Fund Balance Trends

The following table identifies five-year historical data of actual fund balance by individual budget unit along with a department total for each fiscal year.

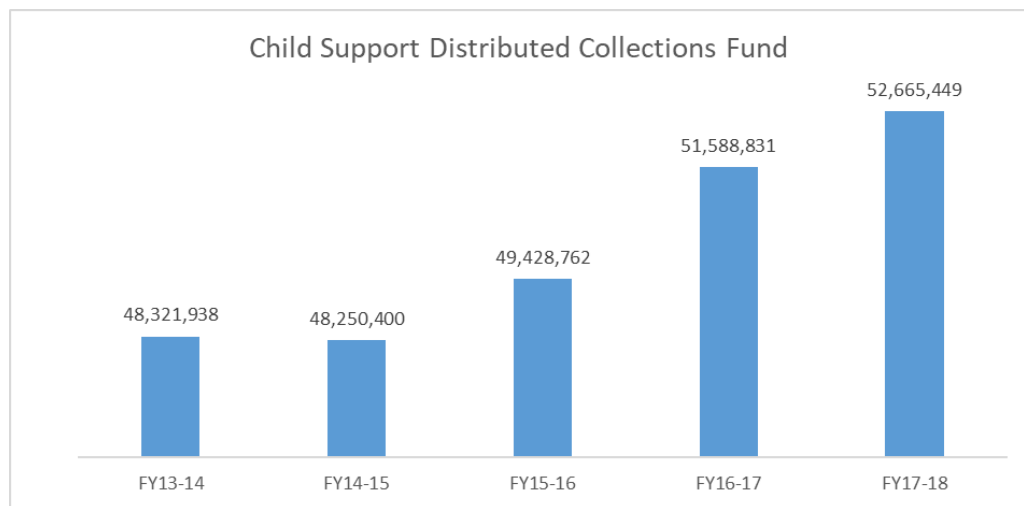
Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
Child Support Services	\$1,474,375	\$1,564,541	\$1,571,018	\$1,422,394	\$1,424,849
Total Fund Balance	\$1,474,375	\$1,564,541	\$1,571,018	\$1,422,394	\$1,424,849

*Note: Only Listed for Non-General Fund Units

- ◆ The fund balance has remained constant due to the Department receiving sufficient funding to cover its operating costs each year. The insignificant use of fund balance is the ongoing result of changes in the amount of prior year encumbrances rolled forward. The Department continues to receive flat funding to cover all expenditures incurred, including those costs rolled from prior years, resulting in zero use of fund balance.

Department Success Measures

A five-year history of distributed collections shows the Department was able to maintain a high level of funds collected in Fiscal Year 2017-2018 and reached an all-time high of \$52,665,449 in child support payments. Families directly received 77% of the money distributed. The money distributed assists families as they move toward or continue to maintain self-



sufficiency, thereby reducing the number of families relying upon other County public assistance programs or similar services. The money distributed to repay public assistance recovers taxpayer funds.

The Department has maintained this level of service due to its dedicated workforce and increased automation of processes. Similarly, shared services with another child support agency that provides call center services to child support customers at no cost to the Department has

allowed staffing resources to focus on casework. Flat or reduced funding since Fiscal Year 2002-2003 is an enduring concern to the Department. Significant costs to salaries and benefits, including costs of living, health care, and retirement costs, result in a substantial reduced net effect over time. Despite many years of flat funding, the Department continues to collect and distribute record amounts of funds that are sent to families or transferred to assist in repaying public assistance funds received by families.

Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives	
◆	Maintain collection and distribution of \$52.6 million of child support to families
◆	Collect 68% of current court ordered support
◆	Continue to obtain support orders on 95.3% of cases
◆	Continue to offer enhanced services through the Sustainability Plan to non-grant customers including elements of employment and parenting services
◆	Continue to actively participate with other agencies in the countywide Focus on Prevention in the area of Strengthening Families

Budgets Contained within the Department

- ◆ Child Support Services (Special Revenue Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Child Support Services						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$17,085	\$30,708	\$25,000	\$25,000	\$0	\$25,000
Intergovernmental Revenue	\$14,422,828	\$10,816,433	\$15,427,111	\$15,427,111	\$0	\$15,327,950
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$8,215	\$0	\$0	\$0	\$0
Total Revenue	\$14,439,913	\$10,855,356	\$15,452,111	\$15,452,111	\$0	\$15,352,950
Use of Fund Balance/Retained Earnings	(\$2,508)	\$4,441,925	\$0	\$0	\$0	\$505,018
Total Funding Sources	\$14,437,405	\$15,297,281	\$15,452,111	\$15,452,111	\$0	\$15,857,968
Salaries and Benefits	\$1,194,161	\$12,243,334	\$13,338,067	\$13,338,067	\$0	\$13,848,985
Services and Supplies	\$1,070,981	\$887,352	\$960,832	\$960,832	\$0	\$972,524
Other Charges	\$1,341,586	\$1,210,786	\$1,073,212	\$1,073,212	\$0	\$1,036,459
Fixed Assets						
Buildings & Improvements	\$0	\$4,999	\$0	\$0	\$0	\$0
Equipment	\$83,227	\$950,810	\$80,000	\$80,000	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$14,437,405	\$15,297,281	\$15,452,111	\$15,452,111	\$0	\$15,857,968
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	161	161	0	161

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$15.5 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Revenue for the 2018-2019 Proposed Budget is estimated at \$15.5 million, a decrease of \$259,545 from the 2017-2018 Adopted Final Budget due to the conclusion of enrollment of participants in the Pathways to Self-Sufficiency (PASS) Federal Demonstration Grant on September 30, 2017.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by the allocation of funds from the California Department of Child Support Services (CADCSS). Stanislaus County Department of Child Support Services (DCSS) expects to receive \$14,707,908 in administrative funding and approximately \$620,042 in Electronic Data Processing (EDP), and Maintenance and Operations (M&O) funding. Included in the Proposed Budget estimate is \$99,161 in PASS Grant funding which the Department underspent in Fiscal Year 2017-2018 and is authorized to be carried forward, and is incorporated for services in the first three months of the Fiscal Year 2018-2019 budget, only. Additionally, the Department anticipates receiving \$25,000 in revenue from use of assets which is abated against quarterly expenses.
- ◆ For Fiscal Year 2018-2019, Revenue Stabilization Funds, included within the child support funding, are anticipated to remain intact with Stanislaus County's share being \$350,829, which is included within the total allocation.
- ◆ Stanislaus County Community Services Agency (CSA) will continue to receive the County share of recoupment collections. During the first seven months of Fiscal Year 2017-2018, CSA received approximately \$241,877 for the County share of recoupment.
- ◆ The Department has a negative \$3 million in fund balance as of July 1, 2018. A post close entry in the amount of \$4.5 million to transfer State/Federal Child Support program reimbursement for the 4th quarter in 2017-2018 has been realized. The adjusted available fund balance is \$1.5 million; the department will not use these funds in Fiscal Year 2018-2019.
- ◆ At the proposed level of funding, the Department will strive to maintain services at levels similar to previous years, however, with a lower number of positions filled. The Department has relied upon attrition for cost-saving by not filling vacancies as they occur in order to absorb increasing costs. The Governor's State of California 2018-2019 Proposed Budget provides for continued flat funding for the Child Support Program. However, on May 24, 2018 the Assembly Subcommittee passed the recommendation to provide additional Child Support funding to counties. Additional approvals from both houses and the Governor are still required for inclusion in the budget.

Budget and Operations

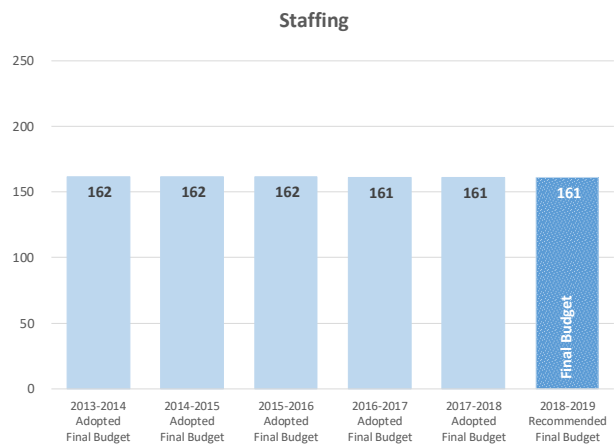
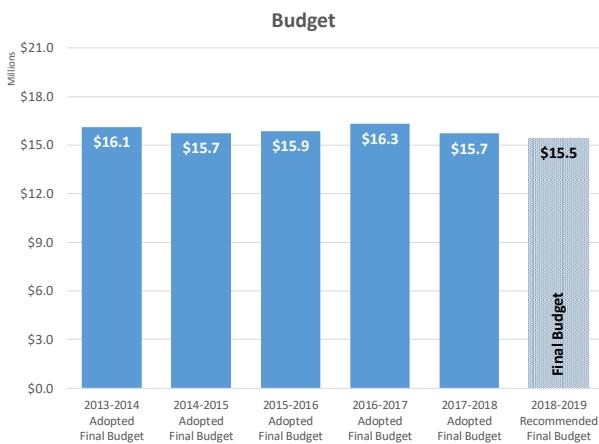
- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$15.5 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Gross Costs identified in the 2018-2019 Recommended Proposed Budget total \$15.5 million, a decrease of \$259,545 due to the conclusion of the enrollment period in the five-year PASS demonstration grant.
- ◆ The Proposed Budget at base included a \$127,639 increase due to the rising cost of salaries and benefits despite the Departments' efforts to increase the number of vacancies held unfilled from 13 to 19 in order to balance the budget in Fiscal Year 2018-2019. In addition, the Department will benefit from a decrease in Services and Supplies as well as Cost Allocation Plan (CAP) charges due to significant adjustments that reduce the cost of building rent by \$133,857 and contract services by \$136,442 in Fiscal Year 2018-2019. Without these decreased costs, the Department would be unable to balance its Proposed Budget.
- ◆ Service levels were not adjusted up or down in the Proposed Budget. As a non-General Fund department, DCSS has maintained the same level of service to its customers with available funding and resources despite flat funding since Fiscal Year 2002-2003. The Department is solely funded by State and Federal monies and does not receive General Fund contribution.
- ◆ The Proposed Budget included the replacement of three (3) vehicles used to transport staff to court hearings, U. S. Post Office, training events, outreach activities, and State Child Support meetings. The total cost is estimated to be \$80,000 and is funded by allocated funds from CADCSS, and is included in the base budget.

- ◆ The Department’s current vehicles are approaching ten years and are experiencing more frequent mechanical failures. One vehicle is beyond repair with costs to repair the transmission exceeding the current fair market value of the vehicle.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 161, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The 2018-2019 Recommended Proposed Budget included a Department staffing allocation of 161, consistent with the 2017-2018 Adopted Final Budget allocation.
- ◆ The Proposed Budget included a technical adjustment that does not affect the position allocation.
 - ◆ One Accountant II position is recommended to be block-budgeted to an Accountant I/II in the Child Support Services unit.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors’ action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan is estimated at \$15.4 million, consistent with the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$15.4 million, a decrease of \$99,161 from the 2018-2019 Proposed Budget as funds will no longer be available for use due to the completion of the PASS Grant.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by the allocation of funds from CADCSS. The Department expects to receive \$14,707,908 in administrative funding and approximately \$620,042 in Electronic Data Processing (EDP), and Maintenance and Operations (M&O) funding. The Department anticipates receiving \$25,000 in revenue from use of assets which is abated against quarterly expenses.
- ◆ It is anticipated that the Governor’s State of California 2019-2020 Proposed Budget will continue to provide flat funding for the Child Support Program. Although efforts are underway to pursue additional funding from the legislature, at this time the Department anticipates funding levels for Child Support Services to remain similar to the 2018-2019 Fiscal Year.

- ◆ The Spending Plan relies on either obtaining funds through the CADCSS midyear reallocation process or the use of \$505,000 in departmental fund balance; based on no use of fund balance identified in the 2018-2019 Proposed Budget, the Department anticipates there will be \$1,424,489 in available fund balance on July 1, 2019.
- ◆ For Fiscal Year 2018-2019, Revenue Stabilization Funds included within the child support base funding are anticipated to remain intact with Stanislaus County's share being \$350,829.
- ◆ Stanislaus County Community Services Agency (CSA) will continue to receive the County share of recoupment collections in FY2019-2020, and the Department anticipates CSA will receive approximately \$414,000 for the County share of recoupment.

Budget and Operations Plan

- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$15.9 million, consistent with the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$15.9 million, an increase of \$405,857 from the 2018-2019 Proposed Budget.
 - ◆ The Department will either obtain funds through the CADCSS midyear reallocation process or rely on fund balance in the amount of approximately \$505,000 to cover the additional salary and benefits from anticipated COLA increases in Fiscal Year 2019-2020.
 - ◆ Additionally, the Department will strive to maintain service similar to previous years, however, will continue to do so with a lower number of filled positions.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:
 - ◆ Salaries and benefits increase of 3.5%
 - ◆ Group health insurance increase of 5%
 - ◆ Services and supplies increase of 3.5%
 - ◆ Cost Allocation Plan (CAP) increase of 3.5%

Staffing Plan

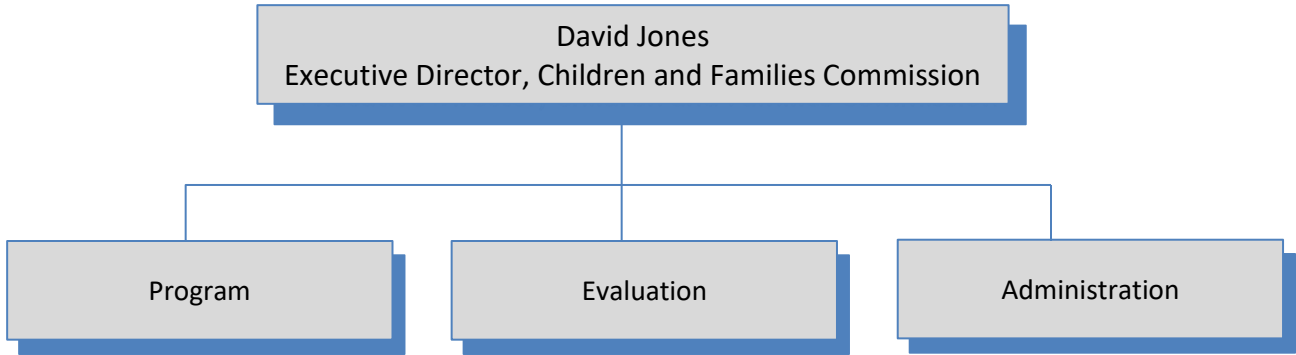
- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of 161, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 161, consistent with the 2018-2019 Proposed Budget.

Key Challenges and Opportunities

- ◆ Flat or reduced funding since Fiscal Year 2002-2003 continues to be of the utmost concern for the County and the Department. This concern has been placed on the County's legislative platform. Increased costs related to employee salaries and anticipated cost of living adjustments effective July 1, 2018, and July 1, 2019, along with significant increases to health care benefits and retirement contributions, and routine costs of doing business increases have a profound negative effect over time on capacity for the Child Support Program. The Department closely monitors the budgetary situations via a three-year planning tool, reassesses, and makes changes as needed throughout the year. This reassessment ensures that high quality customer service levels are sustained as a continual priority.

Related Links

For additional information about Child Support Services, refer to the division's website at: <http://www.stancodcss.org/>



930 15th Street, Modesto, CA 95354 (209) 558-6218
www.stanprop10.org

Children and Families Commission

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$4,889,108	\$4,890,874
Use of Fund Balance/ Retained Earnings	\$1,499,085	\$1,526,471
Gross Costs	\$6,388,193	\$6,417,345
General Fund Contributions	\$0	\$0
% Funded by General Fund	0.0%	0.0%
Total Allocated Positions	5	5

Department Services and Programs

In November of 1998, California voters passed Proposition 10, an initiative popularly known as the California Children and Families Act. The initiative’s goal is simple: to help ensure that our youngest children, from prenatal through five years of age, get the best possible start in life. The ballot measure added a tax of 50 cents per pack on all cigarettes purchased in the state and a comparable tax on other tobacco products. The revenues collected, which continue to decline as the number of smokers continues to decline, are used to create and supplement education, health, and childcare programs that promote early childhood development.

The purpose, intent, and duties of the Commission (which were codified as Sections 130100 through 130155 of the State of California Health and Safety Code) are as follows:

- ◆ Facilitate the creation and implementation of an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development and to ensure children are ready to enter school.
- ◆ Provide greater local flexibility in designing delivery systems and to eliminate duplicate administrative systems.
- ◆ Use outcome-based accountability systems to determine future expenditures.

The Stanislaus County Children and Families Commission was established by the Stanislaus County Board of Supervisors on December 8, 1998, pursuant to Ordinance #687. The ordinance provides that the Commission shall operate as an independent “County agency” and be governed by a nine-member Commission appointed by the Board of Supervisors.

The Commission has adopted a Strategic Plan to guide the expenditure of funds, focusing on providing services and producing results in the areas of family functioning, health, child development, and sustainable systems. In the four areas of focus, the Commission’s desired results for children ages 0-5 in Stanislaus County are listed below with corresponding objectives:

- ◆ Families are supported and safe in communities that are capable of supporting safe families
 - ◆ Maintain positive trends in the reduction of repeat child maltreatment reports.
 - ◆ Decrease incidents of child abuse and maltreatment.
 - ◆ Increase positive social support for families.
 - ◆ Increase family resilience capacity (knowledge, skills, and awareness) to promote healthy development and safety.
- ◆ Children are eager and ready learners
 - ◆ Increase families’ ability to get their children ready for school.
 - ◆ Increase the number of children who are cognitively and socially-behaviorally ready to enter school.
- ◆ Children are born healthy and stay healthy
 - ◆ Increase the number of healthy births resulting from high-risk pregnancies.
 - ◆ Increase community awareness and response to child health and safety issues.
 - ◆ Increase/maintain enrollments in health insurance products.
 - ◆ Maintain access and maximize utilization of children’s preventative and ongoing health care.
- ◆ Sustainable and coordinated systems are in place that promote the well-being of children ages 0-5
 - ◆ Improve collaboration, coordination, and utilization of limited resources.
 - ◆ Increase the resources and community assets leveraged within the County.

- ◆ Increase in resources coming into Stanislaus County, as a result of leveraged dollars.

The Commission’s budget has three main components: program expenditures, administrative expenditures, and evaluation expenditures. **Program** expenditures make up approximately 93% of the Commission’s budget and 19 support contracts executed with 14 public and private non-profit agencies containing scopes of work designed to address the Commission’s four areas of focus and desired objectives. **Evaluation** expenditures, which make up approximately 2% of the Commission’s budget, compares actual results of contractors to planned results

and evaluation findings are used to develop recommendations involving program changes and funding allocations. **Administrative** expenditures, which make up approximately 5% of the budget, are used to support the program and evaluation functions.

It should be noted that because the Children and Families Commission has independent jurisdiction over planning and funding decisions separate from the Board of Supervisors, the budget adopted by the Commission is included in the County budget for informational purposes only.

Board of Supervisors Priority Area



The Children and Families Commission supports the following Board of Supervisors priority:

Priority	<i>Supporting community health, including physical, mental, emotional and spiritual health</i>
Mission Statement	Promoting the development and well-being of children 0 through 5

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments	
◆	Completed request for proposal process for strategic direction/planning
◆	Completed approximately 50 interviews and meetings with key stakeholders to solicit feedback
◆	Initiated the process of restructuring Commission annual expenditures to reduce the use of fund balance into the future
◆	Initiated the Family Resource Center Leadership Team to promote quality, learning and training

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Children and Families Commission							
1755 0016140 Special Revenue Fund							
Total Revenue	\$5,606,285	\$5,360,028	\$5,397,749	\$4,882,050	\$4,624,602	\$4,377,869	105.64%
Use of Fund Balance	\$808,438	\$1,110,542	\$888,877	\$1,421,736	\$1,804,436	\$2,853,637	63.23%
Gross Costs	\$6,414,723	\$6,470,570	\$6,286,626	\$6,303,786	\$6,429,038	\$7,231,506	88.90%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Children and Families Commission continues to experience a decline in State tobacco tax revenue.

- ◆ Expenses have remained steady over the past five years with a planned use of Children and Families Commission fund balance to balance the budget to provide stable funding for community partners.

Fund Balance Trends

The following table identifies five-year historical data of actual fund balance by individual budget unit along with a Department total for each fiscal year.

Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
Children and Families Commission	\$ 12,600,660	\$ 11,792,222	\$ 10,681,680	\$ 9,792,803	\$ 8,371,068
Total Fund Balance	\$ 12,600,660	\$ 11,792,222	\$ 10,681,680	\$ 9,792,803	\$ 8,371,068

*Note: Only Listed for Non-General Fund Units

- ◆ The Children and Families Commission fund balance continues to decline as part of a planned expenditure of reserves.

Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Creation and implementation of a Strategic Plan ◆ Creation and implementation of a pilot project for training of community partners ◆ Creation and implementation of updated outcomes metrics for funded programs

Budgets Contained within the Department

- ◆ Children and Families Commission – Proposition 10 (Special Revenue Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Children and Families Commission						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$49,008	\$73,889	\$75,000	\$75,000	\$0	\$43,750
Intergovernmental Revenue	\$4,833,042	\$4,475,630	\$4,814,108	\$4,814,108	\$0	\$4,847,124
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$75,083	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$4,882,050	\$4,624,602	\$4,889,108	\$4,889,108	\$0	\$4,890,874
Use of Fund Balance/Retained Earnings	\$1,421,736	\$1,804,436	\$1,499,085	\$1,499,085	\$0	\$1,526,471
Total Funding Sources	\$6,303,786	\$6,429,038	\$6,388,193	\$6,388,193	\$0	\$6,417,345
Salaries and Benefits	\$345,370	\$456,323	\$540,588	\$540,588	\$0	\$560,300
Services and Supplies	\$3,109,053	\$3,140,232	\$3,492,027	\$3,492,027	\$0	\$3,499,862
Other Charges	\$2,849,363	\$2,832,483	\$2,355,578	\$2,355,578	\$0	\$2,357,183
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$6,303,786	\$6,429,038	\$6,388,193	\$6,388,193	\$0	\$6,417,345
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	5	5	0	5

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$4.9 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Total Revenue for the 2018-2019 Proposed Budget is estimated at \$4.9 million, an increase of \$586,239 from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by projections from the State of California for tobacco tax revenue and local estimates for interest income.
- ◆ The Department has a total of \$6.3 million in available fund balance as of July 1, 2018, of which \$1.5 million is budgeted for use in Fiscal Year 2018-2019.
- ◆ The Commission is projecting increased revenue from the State for Fiscal Year 2018-2019 as a result of the State backfilling revenue that was lost as a result of state actions taken in prior fiscal years. Revenue has decreased by nearly \$500,000 annually for the prior two fiscal years and it is anticipated that Commission funding will continue a trend of slow decline in future years even after the 2018-2019 backfill from the State. The Commission is projected to use less fund balance in Fiscal Year 2018-2019 as a result of decreased expenses due to reduction of contracts with service providers.

Budget and Operations

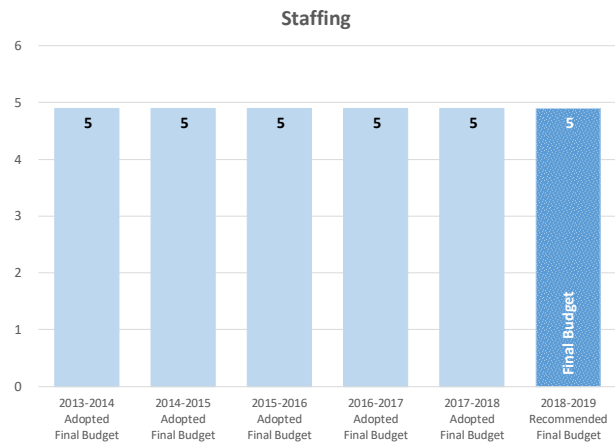
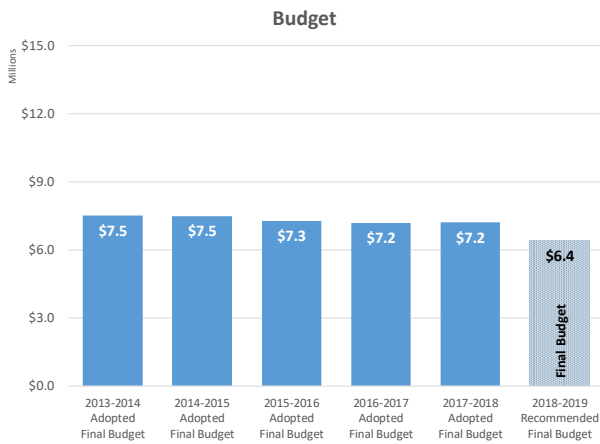
- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$6.4 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ in the 2018-2019 Proposed Budget total \$6.4 million, a decrease of \$818,914 from the 2017-2018 Adopted Final Budget.

- ◆ Significant service level adjustments are not projected for Fiscal Year 2018-2019.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of five, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The 2018-2019 Proposed Budget included a Department staffing allocation of five, consistent with the 2017-2018 Adopted Final Budget allocation.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future action’s by the Commission.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan is estimated at \$4.9 million, consistent with the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$4.9 million, a projected increase of \$1,766 from the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Proposed Budget is determined by projections from the State of California for tobacco tax revenue and local estimates for interest income.
- ◆ The Spending Plan relies on a projected use of \$1.5 million in Departmental fund balance; based on use of \$1.5 million in Departmental fund balance identified in the 2018-2019 Proposed Budget, the Department anticipates there will be \$4.8 million in available fund balance on July 1, 2019.

Budget and Operations Plan

- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$6.4 million, consistent with the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$6.4 million, an increase of \$29,152 from the 2018-2019 Proposed Budget.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based a CEO recommended increases to salary and benefit categories (3.5% Salaries and Benefits, 4% Retirement and 5% Health Insurance) and a 3.5% increase in the cost of doing business with flat funding (no increases) for grant awards and governmental interfund expenditures.

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of five, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of five, consistent with the 2018-2019 Proposed Budget allocation.

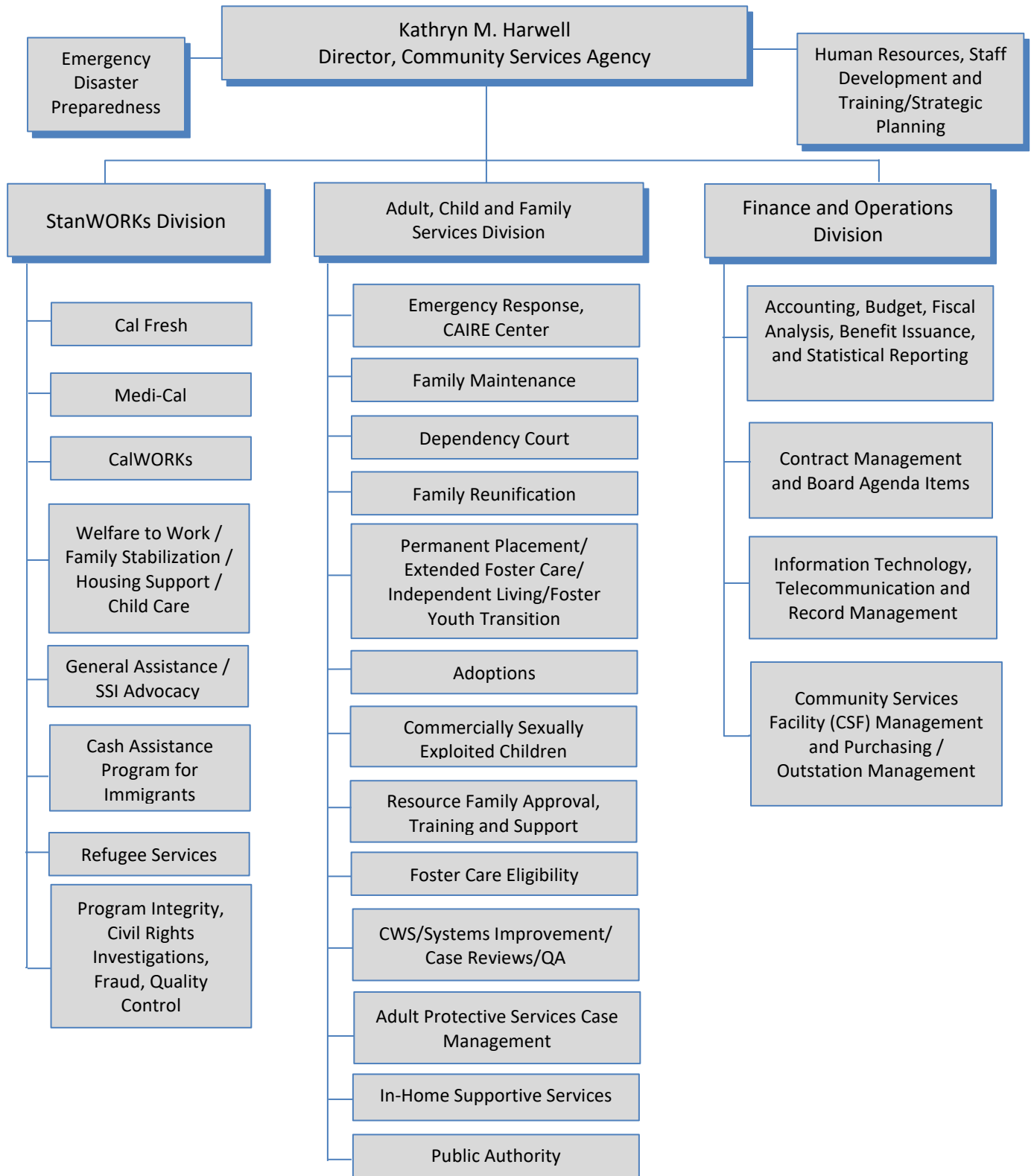
Key Challenges and Opportunities

- ◆ The Children and Families Commission will continue to face a gradual decline in revenue as fewer people smoke and purchase tobacco products in the State. The Children and Families Commission will be completing a Strategic Direction/Planning process in Fiscal Year 2018-2019 that will establish priorities and strategies for the Children and Families Commission into future years.

Related Links

For additional information about the Children and Families Commission, refer to the division's website at:

www.stanprop10.org



251 East Hackett, Modesto, CA 95358 Tel: (209) 558-2500
www.csa-stanislaus.com

Community Services Agency

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$376,943,309	\$388,679,629
Use of Fund Balance/ Retained Earnings	\$0	\$0
Gross Costs	\$387,535,250	\$399,427,051
General Fund Contributions	\$10,591,941	\$10,747,422
% Funded by General Fund	2.7%	2.7%
Total Allocated Positions	1138	1138

Department Services and Programs

The Community Services Agency operates social welfare programs that provide assistance, direct client services and support for the benefit of the community. The Social Services Programs include:

- ◆ Adult, Child and Family Services Programs;
- ◆ In-Home Supportive Services and Public Authority;
- ◆ StanWORKs Programs and
- ◆ Administration Programs.

The **Adult, Child and Family Services** Division include the Adult Services Program and Child and Family Services Program. The Child and Family Services Program provides an array of services essential to the protection of the community’s most vulnerable children, those who are victims of abuse and neglect. Programs within Child and Family Services include Child Welfare Services (CWS) Emergency Response, Family Maintenance, Dependency Court Services, Family Reunification, Permanent Placement, After 18 Youth Program, Resource Family Approval, and Adoptions. In addition, CWS oversees the financial assistance programs for resource families caring for foster youth and non-minor dependents.

One of the priorities in CWS is to ensure supports are provided to the child/youth and his or her family so they can safely live together. If that is not possible, then services are tailored toward the child/youth regarding placement. The ultimate goal is to return the child/youth home whenever possible or facilitate placement with a permanent family through adoption or guardianship.

CWS has been tasked legislatively to serve Commercially Sexually Exploited Children (CSEC) and provide services to their families. Currently CWS and partners are working to identify youth who are at risk for becoming CSEC and provide preventative services. For youth who have been

commercially sexually exploited, CWS is identifying resources and providing interventions that best meet their needs. Lastly, CWS is recruiting and training resource families specifically to support CSEC since their recovery can be challenging.

Child abuse and neglect prevention is also an important element of CWS. The Child Abuse Prevention Council (CAPC) is a multidisciplinary team that coordinates the community’s efforts to prevent child abuse. Currently CAPC is supporting the Strengthening Family Initiative throughout the County for child abuse/neglect prevention agencies. They also financially support emergency shelter services for runaway youth.

The Adult Services Programs support a variety of programs to provide a safety net for elders in the community, including the Adult Protective Services (APS) Program and In-Home Supportive Services (IHSS) Program. America’s population is growing older and living longer; the impact that will have on APS is being evaluated now. In addition there are two issues of concern: the growth of Alzheimer’s disease in an aging population and the lack of caregivers in general.

The APS program investigates reports of abuse, neglect and exploitation of elders and dependent adults. Social workers provide services that are focused on stopping the abuse and then helping the individual to develop a plan to remain in a safe environment. All services are voluntary and confidential. Types of abuse include: physical, sexual, abandonment, abduction, isolation, financial and neglect, by self or others.

The IHSS and Public Authority are mandated entitlement programs that provide services to approximately 6,442

frail, disabled and/or elderly individuals per month, allowing these individuals to remain safely in their homes rather than alternative and costly long-term care facilities. IHSS continues to focus on the implementation of the Fair Labor Standards Act (FLSA) and insuring the recipients understand the impact on them and their care providers.

The Public Authority is a public entity separate from the County, pursuant to Welfare and Institutions Code (WIC) Section 12301.6 and Stanislaus County Ordinance Number (C.S. 905). The Public Authority is a corporate public body exercising public and essential governmental functions and has all powers necessary and convenient to carry out the provider components of IHSS wages, dental and vision coverage.

The **StanWORKs** Division provides access, at eight county satellite offices, to essential basic needs to support families with children to move towards independence and self-sufficiency:

- ◆ CalFresh (Food Stamps) is a nutrition program that supplements a low-income family and individual food budget in order to ensure they are getting adequate nutrition.
- ◆ Medi-Cal is a health care program for needy residents of California. It is a health care program intended to protect and improve the health of all California Residents.
- ◆ Welfare-To-Work is a program developed to assist CalWORKs (cash aid) customers obtain or prepare for employment. The program provides a wide range of services including education, training and supportive services such as transportation, work attire, and child care.
- ◆ Child Care is a subsidized program to support families in CalWORKs Welfare to Work. The purpose of the program is to help a family transition smoothly from the immediate, short-term child care needed as the parent starts work or work activities to the stable, long term child care necessary for the family to become self-sufficient.
- ◆ Family Stabilization assists families with overcoming barriers to self-sufficiency such as substance abuse, mental health issues, and housing. Housing Support is an additional resource for families who are homeless or in jeopardy of losing their housing.
- ◆ Public Assistance is provided through several programs: The California Work Opportunity and Responsibility to Kids (CalWORKs) program is California's version of the Federal Temporary Assistance to Needy Families program (TANF). CalWORKs provides time limited cash benefits to families with children when one or both parents is absent, disabled, deceased or unemployed; Cash Assistance Program for Immigrants provides cash benefits to aged, blind, and disabled non-citizens who are ineligible for Social Security Insurance (SSI)/Social Security Program (SSP) solely due to their immigration status; Refugee Cash Assistance is provided for eight months to needy refugees without children who would otherwise be eligible to cash assistance; and General Assistance is provided to those who have no other means of support, single adults, couples, and families who meet eligibility.
- ◆ Program Integrity, Civil Rights, Investigations, Fraud, and Quality Control are administered within StanWORKs to assure compliance and consistency with all Federal, State, and local requirements.

Emergency Disaster Preparedness, Human Resources, and Finance and Operations Divisions provide administrative programs and support including day-to-day executive management and direction, human resources management, payroll, recruitment, departmental training, legislative review and implementation, disaster management, information technology and data imaging, budget and fiscal management, contract management, purchasing and facility management to ensure that departments deliver services in a professional, cost effective, efficient and cohesive manner while focusing on exceptional customer service.

Board of Supervisors Priority Area



The Community Services Agency supports the following Board of Supervisors priority:

Priority	<i>Supporting community health, including physical, mental, emotional and spiritual health</i>		
Mission Statement	The Community Services Agency serves our community by protecting children and adults and assisting families towards independence and self-sufficiency. The vision of the Department is for Safe, Healthy, and Thriving Communities		
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results		
Success Measures	Youth in Foster Care who transition to a permanent family home	Individuals and families that transition to permanent housing through the receipt of temporary transition housing support	Individuals and families attaining self-sufficiency through job training, employment, and disability benefit management due to an increase in income

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments

- ◆ The Welfare to Work (WTW) Program provides a path towards self-sufficiency to adults receiving assistance through the CalWORKS Program. Each month, more than 85 individuals participated in on-the-job training through the Subsidized Employment Program. Individuals learn valuable work skills that are transferable to unsubsidized employment. In FY 2017-2018, a total of 1,281 individuals obtained employment in the WTW program
- ◆ In its continued agency support of the county's Focus on Prevention Initiative to reduce homelessness and stabilize families, a total of 2,098 families received rental assistance and intensive case management services through the following CSA Housing Programs: Housing Assistance Program, Housing Support Program, and Housing and Disability Advocacy Program
- ◆ In partnership with Workforce Development, CSA moved into a new location in Turlock. The South County Service Center, located on 1310 W. Main Street, is a unique county/community partnership with Behavioral Health and Recovery Services, Learning Quest, Aspiranet, and Haven Women's Center all offering services under one roof. Residents can apply for assistance programs such as Medi-Cal, CalWORKS, and CalFresh, and get job training and access to computer labs
- ◆ CSA, in partnership with county, city, and community non-profit agencies, led efforts to help evicted low income tenants of a downtown Modesto apartment complex to access services and find temporary and permanent housing. A total of 80 people, including a dozen children, were displaced from the building at 624 9th street with the majority of tenants finding homes within thirty days of it being condemned
- ◆ CSA moved into new offices at the Stanislaus Veterans Center, a unique public-private facility built in partnership with Stanislaus County, the city of Modesto, the Veterans Foundation of Stanislaus County, and the Veterans Advisory Commission. Serving as a new home for Adult Protective Services, StanWORKS, In-Home Supportive Services (IHSS) Payroll, and the IHSS Public Authority, the facility served 2,395 veterans and processed 2,449 veterans benefit claims from April 2017 to May 2018
- ◆ CSA Child Welfare has been implementing components of Continuum of Care Reform over the past two years. One major component is to improve the care children receive in out-of-home care, either with related or non-related caregivers, and prepare those caregivers to parent vulnerable children temporarily or permanently. This process

includes a home environment check with caregivers completing training, background checks, and comprehensive psychosocial assessments. In Fiscal Year 2017/2018, a total of 102 families applied and completed the resource family approval process and are now certified to care for children in out-of-home placement

- ◆ California State Child Welfare Compliance Standards state that no more than 9.1% of children who are victims of abuse or neglect experience a reoccurrence of abuse or neglect within the following 12 months. In Fiscal Year 2015-2016, the most current data available, Stanislaus County had 2,012 children that were victims of abuse or neglect. Of that number, 9.3% experienced a reoccurrence of abuse or neglect within the following 12 months

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
CSA - Program Services and Support							
1631 0045050 Special Revenue Fund							
Total Revenue	\$113,049,562	\$120,249,182	\$130,759,159	\$132,980,351	\$141,909,037	\$161,881,549	87.66%
Use of Fund Balance	(\$85,216)	\$3,777	(\$5,326)	(\$31,560)	\$0	\$358	0.00%
Gross Costs	\$116,259,584	\$123,593,751	\$134,198,122	\$136,804,408	\$145,717,968	\$165,735,466	87.92%
Net County Cost	\$3,295,238	\$3,340,792	\$3,444,289	\$3,855,617	\$3,808,931	\$3,853,559	98.84%

- ◆ For Fund 1631, Community Services Agency's (CSA) Program Services and Support, Gross Costs and corresponding Total Revenue trend have increased by an average of 6% over the past five years. The increase was primarily due to costs of doing business, increased costs in support of the administration of mandated programs, and mandated services levels.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
CSA - County Childrens Fund							
1637 0045961 Special Revenue Fund							
Total Revenue	\$153,453	\$151,433	\$138,005	\$159,285	\$174,041	\$152,872	113.85%
Use of Fund Balance	\$95,175	\$92,195	(\$28,005)	(\$49,285)	(\$41,169)	\$0	0.00%
Gross Costs	\$248,628	\$243,628	\$110,000	\$110,000	\$132,872	\$152,872	86.92%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ For Fund 1637, CSA's County Children's Fund, the decrease in Gross Cost was primarily due to the Child Abuse Prevention Council's (CAPC) electing to spend down the fund balance until Fiscal Year 2017-2018, when CAPC decided to start growing the fund balance in preparation for future economic downturns. Total Revenue had a minimal change until Fiscal Year 2015-2016 where the decrease was primarily due to a national paper shortage that impacted birth certificate revenue for that fiscal year which has since recovered.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
CSA - General Assistance							
1633 0045901 Special Revenue Fund							
Total Revenue	\$217,002	\$105,790	\$152,083	\$199,655	\$245,296	\$175,049	140.13%
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Gross Costs	\$523,094	\$572,783	\$587,394	\$688,532	\$984,991	\$1,139,549	86.44%
Net County Cost	\$306,092	\$466,993	\$435,311	\$488,877	\$739,695	\$964,500	76.69%

- ◆ For Fund 1633, CSA's General Assistance, Gross Costs had minimal change until Fiscal Year 2016-2017 where it started to increase primarily due to High Needs Youth placements, while the revenue trend has varied year-by-year primarily dependent on Social Security reimbursements. Net County Cost for this mandated program, which serves individuals not eligible for other aid programs, has an average increase of 14% over the past five years due to lower Total Revenue and increased Gross Costs.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
CSA - IHSS Public Authority - Administration							
1640 0045980 Special Revenue Fund							
Total Revenue	\$426,362	\$448,782	\$523,696	\$949,502	\$556,807	\$752,904	73.95%
Use of Fund Balance	(\$2)	\$1	\$0	(\$1)	\$0	\$0	0.00%
Gross Costs	\$426,360	\$448,783	\$544,599	\$954,147	\$571,587	\$797,133	71.7%
Net County Cost	\$0	\$0	\$20,903	\$4,646	\$14,780	\$44,229	33.42%

- ◆ For Fund 1640, CSA's In-Home Supportive Services (IHSS) Public Authority Administration, Gross Cost and corresponding Total Revenue had minimal change until Fiscal Year 2016-2017 where a temporary increase was primarily due one-time start-up costs for the Stanislaus Veterans Center and increased contracted salary costs, which was redirected from Direct-to-Program to Generic (allocated to all benefiting programs) in Fiscal Year 2017-2018. County Match was recognized in Fiscal Year 2015-2016 where the accounting model for the fund was updated to account for 1990/1991 Realignment and County Match.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
CSA - IHSS Public Authority - Benefits							
1641 0045990 Special Revenue Fund							
Total Revenue	\$2,896,430	\$216,226	\$241,408	\$589,364	\$599,854	\$1,093,559	54.85%
Use of Fund Balance	(\$5)	\$6	\$0	\$1	\$0	\$0	0.00%
Gross Costs	\$2,937,892	\$306,469	\$254,431	\$656,106	\$689,660	\$1,191,882	57.86%
Net County Cost	\$41,467	\$90,237	\$13,023	\$66,741	\$89,806	\$98,323	91.34%

- ◆ For Fund 1641, CSA's IHSS Public Authority Benefits Administration, the increase in Gross Cost and corresponding Total Revenue over the past five years reflects the agreement in place with the United Domestic Workers of America (UDWA). The County Match required has also varied in order to cover the required IHSS Maintenance of Effort (MOE), which was restructured during Fiscal Year 2017-2018 and resulted a \$23,065, or 35%, increase in Net County Cost from Fiscal Year 2016-2017.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
CSA - IHSS Provider Wages							
1642 0045992 Special Revenue Fund							
Total Revenue	\$59,586,868	\$64,874,541	\$73,337,061	\$82,603,746	\$95,265,774	\$98,619,173	96.60%
Use of Fund Balance	(\$101)	\$101	\$0	\$0	\$0	\$0	0.00%
Gross Costs	\$60,749,096	\$66,828,904	\$75,320,674	\$83,934,898	\$98,878,832	\$102,232,231	96.72%
Net County Cost	\$1,162,329	\$1,954,262	\$1,983,613	\$1,331,152	\$3,613,058	\$3,613,058	100.00%

- ◆ For Fund 1642, CSA's IHSS Provider Wages, the increases in Gross Cost and corresponding Total Revenue over the past five years reflects the agreement in place with the United Domestic Workers of America (UDWA). The County Match required has also varied in order to cover the required IHSS Maintenance of Effort (MOE), which was restructured

during Fiscal Year 2017-2018 and resulted in a \$2.3 million, or 171%, increase in Net County Cost from Fiscal Year 2016-2017.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
CSA - Integrated Childrens Services							
1636 0045951 Special Revenue Fund							
Total Revenue	\$235,191	\$229,057	(\$15)	\$0	\$0	\$0	0.00%
Use of Fund Balance	(\$6,647)	\$7,027	\$75	\$0	\$0	\$0	0.00%
Gross Costs	\$228,544	\$236,084	\$60	\$0	\$0	\$0	0.00%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ For Fund 1636, CSA's Integrated Children's Services, the Board of Supervisors approved the elimination of local match requirements for the provision of Sober Living Environment Services on March 3, 2015. In alignment with this, the Department requested to close-out the CSA Integrated Children's Services budget as of June 30, 2015.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
CSA - Public Economic Assistance							
1632 0045801 Special Revenue Fund							
Total Revenue	\$93,600,824	\$95,955,806	\$91,896,466	\$95,212,381	\$96,655,573	\$102,778,556	94.04%
Use of Fund Balance	(\$422)	\$422	\$0	\$0	\$0	\$0	0.00%
Gross Costs	\$96,407,665	\$99,086,880	\$94,142,471	\$97,028,182	\$98,577,391	\$104,700,374	94.15%
Net County Cost	\$2,807,263	\$3,130,652	\$2,246,005	\$1,815,801	\$1,921,818	\$1,921,818	100.00%

- ◆ For Fund 1632, CSA's Public Assistance, Net County Cost has varied year-by-year dependent on the mandated County Match requirement by program for assistance payments, and has been adjusted accordingly to return any County General Fund that hasn't been utilized each year. While CalWORKs costs have steadily decreased due to declining caseloads, there has been an offsetting growth in expenditures in Foster Care, Extended Foster Care, Adoptions, and Kinship Guardianship, which have a higher County Share requirement.

Fund Balance Trends

The following table identifies five-year historical data of actual fund balance by individual budget unit and along with a department total for each fiscal year.

Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
CSA - Program Services and Support	\$11,334	\$96,550	\$92,774	\$98,100	\$129,660
CSA - County Childrens Fund	\$266,810	\$171,634	\$79,440	\$107,445	\$156,730
CSA - General Assistance	\$0	\$0	\$0	\$0	\$0
CSA - IHSS Public Authority - Administration	\$0	\$2	\$0	\$0	\$0
CSA - IHSS Public Authority - Benefits	\$0	\$6	\$0	\$0	\$0
CSA - IHSS Provider Wages	\$0	\$101	\$0	\$0	\$0
CSA - Integrated Childrens Services	\$455	\$7,102	\$75	\$0	\$0
CSA - Public Economic Assistance	\$0	\$423	\$0	\$0	\$0
Total Fund Balance	\$278,599	\$275,818	\$172,289	\$205,545	\$286,390

*Note: Only Listed for Non-General Fund Units

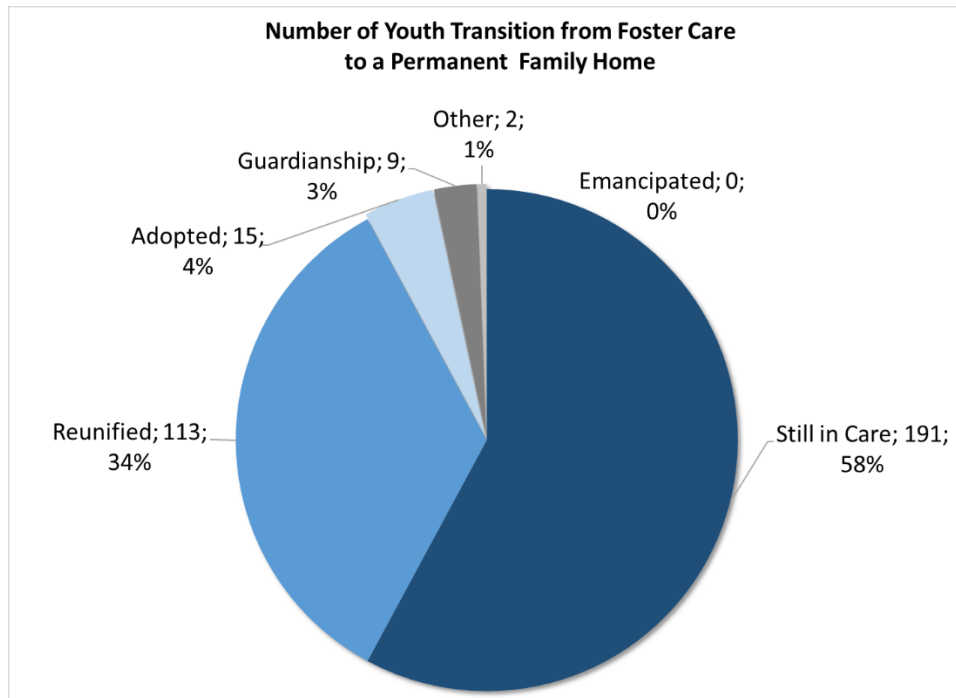
- ◆ For Fund 1631, CSA's Program Services and Support, the fund balance has increased slightly over the past five years in anticipation of any post-closing adjustments in order to end the fiscal year in a positive position.

- ◆ For Fund 1637, CSA’s County Children’s Fund, the Child Abuse Prevention Council’s (CAPC) decision to spend down the fund balance until Fiscal Year 2017-2018 where CAPC elected to start growing the fund balance again in preparation for a future economic downturn.
- ◆ Fund 1633, CSA’s General Assistance, has consistently operated on a zero fund balance over the past five years.
- ◆ Fund 1640, CSA’s IHSS Public Authority Administration, has consistently operated on a zero or immaterial fund balance over the past five years.
- ◆ Fund 1641, CSA’s Public Authority Benefits Administration, has consistently operated on a zero or immaterial fund balance over the past five years.
- ◆ Fund 1642, CSA’s IHSS Provider Wages, has consistently operated on a zero or immaterial fund balance over the past five years.
- ◆ For Fund 1636, CSA’s Integrated Children’s Services, the Board of Supervisors approved the elimination of local match requirements for the provision of Sober Living Environment Services on March 3, 2015. In alignment with this, the Department requested to close-out the CSA Integrated Children’s Services budget as of June 30, 2015.
- ◆ Fund 1632, CSA’s Public Assistance, has consistently operated on a zero or immaterial fund balance over the past five years.

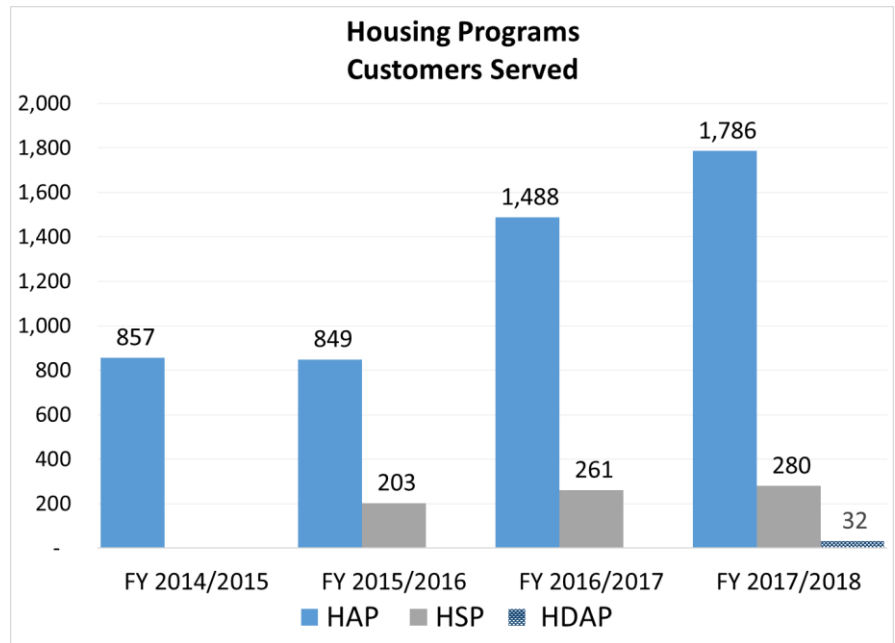
Department Success Measures

With a focus on the health and well-being of families we serve, ensuring that foster children transition to a permanent, stable family home is a top priority for CSA.

The goal in measuring the number of youth transitioning from Foster Care to a permanent home is to make this critical transition within 12 months of children entering Foster Care by reunifying them with their parents, through adoption, or guardianship in a timely manner. The state of California sets child welfare compliance standards such that 40.5% of youth who transition to permanent homes do so within 12 months of entering into Foster Care. The adjacent chart shows the number of youth eligible to transition to permanency in Fiscal Year 2015-2016 along with their status. Stanislaus County had 330 children eligible to transition to permanency with 42.1% doing so within the 12-month time period. Our goal is to continue increasing this number and build a vitally important pathway to resilience for our foster youth.

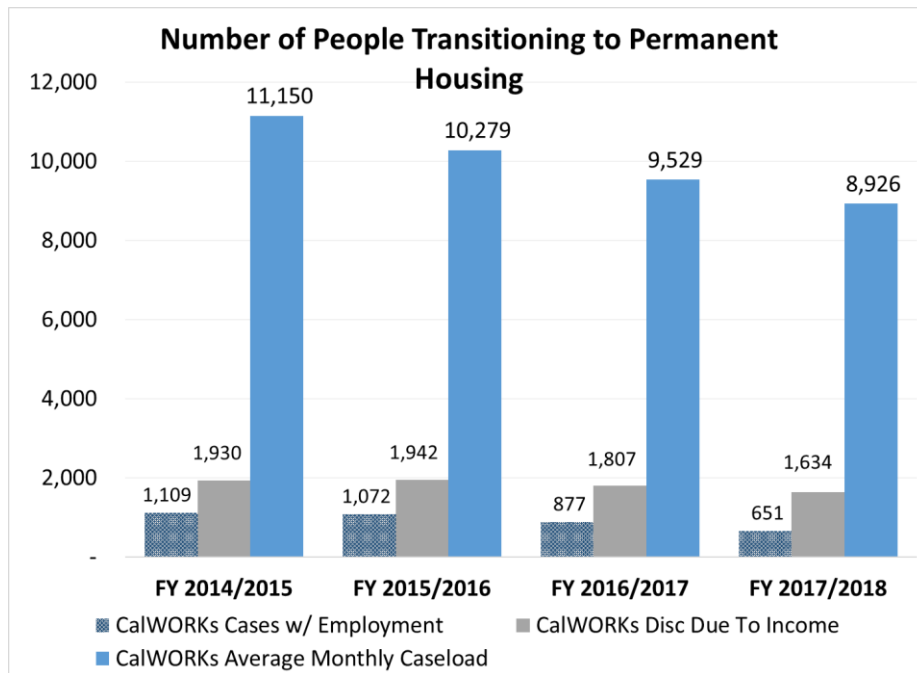


Helping vulnerable individuals and families establish safe, affordable, and permanent housing is an important foundation towards self-sufficiency, independence, and economic stability. By measuring the number of people transitioning to permanent housing, the Department seeks to increase the number of people who transition to permanent housing after receiving temporary and transitional housing support. The adjacent chart shows the number of customers served by housing programs over the past four years. As the chart indicates, the number of customers served has steadily increased during this time frame, with an average increase of about 36% in the number of people assisted. Approximately 2,100 individuals and families received



housing support in Fiscal Year 2017-2018 through three CSA programs, the Homeless Assistance Program (HAP),

Development Assistance Program (HDAP). The goal in Fiscal Year 2018-2019 is to continue to increase that number and positively impact more lives.



Getting a job is the first, vital step to becoming self-sufficient. The chart at left measures the number of people transitioning to permanent housing. This measure seeks to increase the number of people who transition to self-sufficiency and are no longer eligible to receive CalWORKs, CalFresh, and General Assistance benefits because of an increase in their monthly income. More than 2,200 adults in the CalWORKs Welfare-to-Work program participated in work training and entered into employment. The goal of this measure to increase that number so individuals and families can become financially self-sufficient.

Housing Support Program (HSP), and Housing

Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ Decrease and maintain the percent of children who are victims of abuse or neglect and who experience a reoccurrence of abuse or neglect within the following 12 months to no more than 9.1%, in accordance with the California State Child Welfare Compliance Standard. For comparison, in Federal Fiscal Year 2016, Stanislaus County had 2,026 children that were victims of abuse or neglect. Of those, 9.3% experienced a reoccurrence of abuse or neglect within the following 12 months
- ◆ Increase the percentage of youth who transition to permanency through reunification, adoption, or guardianship within 12 months of entering Foster Care to at least 40.5%, in accordance with the California State Child Welfare Compliance Standard. For comparison, in Federal Fiscal Year 2016, Stanislaus County had 337 children in Foster Care that were eligible to transition to permanency. Of those, only 29.5% transitioned to permanency within 12 months of entering Foster Care
- ◆ Increase and maintain the percentage of IHSS applications and annual reassessments that are completed within the State specified time frame to no less than 90% as directed in the Department's corrective action compliance plan. Applications are required to be processed within 45 days from the time of submission and annual reassessments are to be completed within 12 months from the previous assessment to ensure timely and accurate authorized cases
- ◆ Increase the percentage of General Assistance, CalFresh and CalWORKs individuals and families attaining self-sufficiency by 10% in Fiscal Year 2018-2019 and Fiscal Year 2019-2020 through the disability benefit advocacy program, job training, housing services, and employment services
- ◆ Assess each Department office, in partnership with the Countywide Safety Team, to evaluate customer and employee safety and develop an action plan to address areas for improvement, including results from the Countywide Americans with Disability Act (ADA) assessment, and begin implementation in Fiscal Year 2018-2019
- ◆ Increase the number of individuals and families, that are in receipt of CalWORKs, CalFresh and General Assistance and are experiencing housing insecurity and episodes of homelessness, who gain access to stabilized housing through the implementation of the Housing Support Program, the Housing and Disability Program, and Advocacy Programs
- ◆ Open a new Child Visitation Center by Fall 2020

Budgets Contained within the Department

- ◆ Program Services and Support (Special Revenue Fund)
- ◆ County Children's Fund (Special Revenue Fund)
- ◆ General Assistance (Special Revenue Fund)
- ◆ IHSS Public Authority-Administration (Special Revenue Fund)
- ◆ IHSS Public Authority-Benefits (Special Revenue Fund)
- ◆ IHSS Provider Wages (Special Revenue Fund)
- ◆ Public Economic Assistance (Special Revenue Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Community Services Agency						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$85,492	\$101,785	\$96,600	\$96,600	\$0	\$96,600
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$4,492	\$77,441	\$133,462	\$133,462	\$0	\$133,462
Intergovernmental Revenue	\$291,535,100	\$311,179,175	\$347,528,531	\$354,664,102	\$7,135,571	\$366,391,362
Charges for Service	\$12,19,873	\$1582,822	\$2,319,116	\$2,319,116	\$0	\$2,326,765
Miscellaneous Revenue	\$45,986	\$100,278	\$321,602	\$321,602	\$0	\$266,602
Other Financing Sources	\$19,803,341	\$22,364,881	\$19,408,427	\$19,408,427	\$0	\$19,464,838
Total Revenue	\$312,694,284	\$335,406,382	\$369,807,738	\$376,943,309	\$7,135,571	\$388,679,629
Use of Fund Balance/Retained Earnings	(\$80,845)	(\$41,169)	\$0	\$0	\$0	\$0
Total Funding Sources	\$312,613,439	\$335,365,213	\$369,807,738	\$376,943,309	\$7,135,571	\$388,679,629
Salaries and Benefits	\$82,393,116	\$88,778,829	\$95,280,912	\$99,279,184	\$3,998,272	\$99,279,184
Services and Supplies	\$22,320,352	\$25,462,622	\$31,135,743	\$31,135,743	\$0	\$31,108,762
Other Charges	\$214,944,167	\$230,710,068	\$252,731,367	\$255,868,666	\$3,137,299	\$267,787,448
Fixed Assets						
Equipment	\$518,638	\$601,782	\$1,000,000	\$1,000,000	\$0	\$1,000,000
Other Financing Uses	\$0	\$0	\$251,657	\$251,657	\$0	\$251,657
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$320,176,273	\$345,553,301	\$380,399,679	\$387,535,250	\$7,135,571	\$399,427,051
General Fund Contribution	\$7,562,834	\$10,188,088	\$10,591,941	\$10,591,941	\$0	\$10,747,422
Total Allocated Positions	-	-	1138	1138	0	1138

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$377 million, an increase of \$7.1 million from the 2018-2019 Adopted Proposed Budget.
 - ◆ \$4.0 million for CalFresh administration including case management costs, funded by increased Realignment Revenue to offset the loss of the CalFresh Match Waiver.
 - ◆ \$3.0 million for Foster Care and Expanded Foster Care services, funded by increased Realignment Revenue.
 - ◆ \$157,833 for General Assistance – Special Needs Foster Care services, funded by redirected County Match from Public Economic Assistance.
- ◆ Total Revenue for the 2018-2019 Proposed Budget was estimated at \$369.8 million, an increase of \$8.6 million or 2.4% from the 2017-2018 Adopted Final Budget.
 - ◆ In the Program Services and Support Fund, total revenue for the 2018-2019 Proposed Budget was estimated at \$157.9 million, a decrease of \$4 million or 2.5% from the 2017-2018 Adopted Final Budget.
 - ◆ In the Public Economic Assistance Fund, total revenue for the 2018-2019 Proposed Budget was estimated at \$103 million, an increase of \$4.6 million or 4.7% from the 2017-2018 Adopted Final Budget.
 - ◆ In the General Assistance Fund, total revenue for the 2018-2019 Proposed Budget was estimated at \$175,049, an increase of \$45,624 or 35.3% from the 2017-2018 Adopted Final Budget.
 - ◆ In the Integrated Children’s Services Fund, no revenue is estimated for the 2018-2019 Proposed Budget as this fund was closed June 30, 2016.

- ◆ In the County Children’s Fund, total revenue for the 2018-2019 Proposed Budget was estimated at \$169,516, an increase of \$16,644 or 11.0% from the 2017-2018 Adopted Final Budget.
- ◆ In the Public Authority Administration Fund, total revenue for the 2018-2019 Proposed Budget was estimated at \$614,885, a decrease of \$372,673 or 37.7% from the 2017-2018 Adopted Final Budget.
- ◆ In the Public Authority Benefits Administration Fund, total revenue for the 2018-2019 Proposed Budget was estimated at \$1. million, a decrease of \$44,758 or 4.1%, from the 2017-2018 Adopted Final Budget.
- ◆ In the IHSS Provider Wages Fund, total revenue for the 2018-2019 Proposed Budget was estimated at \$107 million, an increase of \$8.4 million or 8.5% from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by the analysis of historical trends, Federal and State funding impacts, and Maintenance of Effort (MOE) requirements as well as County share requirements.
- ◆ IHSS programs and services includes the re-structured IHSS MOE known information.
- ◆ The Department has a total of \$327,559 in available fund balance as of July 1, 2018, of which zero is budgeted for use in Fiscal Year 2018-2019.
- ◆ Program Services and Support Fund balance is estimated at \$129,660 and is anticipated to be used for post-closing adjustments in order to end Fiscal Year 2017-2018 in a positive position.
- ◆ County Children’s Fund balance has \$197,899 fund balance and, in preparation of economic downturns and in the process of developing a spending plan, are anticipated to be used for continuation of current service levels. These funds can only be used in support of services approved by the Children’s Council.
- ◆ Meaningful variances in revenue identified in Column D include the following:
 - ◆ For the Program Services and Support Fund, the variance in revenue is primarily attributed to the elimination of CalFresh Waiver. The State alleviated some of the financial impact on counties as a result of caseload growth by enacting the CalFresh Waiver. Welfare & Institutions Code Section 18906.55 allowed for the fiscal relief to counties as a result of the unanticipated and unprecedented CalFresh caseload growth and waived the requirement for counties to pay the 15% county share of the non-federal costs above a county’s individual CalWORKs MOE. The State began phasing out the waiver in 25% increments beginning in Fiscal Year 2015-2016. In Fiscal Year 2018-2019, the Waiver will no longer be in effect and the County will once again responsible to pay the entire 15% county share of the non-federal costs above the CalWORKs MOE of \$2.2 million. The CalFresh projected county share above the CalWORKs MOE for Fiscal Year 2018-2019 is \$2.4 million funded with \$1.3 million from Realignment, \$0.5 million in County General Fund and \$0.6 million to be identified at time of Final Budget from updated revenue sources.
 - ◆ For the Public Economic Assistance Fund, the variance in revenue is primarily attributed to the correlating revenue increase due to the increase in Foster Care and Extended Foster Care caseload trends and impacts from Continuum of Care (CCR) implementation mandates.
 - ◆ For the General Assistance Fund, the variance in revenue is primarily attributed to an increase in Interim Assistance repayments collected from Social Security.
 - ◆ For the Public Authority – Administration Fund, the variance in revenue is primarily attributed to right-sizing of expenditures and alignment with current cost plan. The controlled State General Fund (per County Fiscal Letter 17/18-44) and the plan implemented in Fiscal Year 2017-2018 re-directed support staff salaries and benefits from Public Authority – Administration Fund to Program Services and Support Fund. Fiscal Year 2017-2018 revenues decreased \$234,654 from Fiscal Year 2017-2018 Adopted Final Budget level.
 - ◆ For the IHSS Provider Wages Fund, the variance in revenue is primarily attributed to the increase in the State minimum wages in line with existing Memorandum of Understanding (MOU) with United Domestic Workers of America (UDWA) and a 5% inflation increase to MOE.

Budget and Operations

- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$387.5 million, an increase of \$7.1 million from the 2018-2019 Adopted Proposed Budget.
 - ◆ \$4.0 million for CalFresh administration including case management costs, funded by increased Realignment Revenue to offset the loss of the CalFresh Match Waiver.
 - ◆ \$3.0 million for Foster Care and Expanded Foster Care services, funded by increased Realignment Revenue.

- ◆ \$157,833 for General Assistance – Special Needs Foster Care services, funded by redirected County Match from Public Economic Assistance.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$380.4 million, an increase of \$8.7 million or 2.4% from the 2017-2018 Adopted Final Budget.
 - ◆ For the Program Services and Support Fund, Gross Costs identified in the 2018-2019 Proposed Budget total \$161.9 million, a decrease of \$4 million or 2.4% from the 2017-2018 Adopted Final Budget.
 - ◆ For the Public Economic Assistance Fund, Gross Costs identified in the 2018-2019 Proposed Budget total \$104.9 million, an increase of \$4.6 million or 4.6% from the 2017-2018 Adopted Final Budget.
 - ◆ For General Assistance Fund, Gross Costs identified in the 2018-2019 Proposed Budget total \$1 million, an increase of \$50,000 or 5.3% from the 2017-2018 Adopted Final Budget.
 - ◆ For Integrated Children’s Services Fund, no cost is estimated for the 2018-2019 Proposed Budget as this fund was closed June 30, 2016.
 - ◆ For County Children’s Fund, Gross Costs identified in the 2018-2019 Proposed Budget total \$169,516, an increase of \$16,644 or 11.0% from the 2017-2018 Adopted Final Budget.
 - ◆ For Public Authority – Administration Fund, Gross Costs identified in the 2018-2019 Proposed Budget total \$659,114, a decrease of \$372,673 or 36.1% from the 2017-2018 Adopted Final Budget.
 - ◆ Note that the Fiscal Year 2017-2018 Adopted Final Budget does not include \$234,654 in adjustments approved subsequent to its adoption that decreased the 2017-2018 Operating Budget.
 - ◆ For Public Authority – Benefits Administration Fund, Gross Costs identified in the 2018-2019 Proposed Budget total \$1.1 million, a decrease of \$48,785 or 4.1% from the 2017-2018 Adopted Final Budget.
 - ◆ For IHSS Provider Wages Fund, Gross Costs identified in the 2018-2019 Proposed Budget total \$110.7 million, an increase of \$8.5 million or 8.3% from the 2017-2018 Adopted Final Budget.
 - ◆ The Proposed Budget at base included a \$8.7 million increase due to the normal cost of doing business and services, supplies, and Cost Allocation Plan (CAP) charges to maintain critical services in support of mandated program activities, requiring a General Fund Contribution of \$10.6 million, and an increase of \$96,454 or .09%. The potential for additional base increase will be updated at Final Budget with updated revenue sources.
 - ◆ In the Program Services and Support Fund, the Proposed Budget remains status quo by accounting for normal cost of doing business increases offset by staffing vacancy factor resulting in a net reduction of \$4 million in Gross Costs and require a General Fund Contribution of \$4 million.
 - ◆ The State alleviated some of the financial impact on counties as a result of caseload growth by enacting the CalFresh Waiver. Welfare & Institutions Code Section 18906.55 allowed for the fiscal relief to counties as a result of the unanticipated and unprecedented CalFresh caseload growth and waived the requirement for counties to pay the 15% county share of the nonfederal costs above their individual CalWORKs MOE. The State began phasing out the waiver in 25% increments beginning in Fiscal Year 2015-2016. In Fiscal Year 2018-2019, the CalFresh Waiver is no longer in effect and the County is once again responsible to pay the entire 15% county share of the non-federal costs above the CalWORKs MOE of \$2.2 million. Appropriations of \$4.0 million and correlating Federal and State revenues of \$3.4 million related to the support of mandated CalFresh activities will be re-evaluated at Final Budget for updated revenue sources for the potential additional need of \$599,136.
 - ◆ In the Public Economic Assistance Fund, the Proposed Budget at base included a \$4.6 million increase due to Foster Care and Extended Foster Care caseload increased trends and impacts from CCR implementation mandates, requiring a General Fund Contribution of \$1.9 million, of which \$897,039 will be re-evaluated at Final Budget for updated revenue sources. Since calendar year 2016, there has been a 17% increase in the rate of Foster Care placements, partially attributed to youth with complex issues.
 - ◆ Appropriations of approximately \$3.0 million with correlating Federal and State revenues of approximately \$2.1 million will be reconsidered at Final Budget with updated revenue sources to consider an additional \$897,039 in support of mandated assistance services.
 - ◆ In the General Assistance Fund, the Proposed Budget at base included a \$49,651 increase due to costs associated with increased High Needs Youth caseloads to maintain mandated service levels, requiring a General Fund Contribution of \$806,667, of which \$157,833 will be reconsidered at Final Budget with updated revenue sources due to increases in General Assistance for Foster Care High Needs Youth placements.

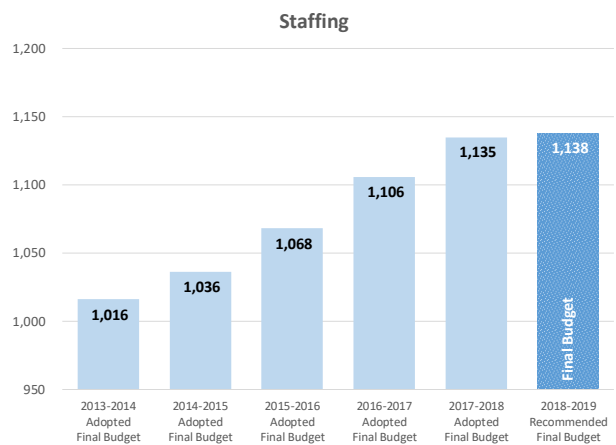
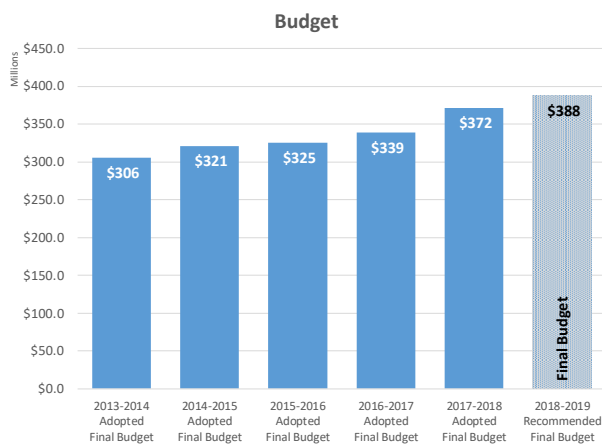
- ◆ In the Integrated Children's Services Fund, the Proposed Budget at base had no changes. There is no impact to the County General Fund. This fund was closed June 30, 2016. Sober Living Environment services and corresponding revenue currently resides in Program Services and Support Fund budget, consistent with the Board of Supervisors decision on March 3, 2015 to approve agenda item #2015-73 to end the partner match requirement for Sober Living Environment Services.
- ◆ In the County Children's Fund, the Proposed Budget at base included a \$16,644 increase in order to maintain current service levels due to implementing an 11% escalator based on historical trends; there is no impact to the County General Fund.
- ◆ In the Public Authority – Administration Fund, the Proposed Budget included a \$372,673 decrease in order to maintain current service levels.
- ◆ \$213,712 of the decrease is due to the IHSS MOE expense account being removed since Public Authority - Administration Fund will not be invoiced for the MOE separately. The State will only reimburse the Federal and State portion of the revenue based on the quarterly State of California (SOC) 448 claim.
- ◆ \$143,086 is the total IHSS MOE. There is an additional \$21,783 County support above the projected allocation for a total General Fund Contribution of \$164,869, requiring a total General Fund Contribution of \$44,229. The inflation factor for the IHSS MOE is 7% beginning Fiscal Year 2019-2020 and beyond.
- ◆ \$1,747 of the decrease is in order to maintain current service levels due to right-sizing of Community Office expenses at the Stanislaus Veterans Center.
- ◆ \$157,214 of the decrease is in order to maintain current service levels due to the re-direction of support staff salaries and benefits to Program Services and Support Fund that occurred in Fiscal Year 2017-2018.
- ◆ In the Public Authority – Benefits Administration Fund, the Proposed Budget included a \$48,785 decrease in the IHSS MOE in order to maintain current service levels due to the re-structured IHSS MOE, requiring a total General Fund contribution of \$94,296 to support the total IHSS MOE. The inflation factor for the IHSS MOE is 7% beginning Fiscal Year 2019-2020 and beyond.
- ◆ Service levels have increased due a rise in actual paid provider hours. This is in line with the Board's priority of supporting Community Health.
- ◆ The County is legally obligated to pay the full cost of actual dental and vision benefit payments up to \$.10 per paid provider hour as committed to in the current MOU.
- ◆ For IHSS Provider Wages Fund, the Proposed Budget included a \$8.4 million increase in IHSS Provider Wages in order to maintain current service levels primarily due to the increase in the State minimum wages in line with existing MOU with the UDWA, requiring a General Contribution of \$3.7 million. The State minimum wage will increase from \$11.00 per hour to \$12.00 per hour effective January 1, 2019.
- ◆ The total IHSS MOE of \$16.1 million is supported by \$3.7 million in General Fund Contribution, \$2.7 million in State General Fund offset and \$9.7 million of 1991 Realignment funding. \$1.1 million of the increase in the IHSS MOE is in order to maintain current service levels due to a 5% inflation factor. The inflation factor for the IHSS MOE is 7% beginning Fiscal Year 2019-2020 and beyond.
- ◆ The current labor agreement between IHSS Public Authority of Stanislaus County and the UDWA representing the County IHSS Providers expires on June 30, 2019. The Department and the Chief Executive Office will look to actively negotiate a new contract during Fiscal Year 2018-2019. Impacts to Fiscal Year 2019-2020 are unknown at this time.
- ◆ The Proposed Budget included a request to increase service levels due to an increase in caseloads and the number of paid provider hours. This is in line with the Board's priority of supporting Community Health.
- ◆ Due to the mandated nature of the IHSS program, the County is legally obligated to pay the full cost of the provider wages.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 1,138, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The Final Budget includes technical adjustments that do not affect the position allocation.

- ◆ A classification study of one Administrative Clerk II position was recommended in the 2017-2018 Midyear Financial Report. The study has been completed and it is recommended that one Administrative Clerk II position be reclassified upward to an Administrative Clerk III.
- ◆ A classification study of two Manager II positions was recommended in the 2017-2018 Midyear Financial Report. The study has been completed and it is recommended that two Manager II positions be reclassified upward to block-budgeted Manager I-II-III.
- ◆ A classification study of one Manager III position was recommended in the 2017-2018 Midyear Financial Report. The study has been completed and it is recommended that one Manager III position be block-budgeted to a Manager I-II-III.
- ◆ Two Storekeeper I positions are recommended to be reclassified upward to block-budgeted Storekeeper I-II to maintain classification consistency County-wide.
- ◆ The 2018-2019 Proposed Budget included a Department staffing allocation of 1,138, an increase of three over the 2017-2018 Adopted Final Budget allocation.
- ◆ The Proposed Budget included a recommendation for an increase of one to the Total Allocated Positions.
 - ◆ One new Staff Services Analyst position is recommended in Services and Support for the Contracts Administration Division to focus on contract development, program monitoring, contract outcomes, compliance monitoring, and procurement compliance activities resulting from Continuum of Care Reform mandates.
 - ◆ The Proposed Budget included technical adjustments that do not affect the position allocation.
 - ◆ A classification study of one existing Manager II position is recommended.
 - ◆ Three vacant Social Services Assistant positions are recommended to be reclassified upward to block-budgeted Social Worker I/II positions in Child Welfare Services. This will allow the Department to combine absent parent and relative searches, increase relative placements, improve relative engagement and report efforts to locate absent parents on juvenile court cases pursuant to state requirements.
 - ◆ One Family Services Specialist II position is recommended to be reclassified upward to a block-budgeted Social Worker III/IV/V position.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors' action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan is increased to \$388.7 million for ongoing adjustment.

- ◆ The Department’s Revenue for the 2019-2020 Spending Plan is estimated at \$385.3 million, an increase of \$15.5 million or 4.1% from the 2018-2019 Proposed Budget.
- ◆ In the Program Services and Support Fund, revenue for the 2019-2020 Spending Plan is estimated at \$161.3 million, an increase of \$3.4 million or 2% from the 2018-2019 Proposed Budget. Consistent with 2018-2019, the potential additional need of \$599,136, due to the elimination of CalFresh Waiver match, will be evaluated in a future budget cycle.
- ◆ In the Public Economic Assistance Fund, revenue for the 2019-2020 Spending Plan is estimated at \$105.0 million, an increase of \$2.1 million or 2% from 2018-2019 Proposed Budget. Consistent with the 2018-2019 Proposed Budget, the potential additional need of \$897,039, in support of mandated assistance services, will be evaluated in a future budget cycle.
 - ◆ In the General Assistance Fund, revenue for the 2019-2020 Spending Plan is estimated at \$175,049, consistent with the 2018-2019 Proposed Budget. Consistent with the 2018-2019 Proposed Budget, the potential additional need of \$157,833 in General Fund Contribution, in support of mandated assistance services for Foster Care High Needs Youth placements, will be evaluated in a future budget cycle.
 - ◆ In the Integrated Children’s Services Fund, no revenue is estimated for the 2019-2020 Spending Plan as this fund was closed June 30, 2016.
 - ◆ In the County Children’s Fund, revenue for the 2019-2020 Spending Plan is estimated at \$176,491, an increase of \$6,975 or 4.1% from the 2018-2019 Proposed Budget.
 - ◆ In the Public Authority – Administration Fund, revenue for the 2019-2020 Spending Plan is estimated at \$614,885, consistent with the 2018-2019 Proposed Budget.
 - ◆ In the Public Authority – Benefits Administration Fund, revenue for the 2019-2020 Spending Plan is estimated at \$1 million, a decrease of \$31,382 or 3% from the 2018-2019 Proposed Budget.
 - ◆ In the IHSS Provider Wages Fund, revenue for the 2019-2020 Spending Plan is estimated at \$117.0 million, an increase of \$10.0 million or 9.3% from the 2018-2019 Proposed Budget. A potential additional need of \$1.9 million in County share due to the anticipated MOE increase and reduction of State General Fund offset will be evaluated in a future budget cycle. The Department will continue to monitor revenue funding sources.
- ◆ The Department’s estimated revenue for the 2019-2020 Spending Plan is determined by use of Fiscal Year 2018-2019 Proposed Budget as base and analysis of historical trends, the Long-Range Model tool and spending plans. The estimated revenue is expected to remain consistent with the 2018-2019 Proposed Budget.
- ◆ The Spending Plan does not require the use of Department fund balance. Based on fund balance identified in the 2018-2019 Proposed Budget, the Department anticipates there will be \$260,740 in available fund balance on July 1, 2019.
 - ◆ \$104,010 fund balance in Program Services and Support Fund is anticipated to be used for post-closing adjustments in order to end the fiscal year in a positive position.
 - ◆ \$156,730 fund balance in County Children’s Fund is anticipated to be used for continuation of services at current level in preparation of economic downturns and in the process of developing a spending plan.

Budget and Operations Plan

- ◆ Gross Costs for the 2019-2020 Spending Plan were not adjusted in the 2018-2019 Final Budget.
- ◆ The Department’s Gross Costs identified in the 2019-2020 Spending Plan total \$399.4 million, an increase of \$19 million or 5% from the 2018-2019 Proposed Budget.
 - ◆ Program Services and Support Fund Gross Costs identified in the 2019-2020 Spending Plan total \$165.9 million, an increase of \$4 million or 2.4% from the 2018-2019 Proposed Budget.
 - ◆ Public Economic Assistance Fund Gross Costs identified in the 2019-2020 Spending Plan total \$107.8 million, an increase of \$3 million or 3% from the 2018-2019 Proposed Budget.
 - ◆ General Assistance Fund Gross Costs identified in the 2019-2020 Spending Plan total \$1.1 million, an increase of \$157,833 or 16% from the 2018-2019 Proposed Budget.
 - ◆ For Integrated Children’s Services Fund, no cost is estimated in the 2019-2020 Spending Plan as this fund was closed June 30, 2016.
 - ◆ County Children’s Fund Gross Costs identified in the 2019-2020 Spending Plan total \$176,491, an increase of \$6,975 or 4% from the 2018-2019 Proposed Budget.

- ◆ Public Authority – Administration Fund Gross Costs identified in the 2019-2020 Spending Plan total \$659,114, consistent with the 2018-2019 Proposed Budget.
- ◆ Public Authority – Benefits Administration Fund Gross Costs identified in the 2019-2020 Spending Plan total \$1.1 million, a decrease of \$27,355 or 2.4% from the 2018-2019 Proposed Budget.
- ◆ IHSS Provider Wages Fund Gross Costs identified in the 2019-2020 Spending Plan total \$122.6 million, an increase of \$11.9 million or 10.8% from the 2018-2019 Proposed Budget.
- ◆ The Department’s 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the assumption, except for County Children’s Fund, Public Authority – Benefits Administration Fund and IHSS Provider Wages Fund, there are no known or anticipated items at this time and there no known material changes from the 2018-2019 Proposed Budget.
 - ◆ For the Program Services and Support Fund, the Public Economic Assistance Fund, the General Assistance Fund and the Public Authority – Administration Fund, the 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the assumption that there are no known or anticipated material changes.
 - ◆ For the County Children’s Fund, the 2019-2020 Spending plan projections were based on implementing a 5% escalator, based on 5-year trends.
 - ◆ For the Public Authority – Benefits Administration Fund, the 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:
 - ◆ IHSS MOE inflation factor of 7%
 - ◆ Benefits calculated up to \$0.10 per paid Provider hour based on existing MOU with the UDWA.
 - ◆ For the IHSS Provider Wages Fund, the 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:
 - ◆ IHSS MOE inflation factor of 7%
 - ◆ State minimum wage increase from \$12.00 per hour to \$13.00 per hour effective January 1, 2020
 - ◆ 2.85% caseload growth
- ◆ The Department’s 2019-2020 Spending Plan includes \$3.5 million of program unmet needs that will be re-evaluated once 2018-2019 Final Budget revenue sources are determined.
 - ◆ The current labor agreement between IHSS Public Authority of Stanislaus County and the UDWA representing the Stanislaus County IHSS Providers expires on June 30, 2019. The Department and Chief Executive Office will look to actively negotiate a new contract during Fiscal Year 2018-2019. Impacts to Fiscal Year 2019-2020 are unknown at this time.

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of 1,138, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 1,138, consistent with the 2018-2019 Proposed Budget allocation.

Key Challenges and Opportunities

- ◆ Cost of Living Increases
 - ◆ In the Public Economic Assistance and General Assistance Funds there is an anticipated cost of living (COLA) increase in Foster Care effective July 2018 and CalWORKs effective April 2018. These increases will also impact General Assistance Adult and Foster Care clients. At this point, the COLA is unknown. The Department will continue to monitor existing appropriations and actuals and report back to the Board in a future budget cycle as needed.
- ◆ StanWORKs Programs – Housing and Employment

- ◆ The Housing Support Program (HSP) provides intensive case management services, housing search assistance, rental assistance, home habitable items, temporary shelter and deposit assistance to eligible Welfare to Work families. The HSP program contracts with Community Housing and Shelter Services for assistance with motel placement and permanent housing search. Case management services begin at program referral and continue six months after permanent housing is secured.
- ◆ The Housing Assistance program provides temporary shelter and assistance by securing permanent housing for CalWORKs families who are experiencing homelessness. Services for housing case management, temporary shelter, and permanent shelter foreclosure / lien clearance are contracted through Community Housing and Shelter Services. Participants receive referrals to local motels for up to 16 consecutive nights of shelter, rental deposit assistance, and utility deposit assistance.
- ◆ The Housing and Disability Income Advocacy Program (HDAP) provides outreach, case management, disability income advocacy, and housing assistance payments to those experiencing homelessness. The goal is to assist participants in obtaining permanent housing, using the Housing First model, and to secure sustainable disability income. During the disability application process, participants receive intensive case management to address and overcome barriers. Case management services are contracted with Community Housing and Shelter Services. The HDAP case manager works closely with community partners at the Stanislaus County Outreach and Engagement Center.
- ◆ The CalWORKs program is embarking on transition to a family focused goal setting model, requiring the establishment and tracking family goals and objectives focused on employment and self-sufficiency, incorporating the Online CalWORKs Appraisal Tool. CalWORKs 2.0 incorporates new program accountability measures requirements through the implementation of the California Outcomes and Accountability Review (CalOAR). CalOARs requires that each county perform a self-assessment, identify performance based on established performance indicators, and develop an individualized system improvement plan that includes a qualitative peer review process. CalOARS mandates new data reporting requirements.
- ◆ Children's Programs
 - ◆ CCR was implemented by Assembly Bill (AB) 403 that provided the statutory and policy framework to ensure support given to a child or youth and his or her family is tailored toward the ultimate goal of returning the child home whenever possible or to a permanent family through adoption or guardianship. CCR was designed from an understanding that children who must live apart from their biological parents do best when they are cared for in committed, nurturing family homes. The philosophy behind CCR is to limit the reliance on group homes to short-term, therapeutic interventions that are just one part of a continuum of care available for children, youth, and young adults. Fiscal Year 2017-2018 was a transitional year for group care. On January 1, 2017, group homes began converting to Short Term Residential Treatment Facilities. All group homes must convert by December 31, 2018 or dependent youth can no longer live there. In addition, Child and Family Team (CFT) meetings are being implemented across child welfare which is a strength-based approach to coordinate care and case planning for all children and youth, ensuring the voice of the family is heard. CFT's will occur at initial placement, each change in placement, and per request but no more than six months apart. The State has implemented Level of Care (LOC) assessments to determine the level of placement, which determines the level of service in Foster Care and the placement assistance payment. The expectation is that the level of care is determined by the amount of care the child/youth needs. The Child and Adolescent Needs and Strengths (CANS) Tool is a multi-purpose assessment tool, often used by mental health providers. The State has required that Child Welfare also utilize this tool. Stanislaus County's current implementation date is July 1, 2018. To date, the Department has over 60 children and youth in group home settings. The Department is working closely with CDSS and has expressed significant concerns about its ability to fully implement the requirements of CCR prior to December 31, 2018.
 - ◆ Enacted July 1, 2017, Assembly Bill (AB) 1299 (Ridley-Thomas, Chapter 603, Statutes 2016) provides the framework for the prompt transfer of the responsibility for the provision of, or arranging and payment for Specialty Mental Health Services (SMHS), from the county of original jurisdiction to the county in which a foster child resides. The Child Welfare social worker is responsible for coordinating appropriate notification, holding a Child and Family Team (CFT) meeting to discuss the options, and providing the Mental Health Single Point of Contact of the county of residence the needed information to provide services to the child in a timely manner. Stanislaus County currently has 202 children placed out of county that need to be regularly assessed

for the need of SMHS and go through the Presumptive Transfer process once there is a need for a mental health assessment or the child has been identified for needing SMHS.

- ◆ When dependent children are not living with a parent they will visit their parents as court ordered by the Juvenile Delinquency Judge. With an increase in the amount of removals, the need for an additional visitation site has been in demand. In Fiscal Year 2018-2019, the visitation space will be expanded to have space in the community to visit. By the end of Fiscal Year 2020-2021, the Department hopes to have a comprehensive Visitation Center for Stanislaus County. Visitation between a child, parent, siblings, and other family members is integral to maintaining the family bond during this time they cannot safely live together.
- ◆ Family First Prevention Act is Federal legislation that recently passed that allows Federal Title IV-E funds to be used for prevention services for youth and their parent or kin caregiver who are a candidate for foster care as well as a child in foster care who is pregnant or parenting. There are also other changes that would affect Child Welfare Services (CWS) guidelines/policies in regards to residential treatment guidelines, kinship navigator programs, family reunification services timeframes, etc. The earliest most of these programs would be implemented in California would be 2020, but could have further delays in implementation.
- ◆ The rate of foster care placement (children in need of placement outside the family home due to child abuse and neglect safety concerns) has increased significantly. In calendar year 2014, there were 298 children placed into foster care and in calendar year 2017, there were 413 children that entered into foster care. This represents a 38.5% increase. During this same period, the placement of youth aged 11-15 increased 72% from 45 in calendar year 2014 to 77 in calendar year 2017. Studies show that youth who enter foster care between the ages of 11-15 are less likely to reach permanency, experience more placement changes, have more mental health problems, runaway more, and are more difficult to find an appropriate placement. The Department is also seeing a significant increase in foster care placement of infants from 64 in calendar year 2014 to 108 in calendar year 2017 (69% increase). The foster care caseload has also continued to increase. In the first quarter of 2016, there were 754 youth in foster care, including non-related guardianship cases. In the first quarter of 2018, there were 882 youth in foster care, an increase of 17% in two years. The need for General Assistance in foster care is also trending high. There have been three to four youth who have intellectual disabilities (most common is autism) and significant behavior issues. While these youth qualify for regional services, foster care is responsible for the payment. These youth require placement in a regional services homes to receive the type of care and reinforcement needed to learn the skills to be self-sufficient. The goal is for these youth to step down once they can be safely moved out of a regional services home since these homes do not have a foster care rate and therefore, are not eligible for State or Federal funding.
- ◆ Adult Programs
 - ◆ The ongoing IHSS MOE inflation factor will be 5% in Fiscal Year 2018-2019 and 7% in Fiscal Year 2019-2020 and thereafter.
 - ◆ On September 7, 2017, the Department received a letter from the California Department of Social Services requiring the County to improve the IHSS reassessment rate to at least 80.0%. The County is required to report progress quarterly and will be assessed again in 2018 to assure compliance with State law. At the end of November 2017, the reassessment rate had dropped to 62.09%. As of January 2018, the Department's monthly reassessment compliance rate is 64.37%. In addition to the reassessment backlog, the Department had a backlog of applications. To address the backlog of applications, staff were refocused to address pending applications. Significant progress was made and the number of individuals waiting for service has been reduced from 1,100 to 600. As the backlog of cases is processed, the Department will determine if a future budget adjustment is necessary.
 - ◆ Electronic Visit Verification (EVV) is a telephone and computer-based system that electronically verifies service visits have occurred. Pursuant to Subsection I of Section 1903 of the Social Security Act (42 U.S.C. 1396b), all states must implement EVV for Medicaid-funded personal care services by January 2019 and home health care service by January 2023. There is no prescribed solution for the Federal government, so States can select and implement their own EVV design.
 - ◆ Paid Provider hours are the basis of calculating benefits, which is currently set at up to \$0.10 per paid Provider hour. The IHSS provider sick leave provisions of Senate Bill (SB) 3 (Chapter 4, Statutes of 2016) allow IHSS providers to accrue and use paid sick leave hours. Beginning July 1, 2018, an IHSS provider who provides 100 hours of authorized services to an IHSS recipient will be authorized to accrue eight hours of paid sick leave.

Any unused sick leave hours will expire as there will be no rollover to the next fiscal year. Instead, the hours will be reset to the maximum number of hours each provider is allowed to accrue in a given year. When the State minimum wage reaches \$13.00 per hour, the maximum amount of paid sick leave accrued will increase to 16 hours, and when the state minimum wage reaches \$15.00 per hour, the maximum amount of paid sick leave accrued will increase to 24 hours. The State has not provided direction regarding the implementation of sick leave. The impacts will be evaluated for possible future budget adjustments.

- ◆ The current labor agreement between IHSS Public Authority of Stanislaus County and the UDWA representing the Stanislaus County IHSS Providers expires on June 30, 2019. The Department and the Chief Executive Office will look to actively negotiate a new contract during Fiscal Year 2018-2019. Impacts to Fiscal Year 2019-2020 are unknown at this time.
- ◆ The State General Fund offset reduction is \$330 million Statewide in Fiscal Year 2018-2019, \$200 million in Fiscal Year 2019-2020, and \$150 million thereafter.
- ◆ Operating
 - ◆ The Community Service Facility (CSF) Service Delivery and Facility Planning Project (Master Plan) is nearly complete. The Master Plan also includes a separate Security Assessment. The Department Project Team is coordinating with the Chief Executive Office and the Operational Service Delivery and Facility Planning Project is in process. In Fiscal Year 2018-2019, the CSF partners will look at implementing recommendations from the security assessment such as upgrading the security cameras, lighting, signage and improving access into the building for employee and visitors.
 - ◆ The lease on the 275 3rd Street facility in Turlock expires on August 20, 2018. The Department is considering extending the lease and renovating the building to provide court ordered child visitation services in Turlock.
 - ◆ For Fiscal Years 2018-2019 and 2019-2020, the Department has a vehicle replacement request for a total of 25 vehicles. In Fiscal Year 2018-2019, there are nine vehicles scheduled to be replaced due to age, mileage and/or mechanical items. In Fiscal Year 2019-2020, there are 16 vehicles scheduled to be replaced due to age, mileage and/or mechanical items.
- ◆ Community Services Agency will continue to monitor the Governors State Budget updates for information that could impact program services and/or funding.

Related Links

For additional information about the Community Services Agency, refer to the website at: <http://www.csa-stanislaus.com/>

For additional information about Adult Services, refer to the division's website at:
<http://www.csa-stanislaus.com/adult-services/index.html>

For additional information about IHSS, refer to the division's website at:
http://www.csa-stanislaus.com/adultservices/index.html#_ihss

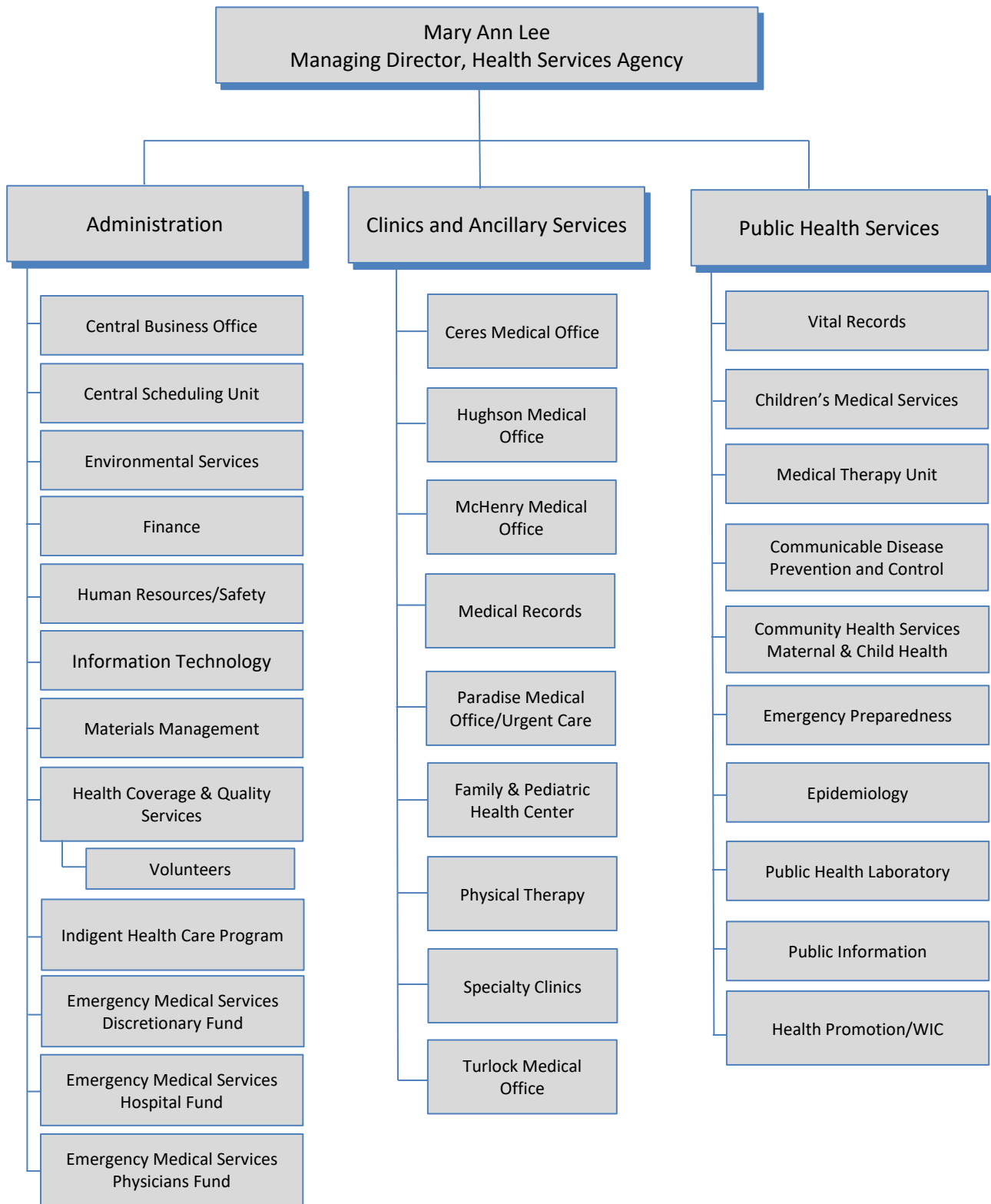
For additional information about Children and Family Services, refer to the division's website at:
<http://www.csa-stanislaus.com/childrens-services/index.html>

For additional information about StanWORKs CalWORKs Services, refer to the division's website at:
http://www.csa-stanislaus.com/cash-aid/#_who_we_are

For additional information about StanWORKs CalFresh Services, refer to the division's website at:
http://www.csa-stanislaus.com/cal-fresh/index.html#_about_us

For additional information about StanWORKs Medi-Cal, refer to the division's website at:
http://www.csa-stanislaus.com/medi-cal/index.html#_about_us

For additional information about the Community Services Agency Locations, refer to the division's website at:
<http://www.csa-stanislaus.com/general-info/>



830 Scenic Drive, Modesto, CA 95353 Tel: (209) 558-7000
www.schsa.org

Health Services Agency

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$74,815,783	\$77,453,446
Use of Fund Balance/ Retained Earnings	\$1,385,719	\$1,875,093
Gross Costs	\$81,968,877	\$85,095,914
General Fund Contributions	\$5,767,375	\$5,767,375
% Funded by General Fund	7.0%	6.8%
Total Allocated Positions	472	472

Department Services and Programs

The Health Services Agency (HSA) **Administration** Division provides oversight and support for the Agency’s Ambulatory Clinics and Ancillary, Indigent Health Care, and Public Health Division services. The overhead functions included in this budget unit are Administration, Central Business Office, Central Scheduling Unit, Environmental Services, Finance, Human Resources/Safety, Information Technology, Materials Management, and Health Coverage and Quality Services.

The Medically Indigent Health Care Program (IHCP) provides basic health care to indigent residents of Stanislaus County who are not Medi-Cal eligible and do not have health insurance. However, the Medically Indigent Adult (MIA) Program is not an insurance plan and does not meet the minimum essential coverage requirement of the Affordable Care Act (ACA). The County’s MIA program is essentially the payer of last resort for eligible indigents, as outlined in Welfare and Institutions (W&I) Code, Section 17000: “Every county shall relieve and support all incompetent, poor indigent persons, and those incapacitated by age, disease, or accident, lawfully resident therein, when such persons are not supported or relieved by their relatives or friends, by their own means, or by State or Private institutions.”

The Emergency Medical Services (EMS) Discretionary Fund Health and Safety Code requires the County to establish and coordinate a system that provides emergency medical care in the region. To provide these services, the County has historically contracted with Mountain Valley Emergency Medical Services (MVEMS), a regional Emergency Medical Services (EMS) agency of five participating counties. HSA has established three EMS Funds known as the (EMS Maddy - Discretionary,

Hospital, and Physicians) Fund pursuant to California Health and Safety Code Section 1797.98.

The HSA-IHCP Emergency Medical Services Hospital Health and Safety code requires the County to establish an Emergency Medical Services (EMS) Fund, upon adoption of a resolution by the Board of Supervisors. In order to provide these services, the County contracts with hospitals within the community. The IHCP Emergency Medical Services Physicians Health and Safety code requires the County to establish an Emergency Medical Services (EMS) Fund, upon adoption of a resolution by the Board of Supervisors. To provide these services, the County contracts with Stanislaus Medical Foundation for medical care.

The **Clinics and Ancillary Services** Division provides primary care, specialty care, and certain ancillary services that support such care, primarily occupational and physical therapy services. The provision of these services is intended to reach underserved and uninsured individuals, Medi-Cal recipients, and the County Indigent Adult population. Primary Care Clinic services are currently provided at six Federally Qualified Health Center Look-Alike (FQHC-LA) medical office locations positioned throughout the County. The Valley Family Medicine Residency (VFMR) Program of Modesto, which is accredited by the Accreditation Council for Graduate Medical Education (ACGME) and receives graduate medical education funding from the Centers for Medicare and Medicaid Services (CMS), provides family medicine residency Physician training.

The **Public Health Services** has the responsibility of assessing, measuring, reporting, and monitoring the health status of the community. The outcome of

community assessments and input as it relates to Ten Essential Public Health Services determines how the Division targets its focus for health improvement as outlined on HSA’s website. The majority of these Public Health services are categorical programs funded by State and Federal sources. However, all employees are trained in emergency preparedness and are the first line of defense against health threats, natural disaster, terrorism, and/or manmade events. Public Health employees fill dual roles – categorical programs and disaster response.

The Public Health Services Division is responsible for delivering services and programs which help to protect and improve the lives of County residents. It is Public Health’s responsibility to prevent illnesses and injury, promote healthy lifestyles and behaviors, and to protect the community from health threats. Under California Health and Safety Code, coupled with their guidance and direction, Public Health establishes and operates an array of public health programs focused on population health. These programs include the prevention and control of communicable diseases throughout the community, rapid response to threats through the provision of

emergency training and response, and conducting health promotion activities throughout the County. The public health delivery system encompasses a range of interventions and services geared toward improving the health outcomes for Stanislaus County. Although many of the programs receive categorical funding, collectively the Department strives to ensure that all residents have the opportunity to be healthy, are safe from health threats, and are able to access the services that will help to protect, promote, and preserve their health and overall well-being.

The Public Health Vital and Health Statistics office of Vital Records reviews and registers all births, deaths, and fetal deaths that occur in Stanislaus County in accordance with State guidelines. All original certificates are transmitted weekly to the State Office of Vital Records (OVR). Certified copies are available upon request. The information that is collected from these records provides valuable health and research data, allowing health authorities a means of studying and evaluating health programs; provides information to government agencies for research; and provides information for population estimates and maternal and child health activities.

Board of Supervisors Priority Area



The Health Services Agency supports the following Board of Supervisors priority:

Priority	<i>Supporting community health, including physical, mental, emotional and spiritual health</i>	
Mission Statement	Promote wellness and healthy lifestyles; Prevent illness and injury; Provide quality care and treatment; and Preserve access to healthcare for the underserved Through leadership, continuous improvement and teamwork	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Monthly Clinic Visits	Public Health Immunizations

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments

- ◆ The Strategic Business and Master Facility plan was presented to the County Board of Supervisors in July 2018. The plan highlighted changes in six major operational areas. The report also recommended relocating the Health Services Agency operations from the current County Center II to the new County Center III location
- ◆ The Public Health Department submitted the application for the Public Health Accreditation certification and is currently awaiting final decision. The Community Health Improvement Plan (Framework for a Thriving Stanislaus) has been implemented
- ◆ Successfully achieved the Three-Year Federally Qualified Health Center Look-Alike Renewal designation for the primary care clinics through December 2020

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Health Services Agency - Administration							
1401 1301000 Special Revenue Fund							
Total Revenue	\$6,334,215	\$6,262,766	\$6,387,577	\$6,996,071	\$7,092,715	\$8,153,144	86.99%
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$492,677	0.00%
Gross Costs	\$6,334,215	\$6,262,766	\$6,387,577	\$6,996,071	\$7,092,715	\$8,645,821	82.04%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Administrative fund provides internal support to all departments within the Health Services Agency. Operational costs, which are subject to increased costs of doing business, and funded by allocation to the Clinics and Ancillary, Public Health, and Indigent Health Care programs.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Health Services Agency - Clinic and Ancillary Services							
4051 1010001 Enterprise Fund							
Total Revenue	\$32,732,557	\$37,546,079	\$40,413,133	\$42,840,167	\$36,229,549	\$43,678,726	82.95%
Use of Fund Balance	(\$628,898)	(\$19,836,039)	(\$7,020,544)	(\$5,221,232)	\$1,650,399	\$866,538	190.46%
Gross Costs	\$36,984,479	\$37,639,884	\$37,853,732	\$40,732,332	\$40,993,345	\$47,658,661	86.01%
Net County Cost	\$4,880,820	\$19,929,844	\$4,461,143	\$3,113,397	\$3,113,397	\$3,113,397	100.00%

- ◆ In recent years, the shortage of medical providers has resulted in lower patient visit volumes and reduced revenues. Increased costs of doing business, such as negotiated staffing salaries and benefit packages including retirement and health coverage, services and supplies, and allocated County charges, have exceed revenues and increased the reliance on fund balance usage.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Health Services Agency - EMS Discretionary Fund							
1429 1210001 Special Revenue Fund							
Total Revenue	\$ 130,733	\$ 113,619	\$ 98,747	\$ 106,160	\$ 114,235	\$ 95,300	119.87%
Use of Fund Balance	\$ 29,812	\$ 73,691	\$ 59,456	(\$ 16,267)	(\$ 18,935)	\$ 0	0.00%
Gross Costs	\$ 160,545	\$ 187,310	\$ 158,203	\$ 89,893	\$ 95,300	\$ 95,300	100.00%
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

- ◆ This fund provides contracted regional ambulance services, and is funded totally by collection of fees and fines through the court system. In the past two years, collections exceeded the service contracts, and added a modest amount to the fund balance, which is restricted for use for Emergency Medical Services only.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Health Services Agency - Indigent Health Care							
1404 1501000 Special Revenue Fund							
Total Revenue	\$ 7,776,795	\$ 2,171,659	\$ 445,059	\$ 334,996	\$ 285,174	\$ 267,000	106.81%
Use of Fund Balance	(\$ 51,784)	(\$ 2,700,991)	\$ 1,393,240	(\$ 477,187)	(\$ 416,030)	(\$ 336,898)	123.49%
Gross Costs	\$ 10,177,098	\$ 724,755	\$ 2,138,299	\$ 157,809	\$ 169,144	\$ 230,102	73.51%
Net County Cost	\$ 2,452,087	\$ 1,254,087	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	100.00%

- ◆ Implementation of the Affordable Care Act (ACA) offering subsidized medical insurance to the uninsured population has reduced reliance on County funded health care. With potential legislative changes to eliminate the ACA, this fund will need to evaluate further options for providing services to the uninsured population.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Health Services Agency - IHCP EMS Hospital							
1434 1500010 Special Revenue Fund							
Total Revenue	\$ 272,449	\$ 238,475	\$ 214,889	\$ 236,292	\$ 233,286	\$ 200,700	116.24%
Use of Fund Balance	(\$ 84,090)	(\$ 12,306)	(\$ 184,909)	(\$ 56,275)	(\$ 35,424)	\$ 0	0.00%
Gross Costs	\$ 188,359	\$ 226,169	\$ 29,980	\$ 180,017	\$ 197,862	\$ 200,700	98.59%
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

- ◆ Funded by collection of fines and fees which can be used only for this purpose, this program redistributes the collections to contracted hospitals for services provided to uninsured emergency patients.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Health Services Agency - IHCP EMS Physicians							
1435 1500020 Special Revenue Fund							
Total Revenue	\$ 578,878	\$ 472,580	\$ 412,344	\$ 443,140	\$ 451,717	\$ 430,100	105.03%
Use of Fund Balance	(\$ 75,844)	\$ 255,551	\$ 29,750	(\$ 109,949)	(\$ 28,610)	\$ 103,237	-27.71%
Gross Costs	\$ 503,034	\$ 728,131	\$ 442,094	\$ 333,191	\$ 423,107	\$ 533,337	79.33%
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

- ◆ Funded by collection of fines and fees which can be used only for this purpose, this program redistributes the collections to physicians for services provided to uninsured emergency patients.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Health Services Agency - Public Health							
1402 1200001 Special Revenue Fund							
Total Revenue	\$20,452,323	\$20,839,542	\$21,139,328	\$21,964,673	\$20,814,348	\$23,878,559	87.17%
Use of Fund Balance	(\$1,135,695)	(\$1,905,240)	(\$2,256,698)	(\$3,231,492)	\$25,998	\$317,929	8.18%
Gross Costs	\$20,121,103	\$20,915,604	\$21,236,608	\$21,087,159	\$23,194,324	\$26,550,466	87.36%
Net County Cost	\$804,475	\$1,981,302	\$2,353,978	\$2,353,978	\$2,353,978	\$2,353,978	100.00%

- ◆ Increased costs of doing business, such as negotiated staffing salaries and benefit packages including retirement and health coverage, services and supplies, and allocated County charges have contributed to in higher expenses in this fund. Variability of grant opportunities and decreased apportioning of sales tax and vehicle license fees have kept revenues flat in this fund.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Health Services Agency - PH Vital and Health Statistics							
1428 1250001 Special Revenue Fund							
Total Revenue	\$52,456	\$53,638	\$63,010	\$60,709	\$65,540	\$63,000	104.03%
Use of Fund Balance	(\$38,278)	(\$42,579)	(\$52,171)	(\$42,550)	(\$31,863)	(\$43,000)	74.10%
Gross Costs	\$14,178	\$11,059	\$10,839	\$18,159	\$33,677	\$20,000	168.39%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Revenues for this fund are driven by fees collected for documents issued. An increased number of certified death certificates have been issued to meet new requirements from other governmental entities who will accept only certified documents. Use of revenues from fees are restricted to certain operating costs and improvements to the department's infrastructure.

Fund Balance Trends

The following table identifies five-year historical data of actual fund balance by individual budget unit and along with a department total for each fiscal year.

Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
Health Services Agency - Administration	\$92,959	\$92,959	\$92,959	\$92,959	\$92,959
Health Services Agency - Clinic and Ancillary Services	(\$9,435,255)	(\$8,806,357)	\$207,597	\$7,234,497	\$12,453,632
Health Services Agency - EMS Discretionary Fund	\$176,511	\$146,700	\$73,009	\$13,553	\$29,820
Health Services Agency - Indigent Health Care	(\$1,045,622)	(\$993,839)	\$1,707,152	\$313,912	\$791,099
Health Services Agency - IHCP EMS Hospital	\$36,013	\$120,103	\$132,408	\$317,317	\$373,593
Health Services Agency - IHCP EMS Physicians	\$210,070	\$285,915	\$30,364	\$614	\$110,563
Health Services Agency - Public Health	\$4,175,059	\$5,310,754	\$7,162,817	\$9,293,455	\$12,523,037
Health Services Agency - PH Vital and Health Statistics	\$572,296	\$610,575	\$653,154	\$705,325	\$747,875
Total Fund Balance	(\$5,217,969)	(\$3,233,190)	\$10,059,460	\$17,971,632	\$27,122,578

*Note: Only Listed for Non-General Fund Units

- ◆ The Health Services Administration fund had a negative cash balance of \$78,412, due to the timing of payables and receivables at year end. The negative cash balance will be offset as account receivables items are collected. The

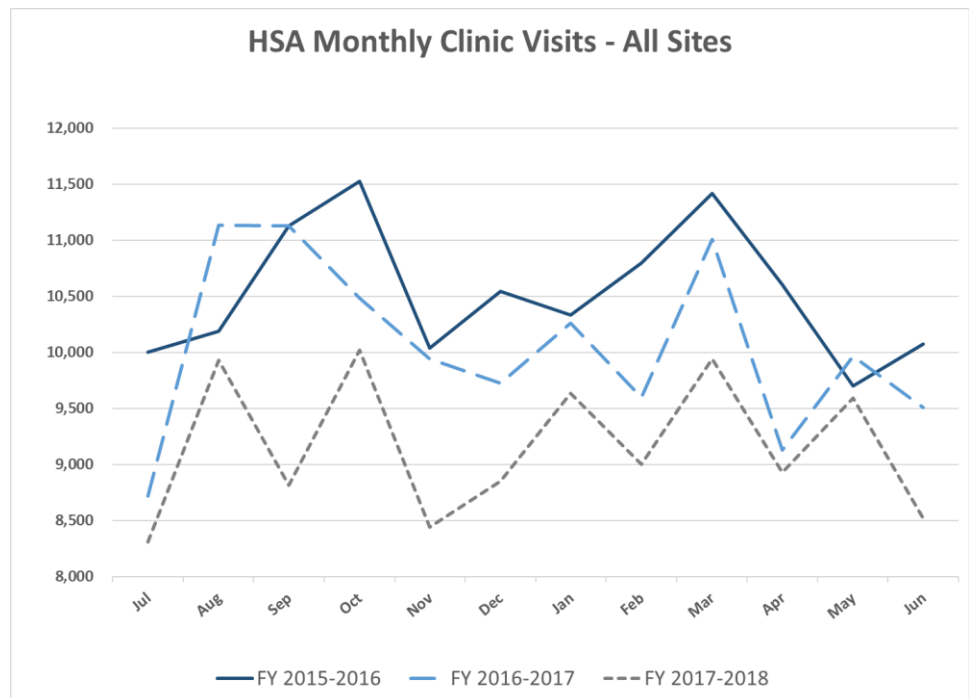
difference between cash and fund balance is \$171,371, which is due to outstanding receivables which were recognized as revenue, but not yet received.

- ◆ The Public Health Tobacco Tax Education fund received advance funding of \$150,000 to begin a new Oral Health initiative. Due to a State delay in the contract processing and definition of the project scope, the program was not started and the funding was recorded as an unearned revenue. The difference between cash balance of \$150,829 and fund balance of \$1,422 is the advance provided to the program, less interest earned and reported.
- ◆ The IHCP EMS-Physicians fund has a variance of \$70,803 between cash and fund balance. This is due to timing of the payment of fourth quarter physician fees; the last payment for the fiscal year is anticipated to be realized in the subsequent fiscal period.
- ◆ As of July 1, 2018, the Clinic and Ancillary Services fund had a positive cash balance of \$13,413,418 compared to the July 1, 2017 positive balance of \$7,421,406. The increase is due to the timing of accounts receivables and payables at year-end, and including receipt of Intergovernmental Transfer receivables in June. The difference between the cash and fund balance is due to the timing of payables and receivables at year-end.

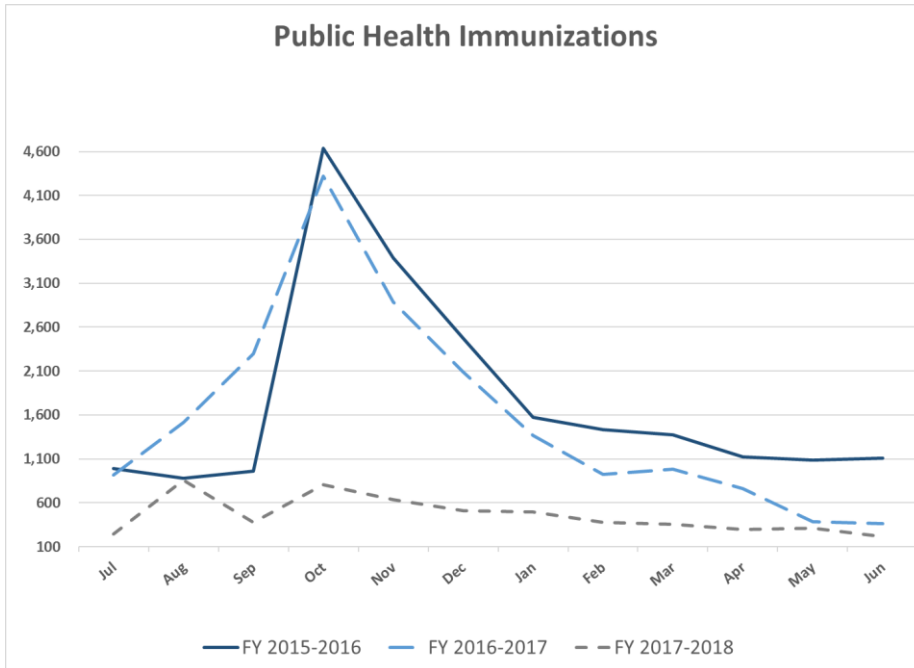
Department Success Measures

The Health Services Agency has selected two performance metrics for services that fulfill our mission to promote wellness and healthy lifestyles, prevent illness and injury, provide quality care and treatment, and preserve access to healthcare for the underserved.

The Health Services Agency Clinic System provides primary care, specialty care, and ancillary services that support care to approximately 30,000 unique patients, which has decreased by approximately 3,000 from the Fiscal Year 2016-2017 served population of roughly 33,000 unique patients. Patient visit counts have decreased from 119,801 in Fiscal Year 2016-2017 to 109,984 in Fiscal Year 2017-2018, a decline of 9,817 visits. The downward trend is due to two factors: 1) ongoing net loss of medical providers and 2) planned



reduction in available visits due to the complex nature of electronic reporting systems and related workflows.



The Health Services Agency Public Health Division has the responsibility of assessing, measuring, reporting and monitoring the health of the community. The Health Services Agency provided a total of 11,641 immunizations during Fiscal Year 2017-2018. This represents an overall decrease of 7,179 from the Fiscal Year 2016-2017 level of 18,820. This is a result of limited nursing staff resources and ample availability of immunization services provided in the Stanislaus County healthcare market. In addition, the Department stopped administering the Yellow fever vaccine in January and closed the travel clinic in May, both of which accounted for a large percentage of the adult vaccines.

Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ Complete a Community Health Assessment (CHA) and a Community Health Improvement Plan (CHIP) utilizing the Mobilizing for Action through Planning and Partnerships (MAPP) process to achieve a 20% increase in community partnerships by June 30, 2020
- ◆ Develop a culture of quality improvement by training 60% of Department staff on Results Based Accountability by June 30, 2020
- ◆ Improve health outcomes performance in four of the sixteen Health Resources and Services Administration (HRSA) clinical performance measures by June 30, 2020

Budgets Contained within the Department

- ◆ Administration (Special Revenue Fund)
- ◆ Clinics and Ancillary Services (Enterprise Fund)
- ◆ Emergency Medical Services Discretionary Fund (Special Revenue Fund)
- ◆ Indigent Health Care Program (IHCP) (Special Revenue Fund)
- ◆ IHCP-Emergency Medical Services Hospital (Special Revenue Fund)
- ◆ IHCP-Emergency Medical Services Physicians (Special Revenue Fund)
- ◆ Public Health (Special Revenue Fund)
- ◆ Public Health Vital and Health Statistics (Special Revenue Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Health Services Agency						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$14,490	\$15,854	\$15,000	\$15,000	\$0	\$15,450
Fines, Forfeitures, Penalties	\$783,491	\$794,367	\$717,066	\$717,066	\$0	\$739,085
Revenue from use of Assets	\$25,019	\$11,108	\$48,779	\$48,779	\$0	\$50,256
Intergovernmental Revenue	\$14,751,299	\$14,281,356	\$16,693,530	\$16,693,530	\$0	\$17,024,519
Charges for Service	\$38,504,259	\$37,798,413	\$44,488,893	\$44,488,893	\$0	\$45,753,600
Miscellaneous Revenue	\$14,316,732	\$8,415,289	\$8,016,457	\$8,016,457	\$0	\$8,923,938
Other Financing Sources	\$4,586,918	\$4,141,933	\$4,836,058	\$4,836,058	\$0	\$4,946,598
Total Revenue	\$72,982,208	\$65,458,320	\$74,815,783	\$74,815,783	\$0	\$77,453,446
Use of Fund Balance/Retained Earnings	(\$9,154,952)	\$477,923	\$1,385,719	\$1,385,719	\$0	\$1,875,093
Total Funding Sources	\$63,827,256	\$65,936,243	\$76,201,502	\$76,201,502	\$0	\$79,328,539
Salaries and Benefits	\$39,185,535	\$40,747,693	\$47,118,315	\$47,118,315	\$0	\$48,976,581
Services and Supplies	\$19,495,280	\$20,391,002	\$22,198,402	\$22,198,402	\$0	\$23,009,209
Other Charges	\$10,268,456	\$10,301,615	\$11,879,160	\$11,879,160	\$0	\$12,324,189
Fixed Assets						
Buildings & Improvements	\$27,282	\$124,858	\$12,950	\$12,950	\$0	\$12,950
Equipment	\$295,070	\$78,364	\$740,050	\$740,050	\$0	\$753,578
Other Financing Uses	\$323,368	\$58,619	\$20,000	\$20,000	\$0	\$20,700
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$360)	\$1,467	\$0	\$0	\$0	(\$1,293)
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$69,594,631	\$71,703,613	\$81,968,877	\$81,968,877	\$0	\$85,095,914
General Fund Contribution	\$5,767,375	\$5,767,375	\$5,767,375	\$5,767,375	\$0	\$5,767,375
Total Allocated Positions	-	-	472	472	0	472

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$74.8 million, consistent with the \$74.8 million from the 2018-2019 Adopted Proposed Budget.
- ◆ Total Revenue for the 2018-2019 Proposed Budget was estimated at \$74.8 million, a decrease of \$2.1 million from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by a review of historical trends, estimated patient visit volumes and projections based upon various Federal and State program funding.
- ◆ The Department has a total of approximately \$26.5 million in available fund balance and retained earnings as of July 1, 2018, of which \$1.4 million is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Public Health has approximately \$12.6 million of available fund balance as of July 1, 2018, and will be increasing the fund balance by \$3,326 due to increase in service fees.
 - ◆ Indigent Health Care Program has approximately \$1.2 million of available fund balance as of July 1, 2018, and will be increasing the fund balance by \$293,231 due to revenue increases.
 - ◆ Vital Statistics and Health Records has approximately \$779,738 of available fund balance July 1, 2018 and will be increasing the fund balance by \$43,000 in Fiscal Year 2018-2019 due to a projected increase in the vital record copies request.
 - ◆ Emergency Medical Services-Discretionary has approximately \$48,755 of available fund balance as of July 1, 2018 of which \$2,435 is budgeted in Fiscal Year 2018-19 for regional ambulance services.
 - ◆ Emergency Medical Services-Hospital has approximately \$409,017 of available fund balance as of July 1, 2018, of which \$167,022 is budgeted in Fiscal Year 2018-19 for hospital services.

- ◆ Emergency Medical Services-Physicians has approximately \$139,174 of available fund balance as of July 1, 2018 of which \$23,011 is budgeted in Fiscal Year 2018-19 for a projected increase in Physician claim payments.
- ◆ Clinics and Ancillary Services has approximately \$11.2 million of available retained earnings as of July 1, 2018 of which \$1.5 million is budgeted in Fiscal Year 2018-19 to offset the increased staffing and operational costs for clinics support.

Budget and Operations

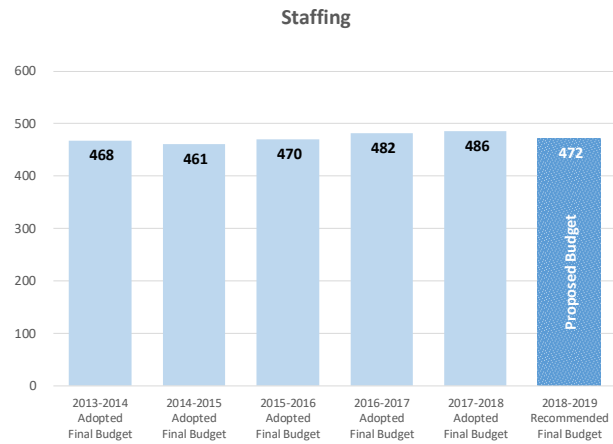
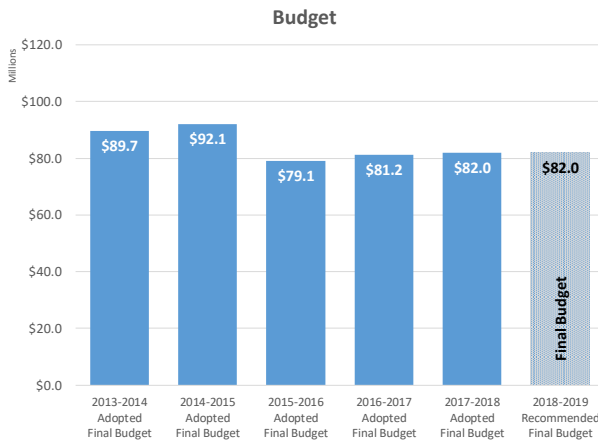
- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$82 million, consistent with the \$82 million from the 2018-2019 Adopted Proposed Budget.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$82 million, a decrease of \$75,592 from the 2017-2018 Adopted Final Budget, requiring a General Fund Contribution of \$5.8 million.
- ◆ The Proposed Budget at base includes a \$75,592 net decrease due a reduction of contracted expenses, offset by other costs of doing business including salaries, benefits, equipment costs and Cost Allocation Plan (CAP) charges to maintain current service levels; there is no impact to the County General Fund.
 - ◆ The Proposed Budget at base includes a \$581,543 increase to accommodate the increased costs associated with the requested staffing service level adjustment. Additional increases in other charges offset by a reduction in services and supplies and fixed assets results in a net decrease of \$75,592.
 - ◆ These costs are ongoing.
- ◆ The Proposed Budget includes the replacement of two vehicles used by Public Health Nurses to perform home visits for clients. The total cost is estimated to be \$47,000, funded by Department revenues, and is included in the base budget.
- ◆ The Department has a total fleet of 19 vehicles; of those, five meet the minimum age and mileage requirements to be considered for replacement under the Fleet Services Policy.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 472, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The Final Budget includes technical adjustments that do not affect the position allocation.
 - ◆ Three Stock/Delivery Clerk I positions are recommended to be reclassified upward to block-budgeted Stock/Delivery Clerk IIs to maintain classification consistency County-wide.
 - ◆ One Storekeeper I position is recommended to be reclassified upward to a block-budgeted Storekeeper I-II to maintain classification consistency County-wide.
- ◆ The 2018-2019 Proposed Budget included a Department staffing allocation of 472, a decrease of 14 from the 2017-2018 Adopted Final Budget allocation.
 - ◆ Subsequent to the 2017-2018 Adopted Final Budget, there was a net increase of one position to the Department staffing allocation.
- ◆ The Proposed Budget included a request for a net decrease of 15 to the Total Allocated Positions.
 - ◆ One Administrative Clerk II position is recommended to be restored in Public Health, transferred to Administration, and reclassified upward to an Accountant III. This position is needed to perform audits of Federal sub-recipient contractor awards as required by Federal guidelines, and to analyze and monitor fiscal operations for the agency.
 - ◆ Two vacant Administrative Clerk II positions, one vacant Administrative Clerk III position, one vacant Clinical Lab Assistant II position, one vacant Clinical Lab Scientist III position, three vacant Community Health Worker II positions, two vacant Community Health Worker III positions, two vacant Physical Therapy Assistant/Cert Occupational Therapist positions, one vacant Physical/Occupational Therapist II position, one vacant Public Health Lab Director position, and two vacant Public Health Nurse II positions in Public Health are requested to be deleted as there is currently not an operational need to fill these positions.
 - ◆ One vacant Staff Nurse II position is recommended to be deleted from Public Health in exchange for one new Medical Investigator position due to an increased need for monitoring and surveillance of communicable disease in the Public Health Division.
- ◆ The Proposed Budget included technical adjustments that do not affect the position allocation.

- ◆ A classification study of one existing Administrative Clerk II position and one existing Senior Custodian position is recommended.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors' action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan was not adjusted in the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$77.5 million, an increase of \$2.6 million from the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by estimated increases of 3% and historical indicators.
- ◆ The Spending Plan relies on the use of \$1.9 million in Departmental fund balance and retained earnings; based on use of fund balance identified in the 2018-2019 Proposed Budget, the Department anticipates there will be \$21.1 million in available retained earnings on July 1, 2019.

Budget and Operations Plan

- ◆ Gross Costs for the 2019-2020 Spending Plan were not adjusted in the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$85.1 million, an increase of \$3.1 million from the 2018-2019 Proposed Budget, requiring a General Fund Contribution of \$5.8 million.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:
 - ◆ Salaries and benefits increase of 3.5%
 - ◆ Group health insurance increase of 5%
 - ◆ Services and supplies increase of 3.5%
 - ◆ Cost Allocation Plan CAP increase of 3.5%

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of 472, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.

- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 472, consistent with the 2018-2019 Proposed Budget allocation.

Key Challenges and Opportunities

- ◆ The Health Services Agency's Comprehensive Strategic Business and Facility Planning project, launched following the February 28, 2017 Board of Supervisors contract award to Pacific Health Consulting Group, and is coming to the final phase of recommendation development. This project was intended to build a roadmap for the future role, scope of service and goals of County healthcare services. The project has considered the present services scope, the healthcare environment, population/community health needs, opportunities for integration, and solutions to gaps and challenges. Research by the consulting firm included local stakeholder interviews as well as best practices surveying of other counties and organizations around the State. Many on-site "visioning" sessions occurred with key leadership of the HSA and members of the Chief Executive Office and Capital Projects staff. A consulting architect toured many Department locations and worked closely with staff to evaluate current and forecasted needs to develop a facility master plan. Staff presented the findings and recommendations of the Strategic Visioning and Facilities Master Plan to the Board of Supervisors on July 17, 2018. As specific components of the approved recommendations are implemented, staff anticipates additional items will be brought before the Board of Supervisors for approval and the potential for future Budget changes or requests.
- ◆ The Department continues to face challenges and uncertainties about the future of the Affordable Care Act that will have a significant impact on some of the revenue funding streams for its operations. Most healthcare organizations are struggling to keep up with an unpredictable environment and a slew of challenging new governmental requirements and mandates making it difficult for the Department to keep current and stay compliant with guidelines and standards. In addition, the shortage of and competition for primary care physicians and other healthcare professionals, coupled with other rising costs, is creating an additional burden on the Department to maintain operations at current levels.

Related Links

For additional information about the Health Services Agency, refer to the division's website at: <http://www.schsa.org/>

Developing a Healthy Economy, Building Upon Our Strong Agricultural Foundation

Community-Wide Indicators

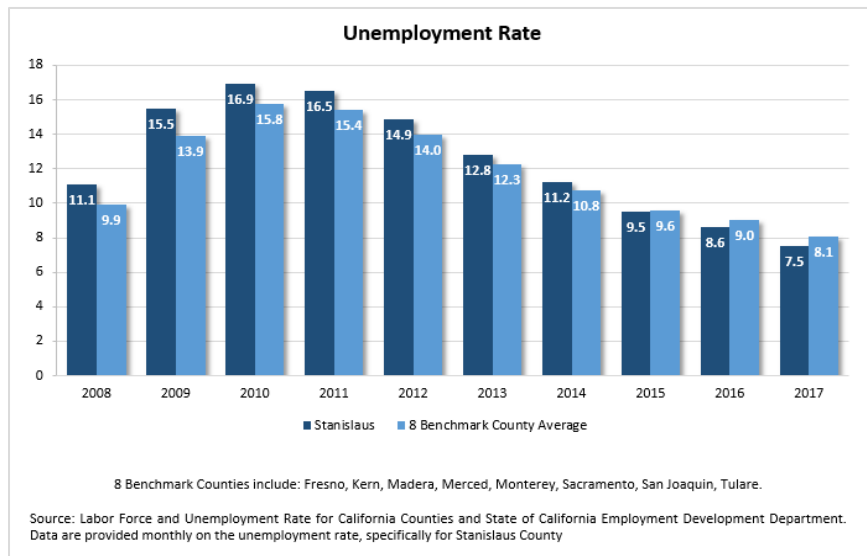
An important role that County government plays in creating a healthy and thriving economy is to promote, protect, and sustain agricultural economies while providing for broader, more diversified economic opportunities.

Supporting an economic environment that allows for increased employment, business growth, and general economic advancement help with developing a healthy economy.

Four community-wide indicators that were identified to gauge the County’s ability to develop a healthy economy are: Unemployment Rate, Poverty Rate, Job Growth Rate, and Agricultural Harvested Acres and Value. These indicators address the overall financial status and health of the County and its residents.

Unemployment Rate

Employment is a key factor in determining the health of an economy, both for the individual employed and for the employer. As for unemployment, high unemployment over an extended period of time will generally contribute to a lower standard of living and a multitude of social problems. In addition, the more individuals who are out of work, the less they will have to support their families financially, the less they will have to purchase products,



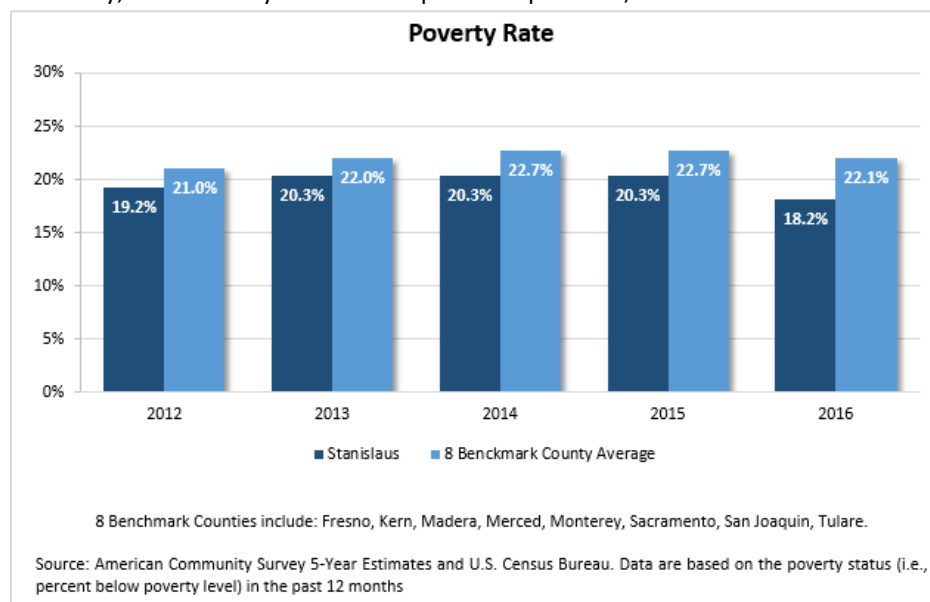
and the less likely they are to have confidence in the economy. Therefore, lower unemployment rates are a desirable indicator.

The unemployment rate is defined as the percentage of the labor force who is jobless. In Stanislaus County, from 2008 to 2017, the unemployment rate decreased just under 4%. In 2008, the unemployment rate was 11.1% and was at its highest at 16.9% in 2010. Since 2010, the unemployment rate has consistently decreased and in 2017 the unemployment rate was 7.5%.

Since the decline in unemployment began in 2010, Stanislaus County has consistently experienced a lower unemployment rate compared to Merced and Tulare County, but had a higher unemployment rate than Monterey and San Joaquin County. From 2008 through 2017, Stanislaus County averaged the fourth highest unemployment rate (12.5%) with Merced, Tulare, and Fresno being the counties with higher rates of unemployment.

Poverty Rate

The poverty rate is the percentage of people whose family’s total



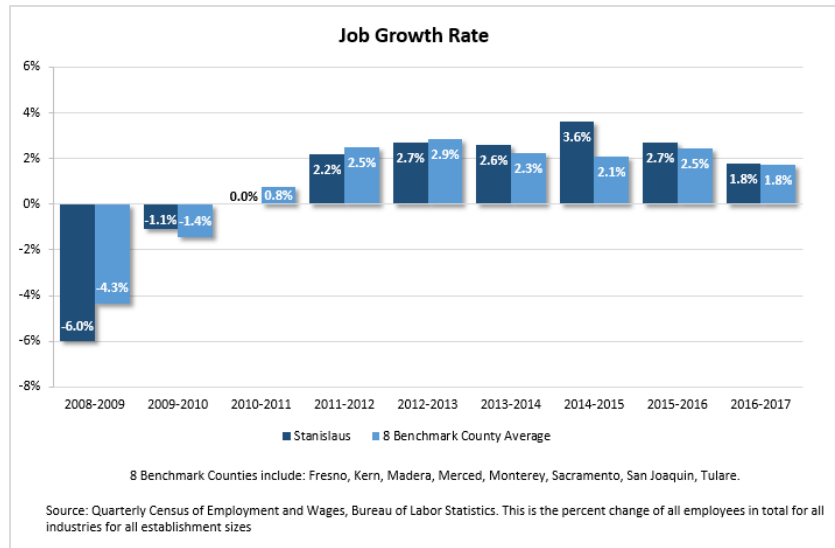
income is less than the family’s threshold, meaning the minimum level of income deemed adequate to live. The poverty rate in Stanislaus County has remained relatively stable since 2012, but from 2015 to 2016, there was approximately a 2% decrease. In 2012, the poverty rate was 19.2%; from 2013 to 2015, the poverty rate remained stable at 20.3%; and in 2016, it declined to 18.2%.

Compared to the eight benchmark counties—Fresno, Kern, Madera, Merced, Tulare, Monterey, Sacramento, and San Joaquin—Stanislaus County ranks in the middle in the terms of the poverty rate. On average, Fresno (26%) and Merced (25%) experienced the highest poverty rate whereas Monterey (17%) experienced the lowest poverty rate. The data indicate a downward trend in the poverty rate except for Tulare County, which shows an upward trend in the poverty rate.

Job Growth Rate

In a healthy economy, there should be expanded opportunity and employment, and shared prosperity to advancing community residents’ well-being. The Rockefeller Foundation defines a healthy economy as an inclusive economy that has the following characteristics: participation, equity, growth, stability and sustainability.

One way to assess the health of Stanislaus County is to analyze the job growth rate; that is, the percent change of all employees in total for all industries for all establishment sizes in the county. Through an analysis of the quarterly census employment and wages by the Bureau Labor of Statistics, the job growth rate has showed an upward, positive trend. From 2008 to 2010, Stanislaus



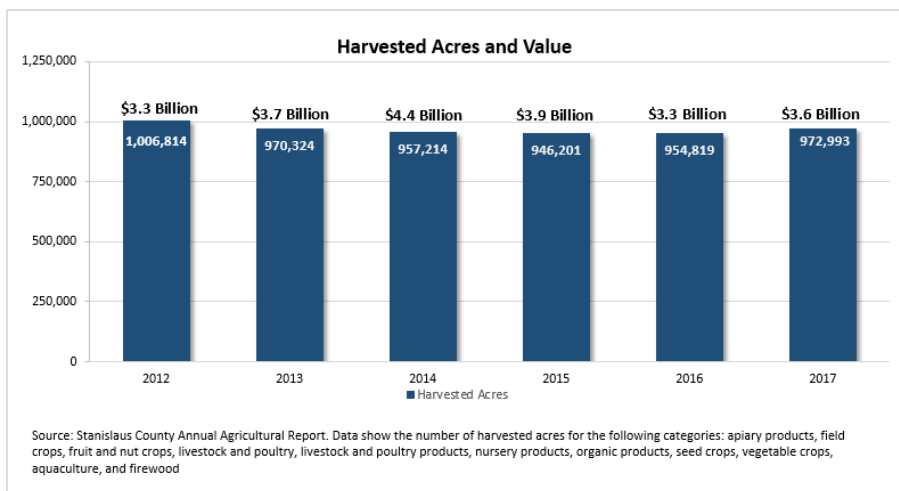
County experienced a negative job growth rate. It was not until 2010 that the trend started improving. From 2010 to 2011, the job growth rate was 0%, but from 2011 to 2012, the job growth rate was 2.2%. The most recent time period, 2016 to 2017, showed the job growth rate to be 1.8%.

Compared to the eight benchmark counties, Stanislaus County has fluctuated in the mid-range in terms of its job growth rate. San Joaquin County has consistently had a higher job growth rate than Stanislaus County. From 2014 to 2017, though, Stanislaus County recorded higher job growth rates than Kern, Monterey, and Sacramento Counties.

Agricultural Harvested Acres and Value

The agricultural industry is a vital element in the County’s economy. This industry defines its Harvested Acres categories as Fruit and Nut Crops, Vegetable Crops, Field Crops, Seed Crops, Nursery Products, Organic Products, Apiary Products, Livestock and Poultry, Livestock and Poultry Products, Aquaculture, and Firewood. In 2017, the value of agricultural commodities produced in Stanislaus County increased to \$3.6 billion, an increase of \$385 million (11.8%) since 2012. The total value varies from year to year.

Factors affecting commodity value include the adjustment of acreage, per unit pricing, reduction in values of commodities, and the significant impact the drought had on water usage and availability in the community.



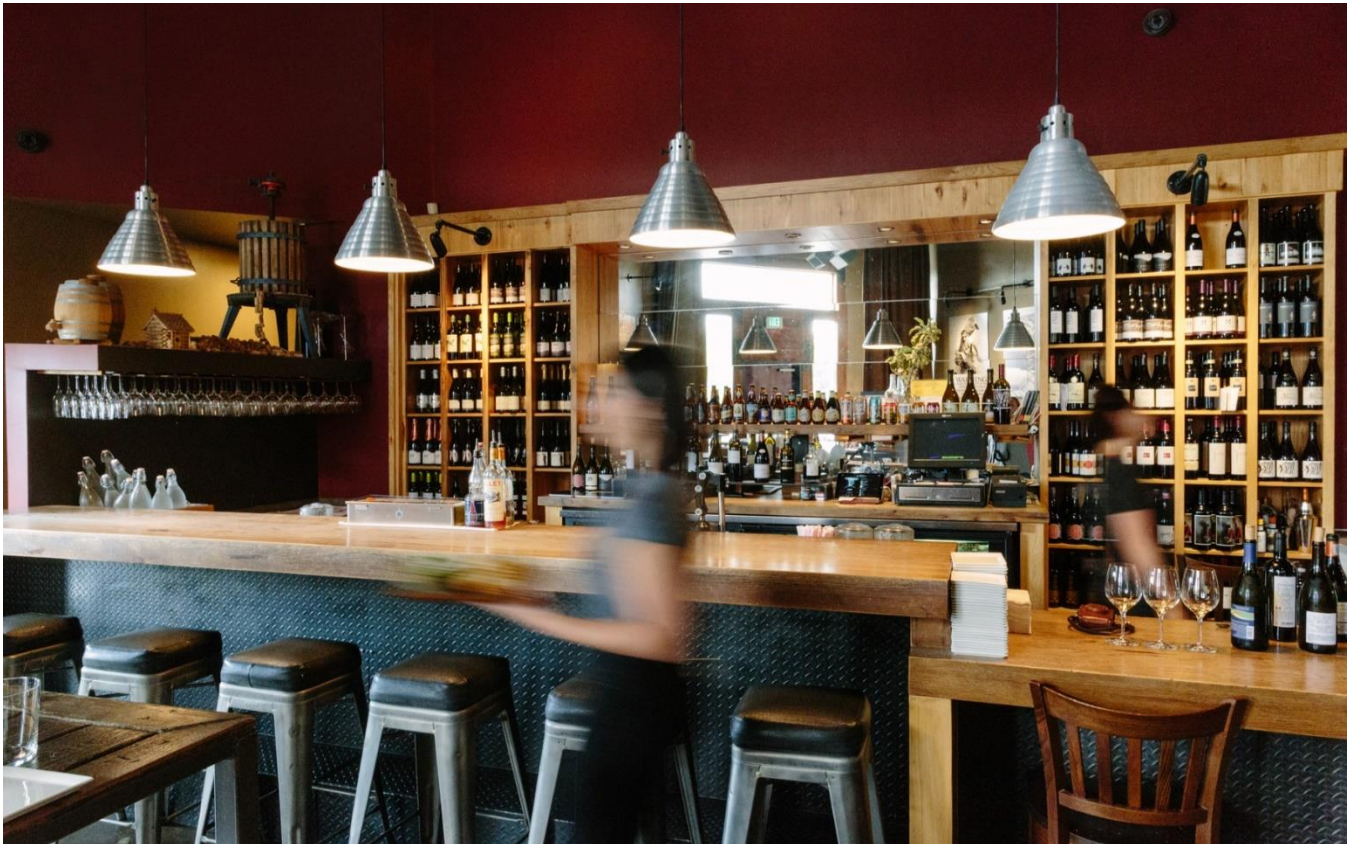
Developing a Healthy Economy

Introduction

Departments within this priority area support the Board of Supervisors' priority of *Developing a healthy economy, building upon on our strong agricultural foundation* with the primary focus of identifying and developing opportunities that contribute to the long-term viability of a healthy local economy. Key goals include job creation, development of a skilled workforce, and economic diversity. One in four jobs is directly tied to agriculture or the related food manufacturing sector. Placing the economic viability of the County on a limited number of sectors puts the County at risk. Diversification strengthens the local economy and provides for a better, more stable, quality of life for residents. The departments within this priority area facilitate the creation of jobs for the people of Stanislaus County which is imperative for the community to prosper and grow.

The following departments support the priority of developing a healthy economy:

- ◆ The Agricultural Commissioner supports and protects the well-being of agriculture, business, and the community through a variety of inspections service programs;
- ◆ The Chief Executive Office Economic Development Bank funds economic development projects to implement the Board of Supervisors' priorities and to support departments;
- ◆ University of California (UC) Cooperative Extension is a statewide, off-campus education program, bringing the resources of the UC to County residents;
- ◆ Workforce Development coordinates with businesses to develop a skilled workforce for in-demand occupations that contribute to the economic success of the community.



Priority Highlights

Departments developing a healthy economy continue to identify and develop new opportunities to spur the local economy.

California voters and the State legislature created a legal framework to regulate the cannabis industry. In response, the Stanislaus County Board of Supervisors approved the development of a conservative commercial cannabis allowance strategy in December 2017. The cannabis ordinance establishes a comprehensive program to permit and regulate cannabis cultivation, manufacturing, retail and other business activities in the unincorporated areas of Stanislaus County. The Cannabis Program establishes a brand new industry with a variety of potential economic opportunities while preserving the environmental resources and prioritizing fiscal responsibility for tax payers. The Cannabis Program will impact a number of County departments including the Agricultural Commissioner.

A significant ongoing economic development opportunity is the Crows Landing Industrial Business Park (CLIBP) Project. "Creating Jobs Where People Live" is the primary goal of this project. The County continues to work toward final California Environmental Quality Act certification and approvals for the development of the

former military air facility at Crows Landing on the west side of Stanislaus County.



The (CLIBP) consists of approximately 1,528 gross acres and has the potential to support approximately 15 million square feet of built inventory over the next several decades. Approximately 17,000 workers from the manufacturing, transportation, and wholesale sectors live within a 30-minute drive of the site. The CLIBP would provide residents an alternative to traveling out of county for work facilitating a competitive job market for the local community and providing for a healthy and sustainable economy.

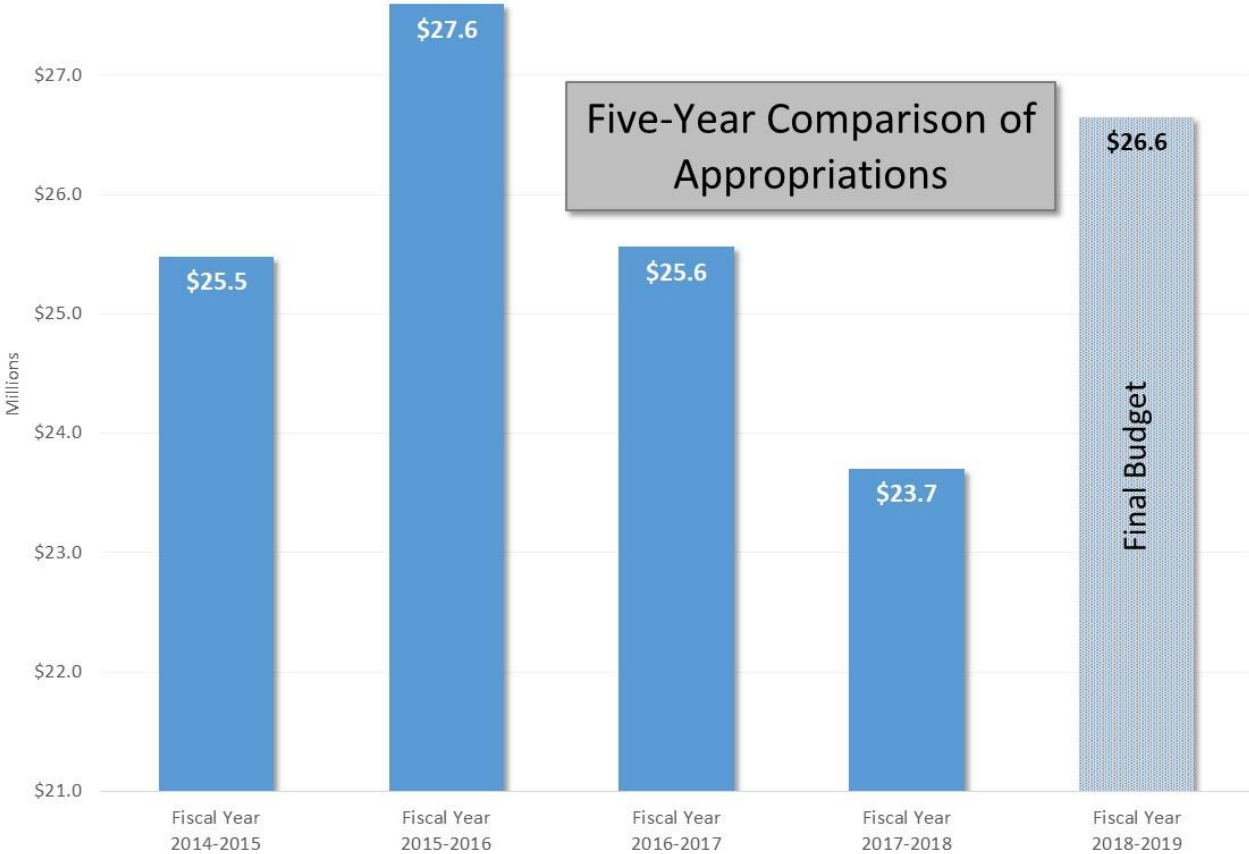
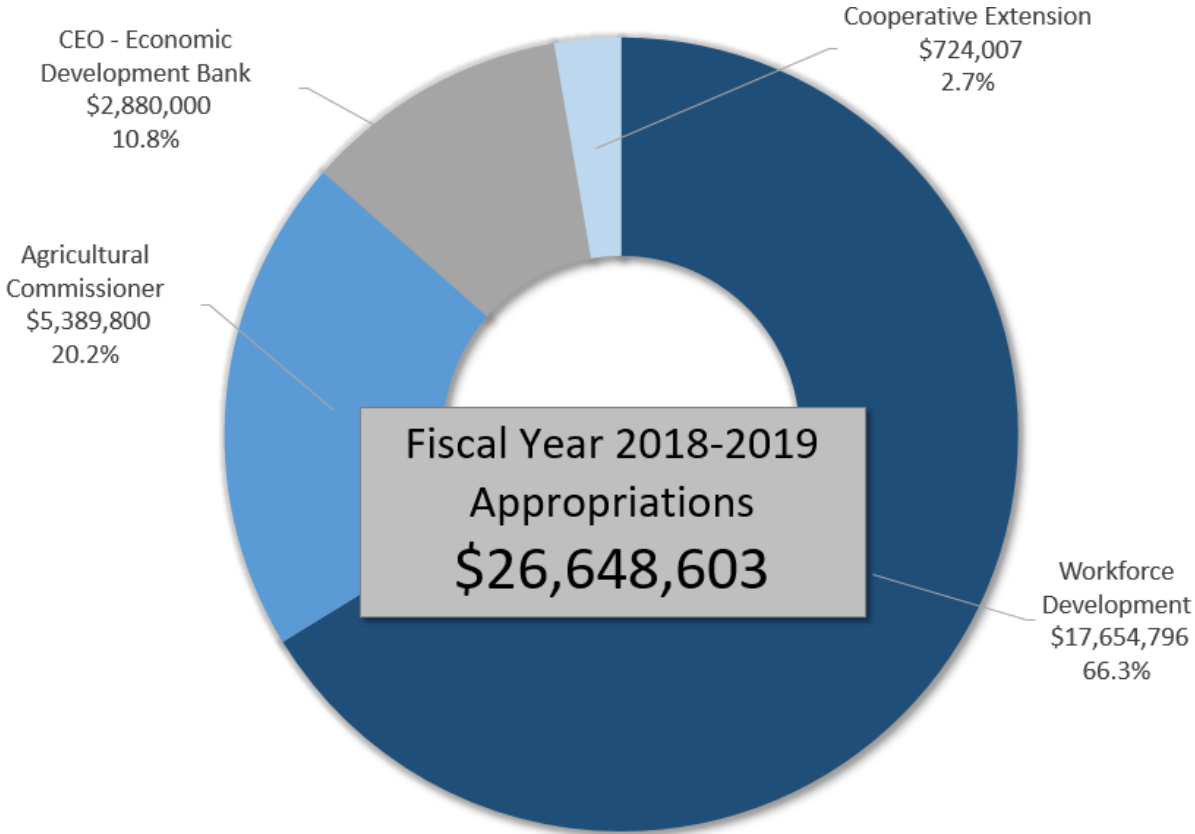
Priority Appropriations and Trends

Budget Year 2018-2019 appropriations total \$26.6 million for the priority of *Developing a Healthy Economy*. Workforce Development and the Agricultural Commissioner make up 86% of this priority budget. However, Workforce Development program costs are offset by both State and Federal funding and do not impact the General Fund while the Agricultural Commissioner recoups the majority of their program costs through fees for services.

The remaining 14% of the budget for *Developing a Healthy Economy* is dedicated to the University of California (UC) Cooperative Extension and CEO – Economic Development Bank. The UC Cooperative Extension budget provides administrative support for UC Employees providing services to the County. The CEO - Economic Development Bank was suspended by the Board of Supervisors in October 2014 due to poor economic conditions however, in Fiscal Year 2018-2019 the remaining cash balance and subsequent loan

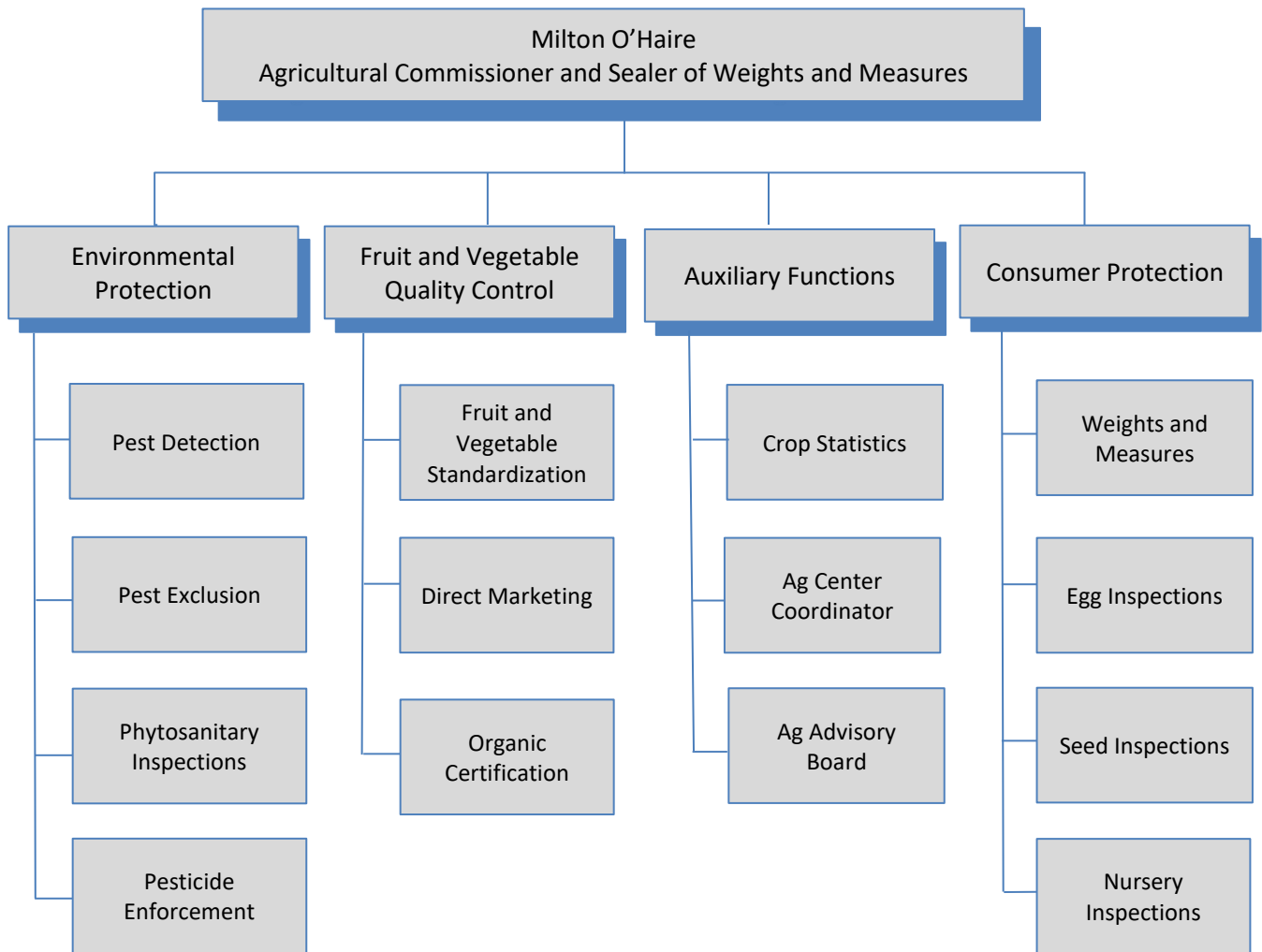
repayments will be transferred to the Crows Landing Air Facility for costs associated with the Crows Landing Industrial Business Park.

Five-year historical trends show an 8.2% increase in between Fiscal year 2014-2015 and Fiscal Year 2015-2016 primarily due to appropriations out of the CEO – Economic Development Bank of \$1.5 million for a one-time recharge of the Community Development Fund and \$200,000 allocated to the Domestic Well Recovery Loan Program. Subsequently, appropriations for this priority in Fiscal Year 2016-2017 were the same as Fiscal Year 2014-2015. In Fiscal Year 2017-2018, appropriations decreased by 7.4% due to decreased State and Federal funding for Workforce Development programs. The 2018-2019 Final Budget appropriations increased by 39% compared to Fiscal Year 2017-2018 primarily due to CEO-Economic Development Bank and Workforce Development appropriations.



Developing a Healthy Economy Summary of Budget Appropriations

Page	Fund	Org	Recommended 2018-2019	Spending Plan 2019-2020
270	Agricultural Commissioner		\$5,389,800	\$5,555,367
	0100	0010100 Agricultural Commissioner	\$5,389,800	\$5,555,367
277	CEO - Economic Development		\$2,880,000	\$0
	0105	0015291 Economic Development Bank	\$2,880,000	\$0
280	Cooperative Extension		\$724,007	\$739,461
	0100	0021100 University of California Cooperative Extension	\$719,007	\$734,286
	1766	0021401 UC Cooperative Extension Farm and Home Advisor	\$5,000	\$5,175
288	Workforce Development		\$17,654,796	\$18,244,967
	1320	0033100 Workforce Development	\$9,340,223	\$9,653,731
	1317	0033900 Workforce Development-StanWORKs	\$8,314,573	\$8,591,236
Developing a Healthy Economy Total			\$26,648,603	\$24,539,795



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Agricultural Commissioner

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$3,631,823	\$3,740,777
Use of Fund Balance/ Retained Earnings	\$0	\$0
Gross Costs	\$5,389,800	\$5,555,367
General Fund Contributions	\$1,757,977	\$1,814,590
% Funded by General Fund	32.6%	32.7%
Total Allocated Positions	38	38

Department Services and Programs

The Department supports and protects agriculture, business, and the community through four core responsibilities: Environmental Protection, Fruit and Vegetable Quality Control, Auxiliary Functions, and Consumer Protection.

Agriculture plays a critical role in the local economy and the Department has **Environmental Protection** programs in place that include pest detection and exclusion programs to protect the local agricultural industry. Pest detection activities include the placement of insect traps throughout the county to establish a first line of defense against harmful exotic pests. Pest exclusion inspections of incoming shipments at UPS, Fed Ex, garden centers, and local nurseries are in place to protect local agriculture from harmful pests. Early detection is essential in protecting agricultural production and to ensure export paths remain open for our agricultural producers. Phytosanitary Inspections, are performed on agricultural export shipments to ensure they meet all requirements of the country of destination in which case a Phytosanitary Certificate is issued. Phytosanitary Inspections are completed under the auspices of the United States Department of Food and Agriculture.

Another vital Environmental Protection program is Pesticide Enforcement. Working in conjunction with the California Department of Pesticide Regulation the Department monitors the purchase, storage and use of pesticides to ensure adherence to label requirements that protect workers and the environment.

Fruit and Vegetable Quality Control programs are in place to standardize the quality of agricultural products being grown and sold in the County. The Fruit and Vegetable Standardization program provides inspection services at the production and retail level to assure that fruits and vegetables meet quality standards. Direct

Marketing inspections and certifications for both the operators of the County’s farmers markets and the producers who supply product to the County’s farmers’ markets ensure that food available at Farmers markets meets minimum quality and safety standards. Lastly, the Department provides Organic Certification verification services for organic registration applicants and conducts retail inspections to assure organic regulation compliance.

Consumer Protection programs are in place to ensure that consumers are provided with quality products and to ensure there is equity in the marketplace. Weights and Measures inspects approximately 9,000 devices for accuracy annually; these include gas pumps, taximeters, vehicle scales, livestock scales, jewelry scales, Liquefied Petroleum Gas meters, and grocery store check-out lane scales. The Department also performs egg inspection services to ensure that the eggs being sold meet both quality and food safety requirements.

Seed and nursery inspections are in place to ensure that seed is properly labeled and is not a source of noxious weeds and that nursery stock intended for farm planting are not inferior, defective, or pest-infested thus meeting State requirements for nursery stock to be eligible for sale and planting in California

In addition to the core protection and quality control services the Department provides a number of **Auxiliary Functions**. As required by California Food and Agricultural Code Section 2279, an annual report providing a statistical description of the county’s agricultural production is published. The Department oversees the rental of meeting rooms in the Harvest Hall building and the Agricultural Commissioner sits as a permanent member of the Stanislaus County Ag Advisory Board.

Board of Supervisors Priority Area



The Agricultural Commissioner supports the following Board of Supervisors priority:

Priority	<i>Developing a healthy economy, building upon our strong agricultural foundation</i>	
Mission Statement	<i>To Support and Protect the Well-being of Agriculture, Business, and the Community</i>	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results.	
Success Measures	Number of Pest Detection traps serviced in a one-hour time period	Increase the number of Phytosanitary Certificates issued within a 30-minute time period

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments	
◆	The mobile application to record and invoice phytosanitary certificate inspections and certificates has been partially developed but there are still issues that are being worked out
◆	Stanislaus County GPS data on potential trap locations was entered into the beta version of the Cal Trap application which is a mobile application to track all field related pest detection activities
◆	The electronic daily system to track all Department time has been started but is not complete

Financial Performance

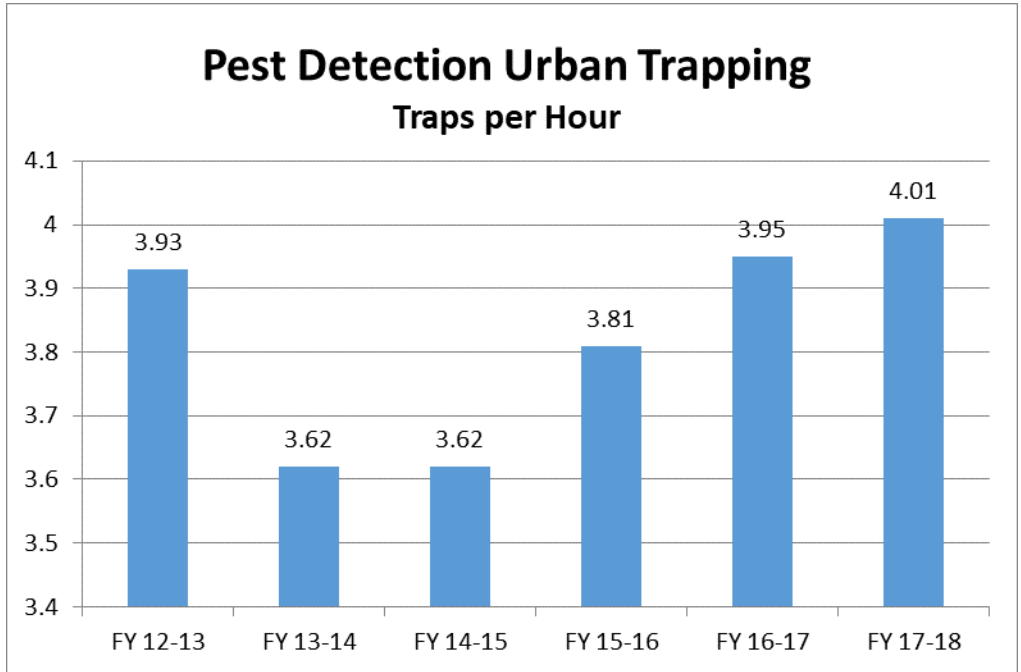
The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Agricultural Commissioner							
0100 0010100 General Fund							
Total Revenue	\$3,255,534	\$3,535,082	\$3,665,168	\$3,606,635	\$3,652,792	\$3,577,248	102.1%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$4,011,320	\$4,306,288	\$4,425,335	\$4,803,858	\$5,323,393	\$5,609,664	94.90%
Net County Cost	\$755,786	\$771,206	\$760,167	\$1,197,223	\$1,670,601	\$2,032,416	82.20%

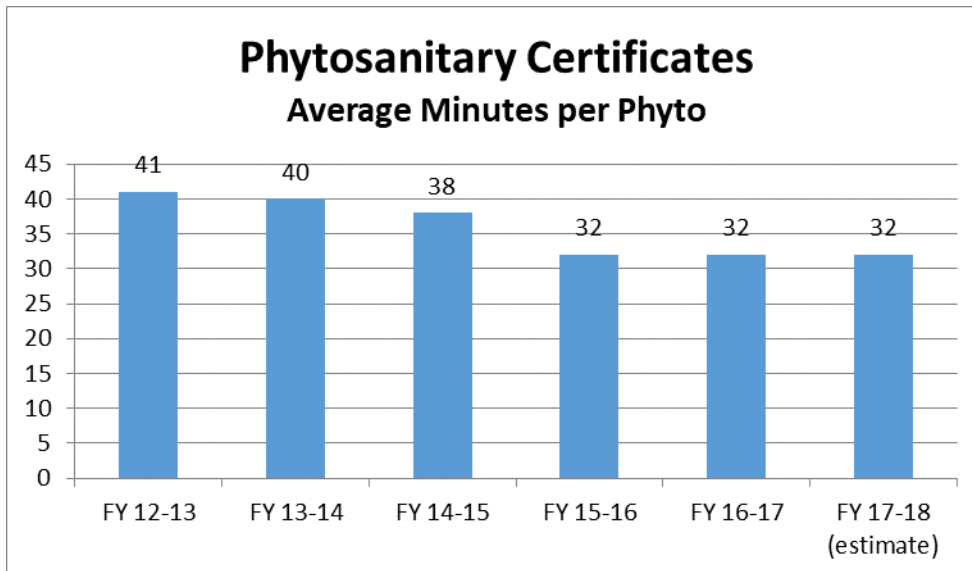
- ◆ The Agricultural Commissioner's revenue for Fiscal Year 2017-2018 came in slightly higher than budgeted primarily due to an increase in gas tax. Costs were up compared to prior years due to one-time projects of paving the parking area and door security but not all budgeted projects were completed so costs came in under budget.

Department Success Measures

This metric calculates the number of Pest Detection traps the Agricultural Commissioner’s Office can service in one hour. This metric is used to help describe the department’s ability to complete trap inspections in an efficient manner, to calculate contract amounts and staffing needs. This metric provides a mechanism to evaluate technology improvements in the trapping program. The numbers are generated from servicing of urban traps of McPhail, Gypsy Moth traps, Mediterranean Fruit Fly, Oriental Fruit Fly, and Japanese Beetle traps. The goal is to achieve an 8.5% increase of the traps per hour on average.



The Agricultural Commissioner’s Office issues an estimated 9,000 phytosanitary certificates (phytos) per year for shipments going to foreign countries which attest to the commodities ability to meet the importing country’s requirements. Phytosanitary certificates help facilitate international trade.



A measurement of success would be an increased number of phytos issued in a decreasing amount of time while still being thorough. The goal is to be below the 30-minute mark for all phytos issued, thus saving the customer (shipper), who pays for each phyto issued, a minimum of \$13.75 per certificate. The cost for a phyto issued in 30 minutes or less is \$41.25. The cost of a phyto issued between 38 minutes and 45 minutes is \$55.00. (After the first half hour, charges are assessed in 15-

minute increments.) A portion of the \$41.25 is travel time. By issuing more phytos at one time, the customer also saves \$13.75 per visit for travel time.

Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ Convert existing warehouse space into a multifunctional space capable of supporting Department functions as well as an emergency response effort
- ◆ Implement a mobile application designed to track all field related pest detection activities (CalTrap)
- ◆ Design an electronic daily system to track all Department time by program
- ◆ Expand customer payment options for Department Services
- ◆ Improve the reservation process for Harvest Hall

Budgets Contained within the Department

- ◆ Agricultural Commissioner (General Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Agricultural Commissioner						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$429,262	\$431,123	\$429,500	\$429,500	\$0	\$442,385
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$7,476	\$9,849	\$7,825	\$7,825	\$0	\$8,060
Intergovernmental Revenue	\$2,356,984	\$2,432,698	\$2,431,765	\$2,431,765	\$0	\$2,504,717
Charges for Service	\$812,843	\$765,111	\$762,733	\$762,733	\$0	\$785,615
Miscellaneous Revenue	\$70	\$2,757	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$11,254	\$0	\$0	\$0	\$0
Total Revenue	\$3,606,635	\$3,652,792	\$3,631,823	\$3,631,823	\$0	\$3,740,777
Use of Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$3,606,635	\$3,652,792	\$3,631,823	\$3,631,823	\$0	\$3,740,777
Salaries and Benefits	\$3,658,930	\$3,974,656	\$4,287,056	\$4,382,966	\$95,910	\$4,519,721
Services and Supplies	\$373,613	\$282,998	\$325,520	\$325,520	\$0	\$336,918
Other Charges	\$393,247	\$417,453	\$497,553	\$497,553	\$0	\$514,967
Fixed Assets						
Buildings & Improvements	\$42,535	\$91,477	\$0	\$0	\$0	\$0
Equipment	\$249,328	\$161,656	\$113,000	\$113,000	\$0	\$113,000
Other Financing Uses	\$0	\$327,287	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$86,205	\$67,866	\$70,761	\$70,761	\$0	\$70,761
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$4,803,858	\$5,323,393	\$5,293,890	\$5,389,800	\$95,910	\$5,555,367
General Fund Contribution	\$1,197,223	\$1,670,601	\$1,662,067	\$1,757,977	\$95,910	\$1,814,590
Total Allocated Positions	-	-	38	38	0	38

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$3.6 million, consistent with the 2018-2019 Adopted Proposed Budget.

- ◆ Total Revenue for the 2018-2019 Proposed Budget is estimated at \$3.6 million, an increase of \$54,575 from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by looking at historical trends and using current contract revenue.

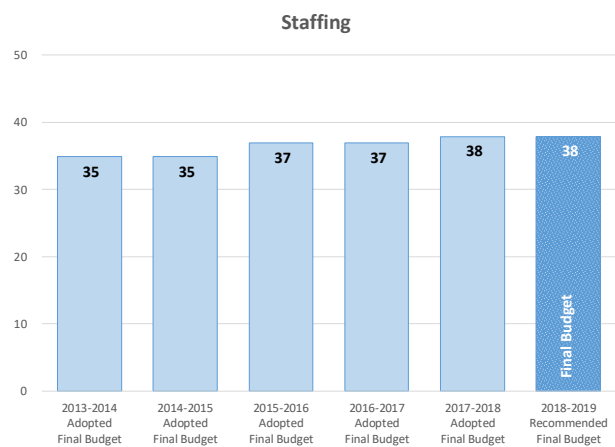
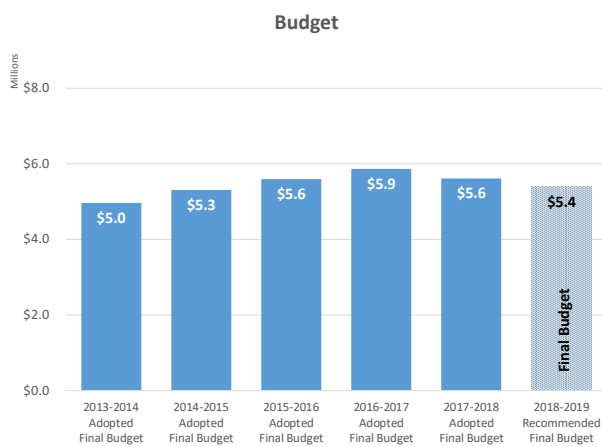
Budget and Operations

- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$5.4 million, a net increase of \$95,910 from the 2018-2019 Adopted Proposed Budget.
 - ◆ An increase of \$95,910 is a technical adjustment for the salary and benefits increases related to recently approved labor agreements. This is an ongoing cost.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$5.3 million, a decrease of \$315,774 from the 2017-2018 Adopted Final Budget, requiring a General Fund Contribution of \$1.7 million.
- ◆ The Proposed Budget at base includes a \$315,774 decrease from 2017-2018 Adopted Final Budget to maintain current service levels.
- ◆ Fixed assets are decreasing by \$306,783 due to the completion of several one-time improvement projects.
- ◆ No service level adjustments are recommended.
- ◆ The Proposed Budget includes the replacement of 4 vehicles used to conduct Pesticide Use Enforcement inspections, Pest Exclusion and Pest Detection activities, and for issuing export documents. The total cost is \$113,000 funded by the General Fund and is included in the base.
- ◆ The Agricultural Commissioner has a total fleet of 46 vehicles; of those 12 meet the minimum age and mileage requirements to be considered for replacement under the Fleet Services Policy.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 38, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of 38, consistent with the 2017-2018 Adopted Final Budget.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors' action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan is not adjusted in the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$3.7 million, an increase of \$108,954 from the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by using the standard escalation factor of 3%.

Budget and Operations Plan

- ◆ Goss Costs for the 2019-2020 Spending Plan are adjusted to \$5.6 million for ongoing adjustments in the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$5.5 million, an increase of \$162,210 from the 2018-2019 Proposed Budget, requiring a General Fund Contribution of \$1.7 million.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business.
 - ◆ Salaries and Benefits increased by 3.5%
 - ◆ Health Insurance increased by 5%
 - ◆ Services and Supplies increased by 3.5%
 - ◆ Other charges increased by 3.5%

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of 38, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 38, consistent with the 2018-2019 Proposed Budget allocation.

Key Challenges and Opportunities

- ◆ The passage of Senate Bill 1 (SB 1) in 2017 increased the gas tax in California. This in turn increased the unclaimed gas tax revenue received by Agricultural Commissioners. The budget estimate for unclaimed gas tax revenue in the 2018-2019 Proposed Budget increased by \$133,625 over the 2017-2018 year end projections. Efforts are currently underway to repeal the increased gas tax. If the gas tax increase is repealed, the budgeted increase in unclaimed gas tax revenue will not take place.
- ◆ Stanislaus County is in the process of implementing the Cannabis ordinance which mandates that the Agricultural Commissioner implement a track and trace program. The cost to the Department for implementing a track and trace program is not fully known at this time and will be offset by revenues generated by permitted cannabis licensures. The Department will continue to be engaged in Countywide Cannabis enforcement efforts in order to better understand enforcement costs and impacts to staffing to the Department.

Related Links

For additional information about the Agricultural Commissioner, refer to the division's website at: www.stanag.org

CEO – Economic Development Bank

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$0	\$0
Use of Fund Balance/ Retained Earnings	\$0	\$0
Gross Costs	\$2,880,000	\$0
General Fund Contributions	\$2,880,000	\$0
% Funded by General Fund	100.0%	0.0%
Total Allocated Positions	0	0

Department Services and Programs

This budget funds the Economic Development Bank and Community Development Fund. Established in 2001, the Economic Development Bank provides resources for economic development projects throughout Stanislaus County with the primary intent to leverage other revenue sources in the nine cities and unincorporated communities whenever possible. The Community

Development Fund was established in the 2007-2008 Adopted Final Budget to provide grant-based funding to address one-time projects and allocate resources for community development projects throughout the County, especially programs benefiting the unincorporated areas demonstrating strong local support and general public benefit.

Board of Supervisors Priority Area



The CEO – Economic Development Bank supports the following Board of Supervisors priority:

Priority	<i>Developing a healthy economy, building upon our strong agricultural foundation</i>
Mission Statement	To guide the organization and serve the public interest, implement the Board of Supervisors’ priorities, and support County departments in achieving their missions

Annual Report on Results: Fiscal Year 2017-2018

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - Economic Development Bank							
0105 0015291 General Fund							
Total Revenue	\$37,252	\$32,160	\$45,124	\$1516,014	\$57,443	\$0	0.00%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$112,229	\$12,189	\$33,927	\$195,467	\$22,045	\$151,806	14.52%
Net County Cost	\$74,977	(\$19,971)	(\$11,197)	(\$1,320,547)	(\$35,398)	\$151,806	-23.32%

- Revenue in the Chief Executive Office – Economic Development Bank primarily comes from interest earnings from the cash balance in Fund 0105. The significant increase in revenue in Fiscal Year 2016-2017 is from an operating transfer in from the General Fund in the amount of \$1.5 million. This transfer was a technical adjustment to reflect the \$1.5

million addition to the Community Development Fund (Fund 0107). Expenditures fluctuate with the implementation of different Economic Development and Community Development projects. Fiscal Year 2016-2017 is higher than the other years due to a \$175,000 grant to Opportunity Stanislaus for the Manufacturing Training Center (VOLT program).

Budgets Contained within the Department

- ◆ CEO – Economic Development Bank

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

CEO - Economic Development Bank						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$16,014	\$57,443	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$1,500,000	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,516,014	\$57,443	\$0	\$0	\$0	\$0
Use of Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$1,516,014	\$57,443	\$0	\$0	\$0	\$0
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$195,467	\$22,045	\$0	\$0	\$0	\$0
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$2,880,000	\$2,880,000	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$195,467	\$22,045	\$0	\$2,880,000	\$2,880,000	\$0
General Fund Contribution	(\$1,320,547)	(\$35,398)	\$0	\$2,880,000	\$2,880,000	\$0
Total Allocated Positions	-	-	-	0	0	0

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$0, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Total Revenue for the 2018-2019 Proposed Budget is estimated at \$0, consistent with the 2017-2018 Adopted Final Budget.
- ◆ The Department has a total of \$7.3 million in fund balance as of July 1, 2018 for the Chief Executive Office – Economic Development.
 - ◆ The CEO-Economic Development Bank (Fund 0105) has \$4.5 million in fund balance as of July 1, 2018. Loans to cities and other agencies make up approximately \$1.4 million of this amount and cash is approximately \$3.1 million.
 - ◆ The Community Development Fund (Fund 0107) has a \$2.8 million fund balance as of July 1, 2018. Of this amount approximately \$2.4 million is available for projects.

Budget and Operations

- ◆ Gross Costs in the 2018-2019 Final Budget total \$2.9 million, an increase of \$2.9 million from the 2018-2019 Adopted Proposed Budget.
 - ◆ An increase of \$2.9 million, is related to the transfer of funds from the CEO-Economic Development Bank (Fund 0105) to the CEO-Crows Landing Air Facility for costs associated with the Crows Landing Industrial Business Park (CLIBP).
 - ◆ All future revolving loan payments will be directed to the CEO - Crows Landing Air Facility fund for support of CLIBP.
 - ◆ Approximately \$260,000 in available funding remains in Fund 0105 for the Emergency Domestic Water Well Loan Program.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$0, consistent with the 2017-2018 Adopted Final Budget, requiring a General Fund contribution of \$0.
 - ◆ Historically, there is no Proposed Budget for this legal budget unit and appropriations for approved, unfinished projects are carried over from the previous fiscal year as part of the Legal Budget through the Funds Available process. Gross Costs for new projects are approved and appropriated through separate Board of Supervisor actions.
- ◆ No service level adjustments are recommended.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of zero, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of zero, consistent with the 2017-2018 Adopted Final Budget allocation.

Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors' action.

Estimation of Revenue and Funding Sources

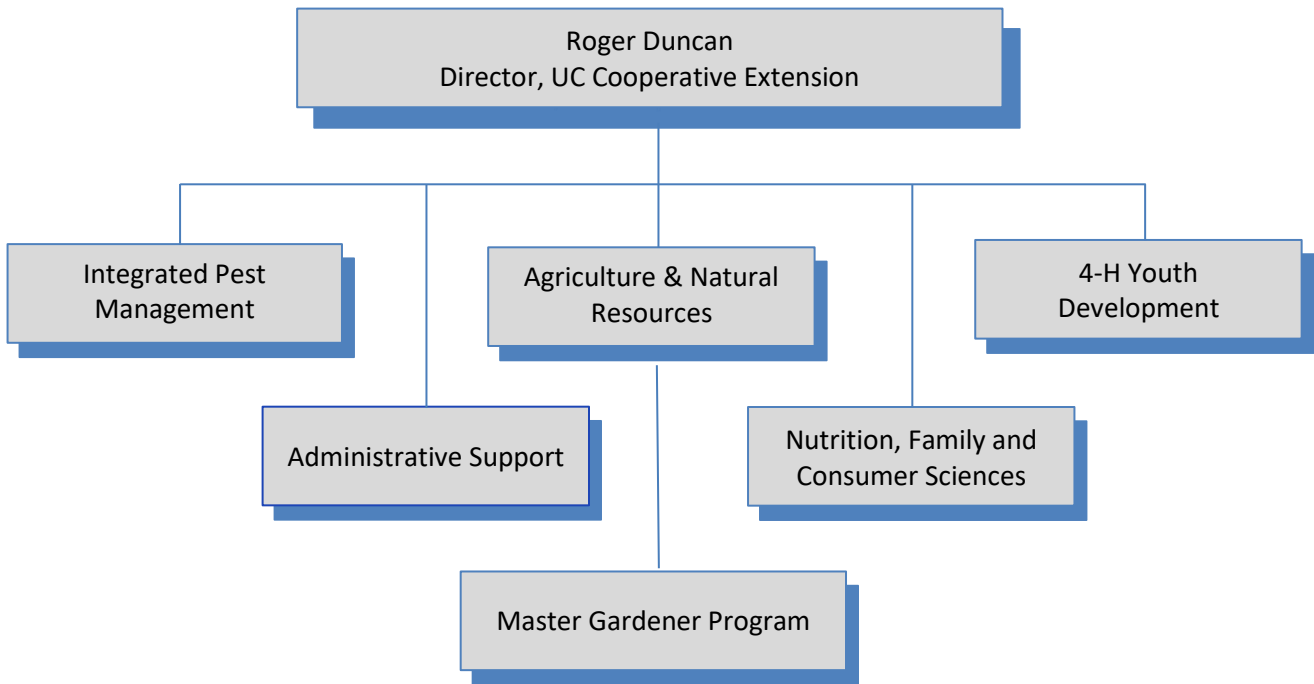
- ◆ Total Revenue for the 2019-2020 Spending Plan is not adjusted in the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$0, consistent with the 2018-2019 Proposed Budget.

Budget and Operations Plan

- ◆ Gross Costs for the 2019-2020 Spending Plan are not adjusted in the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$0, consistent the 2018-2019 Proposed Budget, requiring a General Fund Contribution of \$0.

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of zero, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of zero, consistent with the 2018-2019 Proposed Budget allocation.



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University of California Cooperative Extension

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$0	\$0
Use of Fund Balance/ Retained Earnings	\$5,000	\$5,175
Gross Costs	\$724,007	\$739,461
General Fund Contributions	\$719,007	\$734,286
% Funded by General Fund	99.3%	99.3%
Total Allocated Positions	5	5

Department Services and Programs

The University of California (UC) Cooperative Extension in Stanislaus County is part of a statewide system of off-campus education, based on a three-way partnership between the County Board of Supervisors, the University of California, and the US Department of Agriculture. UC Cooperative Extension brings the resources of the University of California to county residents and conducts high priority, applied research and education programs tailored to their needs. Programs are conducted in the areas of agriculture and natural resources, 4-H youth development, and family and consumer sciences. Information is delivered in a number ways including via classroom and in-field workshops, social media, publications, email and much more.

The University of California provides approximately 68% of the Cooperative Extension budget, including 18 UC employees (eight advisors, two emeriti, and eight paraprofessionals) conducting programs in the Stanislaus County UC Cooperative Extension Office. Stanislaus County provides approximately 17% of the total budget, including **Administrative Support** staff made up of five County employees responsible for the finance, budget, and administration of County and UC funds. Stanislaus County funding also includes the Department’s operational expenses, including facilities and vehicles that support program delivery. Funding from external grants represents the remaining 15% of the budget.

Within the **Agriculture and Integrated Pest Management** programs, seven advisors and the two emeriti are responsible for programs in Agriculture and Natural Resources. Emeriti are retired advisors who still may lead

research and/or educational programs. Most of the agricultural research is conducted in local field trials in cooperation with local producers and growers. Advisors support all of their own applied research and educational projects with extramural funds provided by a variety of grants from public agencies, grower associations, foundations, and private donors. Grant funds are used to hire research assistants and to purchase computers, lab supplies, field supplies, specialized equipment, and other items critical to conducting research. The programs are supported by one Junior Specialist and one student intern.

The **Nutrition, Family, and Consumer Sciences** program is supported by a Coordinator and six Education Specialists. The program serves local schools in healthy nutrition and on-site garden programming. The UC Cal-Fresh grant is administered throughout Stanislaus and Merced counties.

The **4-H Youth Development program** is administered by an Advisor, who is shared with San Joaquin County, a Program Coordinator, and a dedicated Administrative Secretary. The Stanislaus County 4-H program supports the largest club-based 4-H program in the state.

The Farm and Home Advisors Trust fund is a compilation of donations given in support of UC Cooperative Extension’s efforts to provide programs in agriculture and natural resources, 4-H Youth Development and nutrition, family and consumer sciences, and community resource development.

Board of Supervisors Priority Area



The University of California Cooperative Extension supports the following Board of Supervisors priority:

Priority	<i>Developing a healthy economy, building upon our strong agricultural foundation</i>	
Mission Statement	To develop and deliver research-based information to the people of Stanislaus County in the areas of agriculture and natural resources, 4-H youth development, and family and consumer sciences which supports the continued economic viability of the agricultural industry, a safe and reliable food supply, clean air and water, and healthy communities	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Educational events and consultations by Agricultural Advisors	4-H Youth Membership

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments	
<ul style="list-style-type: none"> ◆ Increased research and extension footprint in Stanislaus County by recruiting and hiring three University of California advisors, one each in vegetable crops and irrigation, orchard and vineyard systems, and 4-H Youth Development ◆ Initiated a project co-funded with the USDA Natural Resources Conservation Service (NRCS) to develop and deliver research-based information on improving “soil health” within agricultural areas ◆ Initiated steps to increase diversity of youth membership in the 4-H Youth Development program to more accurately reflect the community ◆ Delivered precise, weekly crop water-use reports to 192 local growers and consultants so they can increase irrigation efficiency on their local farms and produce more crop per drop ◆ Continued to generate and deliver science-based information in the areas of agriculture, natural resources, nutrition and youth development, and increased direct, in-person contacts to growers, producers and other agricultural personnel by almost 30% compared to the previous year and almost 70% more from two years ago 	

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Cooperative Extension							
0100 0021100 General Fund							
Total Revenue	\$9,414	\$5,132	\$1,350	\$819	\$5,610	\$2,772	202.38%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$366,894	\$435,590	\$451,830	\$494,181	\$504,984	\$538,740	93.73%
Net County Cost	\$357,480	\$430,458	\$450,480	\$493,362	\$499,374	\$535,968	93.17%

- ◆ Gradual increases in budget over the last five years are due to increases in salaries although a slight savings from the legal budget in Fiscal Year 2017-2018 was realized in salaries due to a hiring change. At Third Quarter in Fiscal Year 2017-2018 the Department identified a need to decrease estimated revenue from \$5,900 to \$2,772 to reflect the loss

of anticipated revenue from a low-yield, low-priced, almond harvest. Actual revenue came in higher than expected resulting in a reduction in use of fund balance in Fiscal Year 2017-2018 Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Cooperative Extension - Farm & Home Advisors Res							
1766 0021401 Special Revenue Fund							
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Use of Fund Balance	\$3,610	\$1,224	\$2,142	\$1,042	\$0	\$16,200	0.00%
Gross Costs	\$3,610	\$1,224	\$2,142	\$1,042	\$0	\$16,200	0.00%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Farm & Home Advisors Research Trust contains donations and is used for small purchases outside the UC criteria for use. There were no purchases made in Fiscal Year 2017-2018.

Fund Balance Trends

The following table identifies five-year historical data of actual fund balance by individual budget unit and along with a department total for each fiscal year.

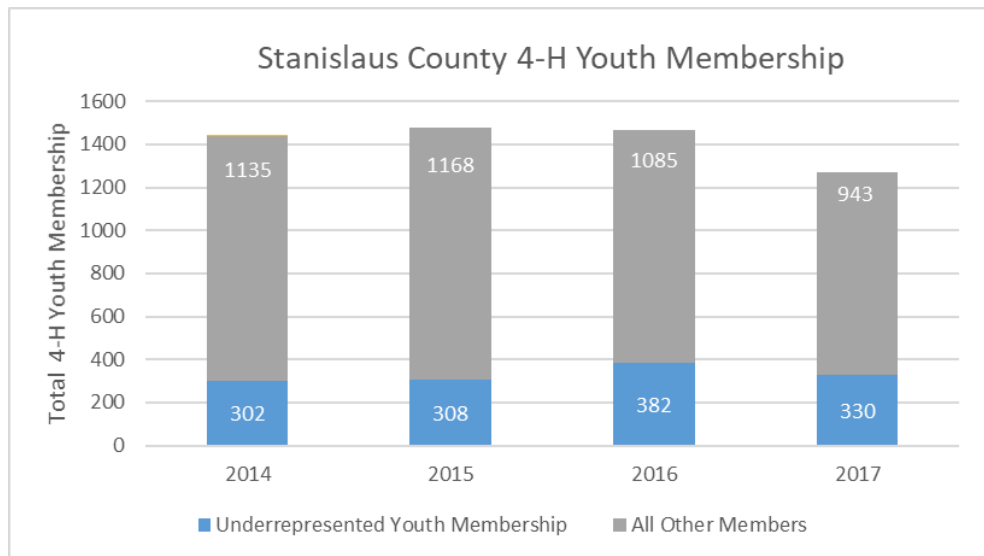
Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
Cooperative Extension - Farm & Home Advisors Res	\$52,843	\$49,234	\$48,009	\$45,867	\$44,826
Total Fund Balance	\$52,843	\$49,234	\$48,009	\$45,867	\$44,826

*Note: Only Listed for Non-General Fund Units

- ◆ The Farm & Home Advisors Research Trust fund balance has experienced gradual decreases over the past five years due to purchases made.

Department Success Measures

Although Stanislaus County boasts the largest club-based 4-H Youth Development Program in California, the data illustrates that only 21-26% of 4-H enrollment were underrepresented compared to 57.7% of the general population in Stanislaus County*. The goal is to substantially increase total youth enrollment and double under represented youth participation so that membership better reflects the diverse population in Stanislaus County. 4-H youth develop the life skills associated with a reduction in negative behaviors and outcomes such as substance abuse, risky behavior, and emotional and behavioral problems.

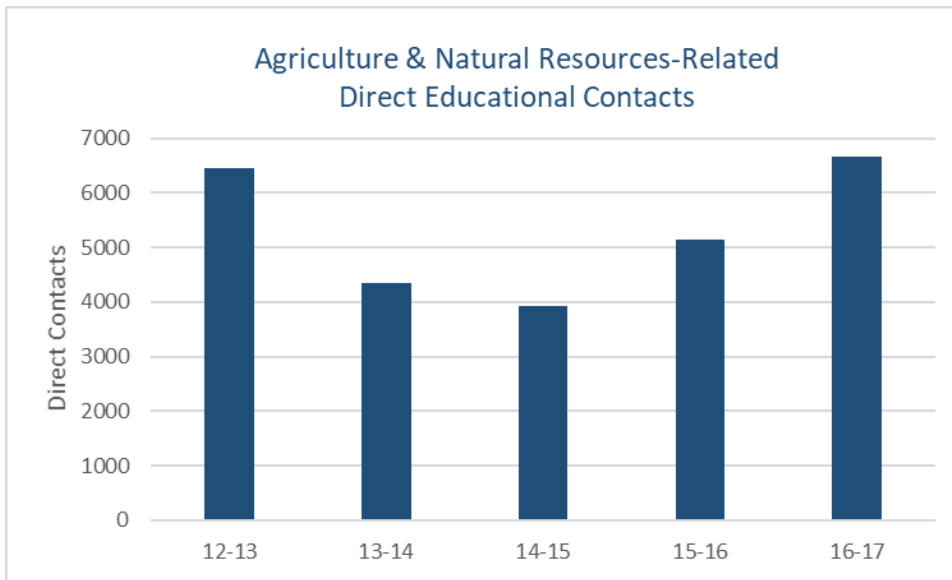


*source 2010 US Census

The data represents clients who attend and participate in UC Cooperative Extension (UCCE) Agricultural and Natural Resource programs via in-field demonstrations, classroom workshops, and on-farm visits. The numbers do not include participation in the 4-H Youth Development Program or UC Cal Fresh Nutrition Education. Stanislaus County agricultural producers utilize UCCE services and value the information produced and delivered; UCCE does not offer permits, licenses or

monetary incentives. The high number of in-person contacts demonstrates how successful UC Cooperative Extension is in producing education that supports the economic viability of the agricultural industry, a safe and reliable food supply, clean air and water, and healthy communities.

Annual fluctuations in contacts are mainly due to a significant reduction in UCCE advisor staff due to retirements, recession-related budget limitations, normal variation in workshop attendance, weather and pest-related demand for information. Educational contacts are likely to continue to increase due to rebuilding of staff and implementation of new programs. In order to continue prioritization of educational and research efforts and to gauge quality of outreach, advisors will utilize experience surveys following workshops and in-field demonstrations.



Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ Implement a research and education program on managing livestock manure to fertilize agronomic crops, while protecting surface and ground water resources
- ◆ Build partnerships with local community college agriculture departments to promote higher education, applied research, and potential careers in extension and public service
- ◆ Implement a research and extension program directed towards Stanislaus County vegetable crop growers, with an emphasis in irrigation efficiency
- ◆ Refine monitoring tools for invasive and emerging insect pests, develop integrated control measures and extend the information to growers and pest control professionals through workshops, newsletters, and electronic media
- ◆ Initiate a volunteer-based UC Master Gardener program to preserve and encourage healthy environments with sustainable gardening, green waste reduction, and water conservation
- ◆ Increase the diversity of membership in 4-H Youth Development program to more accurately reflect the population of Stanislaus County by doubling membership of underrepresented youth by 2020

Budgets Contained within the Department

- ◆ University of California Cooperative Extension (General Fund)
- ◆ UC Cooperative Extension – Farm and Home Advisors Research Trust (Special Revenue Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Cooperative Extension						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$819	\$3,652	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$1,958	\$0	\$0	\$0	\$0
Total Revenue	\$819	\$5,610	\$0	\$0	\$0	\$0
Use of Fund Balance/Retained Earnings	\$1,042	\$0	\$5,000	\$5,000	\$0	\$5,175
Total Funding Sources	\$1,861	\$5,610	\$5,000	\$5,000	\$0	\$5,175
Salaries and Benefits	\$295,078	\$287,223	\$483,385	\$490,805	\$7,420	\$506,732
Services and Supplies	\$23,793	\$23,210	\$32,884	\$39,384	\$6,500	\$34,035
Other Charges	\$131,951	\$142,702	\$139,318	\$139,318	\$0	\$144,194
Fixed Assets						
Equipment	\$44,296	\$51,805	\$54,500	\$54,500	\$0	\$54,500
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$105	\$45	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$495,223	\$504,984	\$710,087	\$724,007	\$13,920	\$739,461
General Fund Contribution	\$493,362	\$499,374	\$705,087	\$719,007	\$13,920	\$734,286
Total Allocated Positions	-	-	5	5	0	5

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$0, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Total revenue for the 2018-2019 Proposed Budget is estimated at \$0, a decrease from \$5,900 from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by looking at past trends. Due to the lack of consistent revenue from almond harvest on the variety demonstration plot at the Ag Center and for mileage reimbursement for cross-county assigned Farm Advisors revenue has been decreased to \$0.
- ◆ The Department had a total of \$44,826 in available in the Farm & Home Advisors Research Trust fund balance as of July 1, 2018, of which \$5,000 is budgeted for use in Fiscal Year 2018-2019.
- ◆ Use of fund balance from the Farm and Home Advisors Research Trust decreased by \$11,200 in base budget compared to Final Budget 2017-2018. This decrease preserves the trust balance.

Budget and Operations

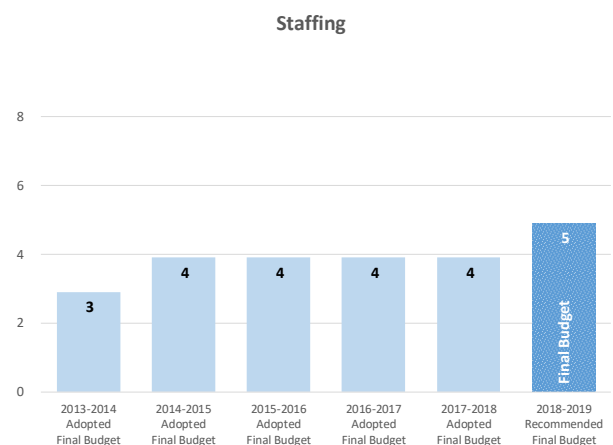
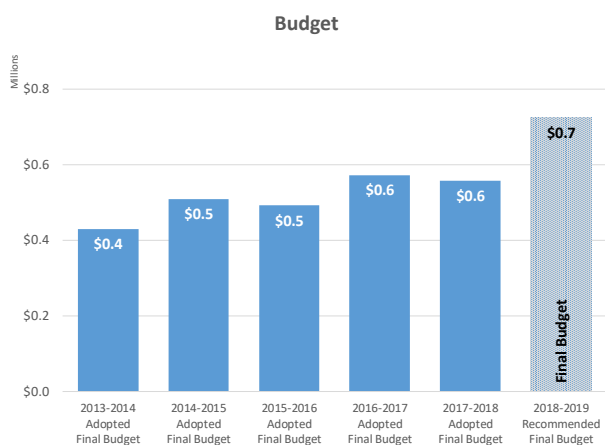
- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$724,007, a net increase of \$13,920 from the 2018-2019 Adopted Proposed Budget.
 - ◆ An increase of \$7,420 is a technical adjustment for the salary and benefits increases related to recently approved labor agreements. This cost is ongoing.

- ◆ An increase of \$4,000 is for unmet safety need for new lights and light switches in the warehouse.
- ◆ An increase of \$2,500 is for computers and equipment for the new 4-H Program Representative and Master Gardner Contract Employee in the 2018-2019 Adopted Proposed Budget.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$710,087, an increase of \$152,603 from the 2017-2018 Adopted Final Budget, requiring a General Fund Contribution of \$705,087.
- ◆ The Proposed Budget at base includes \$7,603 for the cost of doing business in Salaries and Benefits, Services and Supplies, Other Charges and Equipment to maintain current service levels. Additionally, there was a reduction in revenue of \$5,900 and a reduction in use of fund balance of \$11,200 requiring a General Fund Contribution of \$24,703 to maintain current service levels.
- ◆ The Proposed Budget includes a recommendation to increase service levels.
- ◆ The Proposed Budget includes \$145,000 to accommodate the increased costs associated with the recommended service level adjustment to include a new 4-H Program Representative and to hire a Contract Employee to initiate a Master Gardner Program, requiring a General Fund Contribution of \$145,000. These costs are ongoing.
- ◆ The Proposed Budget includes the replacement of two vehicles used for the Farm Advisor program and the 4-H Program. The total cost is estimated to be \$54,500, is funded by County General Fund, and is included in base.
- ◆ The UC Cooperative Extension has a total fleet of ten vehicles; of those, five meet the minimum age and mileage requirements to be considered for replacement under the Fleet Services Policy.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of five, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of five, an increase of one from the 2017-2018 Adopted Final Budget allocation.
- ◆ The Proposed Budget includes a recommendation for an increase of one to the Total Allocated Positions.
 - ◆ One new Staff Services Technician position is recommended in Cooperative Extension to serve as a 4-H Program Representative to administer the largest youth development 4-H club program membership in California with a goal of reaching under-represented youth and adult volunteers to increase participation in the program.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors' action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan is not adjusted in the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$0, consistent with the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by looking at past trends.
- ◆ The Spending Plan relies on the use of \$5,175 in departmental fund balance; based on use of fund balance identified in the 2018-2019 Proposed Budget, the Department anticipates there will be \$39,826 in available fund balance on July 1, 2019
 - ◆ Use of \$5,175 in Department fund balance from the Farm and Home Advisors Research Trust increases by \$175 compared to \$5,000 the 2018-2019 Proposed Budget.

Budget and Operations Plan

- ◆ Gross Costs for the 2019-2020 Spending Plan are increased to \$739,461 for ongoing adjustments in the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$731,781 an increase of \$21,694 from the 2018-2019 Proposed Budget and a General Fund Contribution of \$726,606.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:
 - ◆ Salaries and Benefits increase of 3.5%
 - ◆ Group Health Insurance increase of 5%
 - ◆ Services and Supplies increase if 3.5%
 - ◆ Cost Allocation Plan (CAP) increase of 3.5%

Staffing Plan

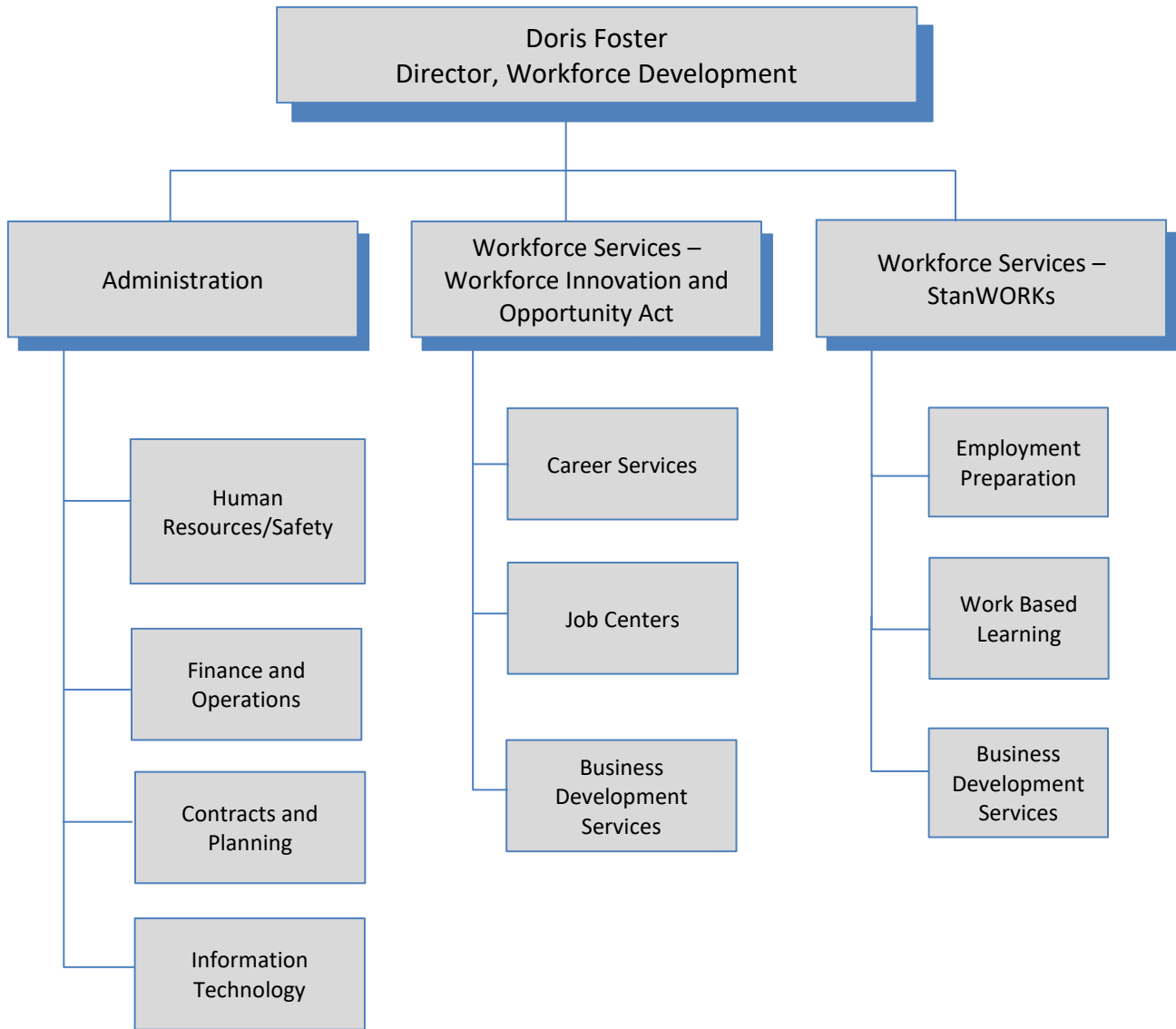
- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of five, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of five, consistent with the 2018-2019 Proposed Budget.

Key Challenges and Opportunities

- ◆ The UC Cooperative Extension will implement a UC Master Gardener Program (MG) in Stanislaus County. MG volunteers will coordinate community gardens, promote healthy eating habits, provide gardening and water-saving information at community events, promote and provide University research-based information. Once the program is initiated, external grants and other funding will cover training and education program costs.
- ◆ Stanislaus County currently has the largest 4-H youth development club-based program in California. In an effort to increase the diversity of 4-H membership within Stanislaus County, specifically targeting Hispanic, African-American, and low-income youth an additional bilingual and culturally competent 4-H Program Representative will improve youth outcomes in underserved and marginalized communities through prevention and skill building. 4-H youth develop the life skills that are associated with a reduction in negative behaviors and outcomes, such as substance abuse, risky behavior, and emotional and behavioral problems. 4-H members are 1.9 times more likely to earn better grades in school; 2.1 times more likely to report high school engagement; 1.7 times more likely to take courses to pursue a career in science; 2.8 times more likely make healthier choices; and 3.4 times more likely contribute to their communities. Source: <https://interact.regionalchange.ucdavis.edu/youth/index.html>

Related Link

For additional information about the University of California Cooperative, refer to the division's website at: <http://cestanislaus.ucanr.edu/>



251 East Hackett Road, C-2, Modesto, CA 95358 Tel: (209) 558-2100
www.allianceworknet.com/home

Workforce Development

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$17,504,796	\$18,094,967
Use of Fund Balance/ Retained Earnings	\$150,000	\$150,000
Gross Costs	\$17,654,796	\$18,244,967
General Fund Contributions	\$0	\$0
% Funded by General Fund	0.0%	0.0%
Total Allocated Positions	85	85

Department Services and Programs

Administration, which includes the Human Resources/Safety, Finance/Operations, Contracts and Planning and Information Technology divisions, supports the day-to-day program activities of the Department. Support activities include accounting, audits, employee and participant payroll processing, state reporting, grant billing, budgeting, contract management/monitoring, legislative analysis and implementation, equipment management, data imaging, website management and inventory control.

The **Workforce Innovation and Opportunity Act (WIOA) Workforce Services** division provides a wide range of employment and training services to Adults, Dislocated Workers and Youth in the community through various programs at four Job Centers, located across the County. Division staff provide job search assistance to the public, workshops to assist with résumé development, interviewing skills, and job retention. For those needing more assistance in finding employment, the Department

provides intensive career counseling, work experience, and on-the-job training assistance as well as referral to vocational training programs. Workforce Development provides services to businesses in an effort to help local businesses with employment needs. Services include work based learning and training programs.

The **StanWORKs Workforce Services** division provides a wide range of employment and training services for local Temporary Assistance to Needy Families (TANF) recipients through a contract with the Community Services Agency. The division assists TANF customers with job searching, resume writing, and interviewing skills. Clients needing additional assistance in securing employment and leaving TANF are provided with intensive case management, paid and unpaid work experience, on-the-job training and individual referral to vocational training programs leveraging other dollars available.

Board of Supervisors Priority Area



The Workforce Development supports the following Board of Supervisors priority:

Priority	<i>Developing a healthy economy, building upon our strong agricultural foundation</i>
Mission Statement	Work with businesses to determine the needs of in-demand occupations and develop a skilled workforce that strengthens businesses and contributes to the economic success of our community
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results
Success Measures	Job Placement and Retention

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments

- ◆ The Department through its America’s Job Centers of California, located in multiple parts of the community for easy access, has partnership agreements with local area agencies to provide an array of services for job seekers with barriers
- ◆ To ensure Department resources are allocated efficiently the Department contracted for a study to provide an in-depth skill gap analysis, job projections, and occupational demands for three primary sectors of the local economy; manufacturing, agriculture and healthcare
- ◆ Successfully implemented a process to track long term employment retention for both StanWORKs and Workforce Innovation and Opportunity Act customers, thus allowing the Department to measure and report on the effectiveness of its programs

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Workforce Development							
1320 0033100 Special Revenue Fund							
Total Revenue	\$9,529,170	\$7,829,320	\$7,184,299	\$8,473,963	\$8,384,476	\$8,821,707	95.04%
Use of Fund Balance	\$94,130	\$314,919	\$529,990	(\$1,980,361)	(\$1,510,962)	\$360,000	-419.71%
Gross Costs	\$9,623,300	\$8,144,239	\$7,714,289	\$6,493,602	\$6,913,514	\$9,221,707	74.97%
Net County Cost	\$0	\$0	\$0	\$0	\$40,000	\$40,000	100.00%

- ◆ For Fiscal Years 2013-2014 through 2015-2016, there was a gradual decline in revenues from the Federal and State level as well as local grant opportunities. For Fiscal Year 2016-2017 and 2017-2018, the Department received revenues at each year end for services provided to Temporary Assistance for Needy Families participants, increasing Department revenues and fund balance for the respective years. The Department was able to carry over funds from Fiscal Year 2017-2018 that were not subject to the 20 percent State limitation, thus allowing the Department to carryover unspent funds while still providing effective services and eliminating the use of fund balance. Costs related to training and other program services also came in significantly lower than projected due to low unemployment rates leading to a decrease in the number of customers needing intensive services.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Workforce Development - StanWORKs							
1317 0033900 Special Revenue Fund							
Total Revenue	\$6,639,561	\$8,447,745	\$10,648,914	\$8,805,342	\$6,802,981	\$8,314,573	81.82%
Use of Fund Balance	\$22,594	\$1,558	\$0	(\$8,603)	\$0	\$0	0.00%
Gross Costs	\$6,662,155	\$8,449,303	\$10,648,914	\$8,796,739	\$6,802,981	\$8,314,573	81.82%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ For Fiscal Years 2013-2014 through 2015-2016, there was a gradual increase in revenues due to increase in availability of funds and increased service need. In Fiscal Year 2016-2017, the Department was conservative in its spending as it was notified of a reduction of approximately \$858,000 by Community Services Agency for participant wages. In Fiscal Year 2017-2018, the Department was notified of an additional reduction of approximately \$2.4 million by Community

Services Agency for operational costs and participant wages. In addition, program costs also came in lower due to a reduction in the number of participants referred for services.

Fund Balance Trends

The following table identifies five-year historical data of actual fund balance by individual budget unit along with a department total for each fiscal year.

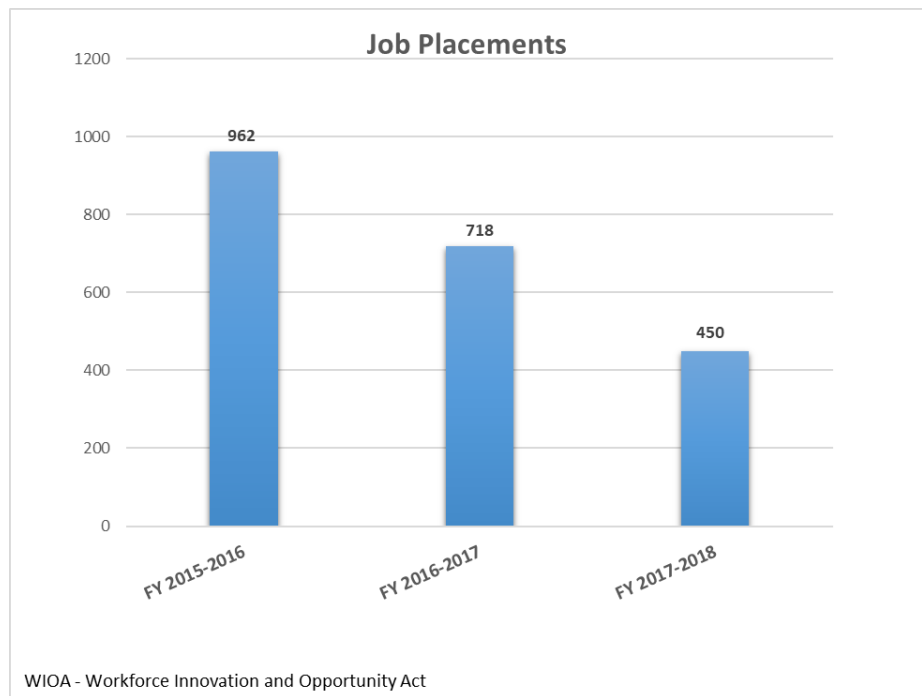
Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
Workforce Development	\$ 1,580,165	\$ 1,486,034	\$ 1,171,116	\$ 641,125	\$ 2,621,486
Workforce Development - StanWORKs	\$ 22,594	\$ 0	(\$ 1,558)	(\$ 1,558)	\$ 7,045
Total Fund Balance	\$ 1,602,759	\$ 1,486,034	\$ 1,169,558	\$ 639,567	\$ 2,628,531

*Note: Only Listed for Non-General Fund Units

- ◆ Fund balance has fluctuated in Workforce Development over the five-year period in response to changes in Federal Revenues, customer needs declining due to the improved economy post the great recession and strategic use of funds to offset services in subsequent fiscal years.

Department Success Measures

Overall job placements for the Department have decreased by 25% from Fiscal Year 2015-2016 to 2016-2017 and 37% from Fiscal Year 2016-2017 to 2017-2018. The decrease is attributed to a decline in participants seeking services due to the unemployment rate being at historical lows, thus reducing the number of job seekers looking for employment. The Department started tracking long term employment retention for its programs in Fiscal Year 2017-2018. Long term retention is defined as the ability for a customer to stay employed for at least one year after being placed into permanent employment. In the future, the Department will be able to provide data on the number of customers that retained employment for at least one year after being placed into permanent employment.



Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ Track job center visits each Fiscal Year
- ◆ Track long term participant employment retention for both StanWORKs and WIOA programs
- ◆ Strengthen the current workforce by providing skills development opportunities to priority populations such as veterans, previously incarcerated, low income, basic skills deficient, homeless and disabled participants
- ◆ Over the course of the next two years, start offering services such as trainings and orientations online
- ◆ Develop future talent through work based learning and training activities, which will develop foundational and technical skills of the workforce

Budgets Contained within the Department

- ◆ Workforce Development (Special Revenue Fund)
- ◆ Workforce Development – StanWORKs (Special Revenue Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Workforce Development						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$5,939,103	\$6,806,305	\$8,968,421	\$8,968,421	\$0	\$9,275,275
Charges for Service	\$11,361,933	\$8,379,432	\$8,536,375	\$8,536,375	\$0	\$8,819,692
Miscellaneous Revenue	(\$21,731)	\$1,720	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$17,279,305	\$15,187,457	\$17,504,796	\$17,504,796	\$0	\$18,094,967
Use of Fund Balance/Retained Earnings	(\$1,988,964)	(\$1,510,962)	\$150,000	\$150,000	\$0	\$150,000
Total Funding Sources	\$15,290,341	\$13,676,495	\$17,654,796	\$17,654,796	\$0	\$18,244,967
Salaries and Benefits	\$9,235,836	\$7,900,848	\$9,813,025	\$9,813,025	\$0	\$10,167,412
Services and Supplies	\$5,548,919	\$5,264,826	\$7,225,423	\$7,225,423	\$0	\$7,440,307
Other Charges	\$505,586	\$550,821	\$597,148	\$597,148	\$0	\$618,048
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$19,200	\$19,200	\$0	\$19,200
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$15,290,341	\$13,716,495	\$17,654,796	\$17,654,796	\$0	\$18,244,967
General Fund Contribution	\$0	\$40,000	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	84	85	1	85

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$17.5 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Total Revenue for the Fiscal Year 2018-2019 Proposed Budget is estimated at \$17.5 million, an increase of \$368,516 from the Fiscal Year 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the Fiscal Year 2018-2019 Proposed Budget is determined by a review of trend and information obtained from State and agency partners.
- ◆ The Department had a total of \$4.1 million in available fund balance as of July 1, 2018, of which \$150,000 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ As of July 1, 2017, Workforce Development StanWORKs fund had a cash balance of \$110,073. The difference between cash and fund balance is \$103,028, which is due a net of outstanding payables and receivables.

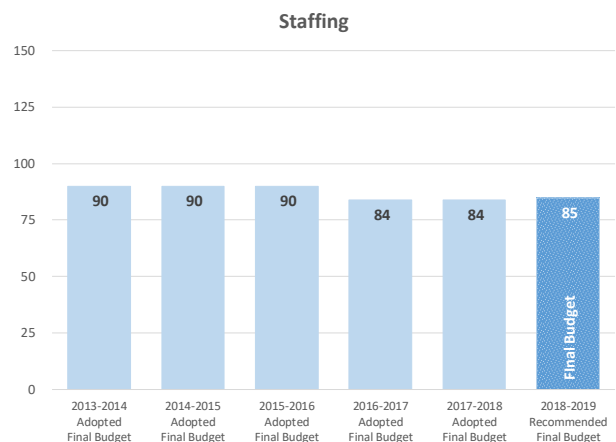
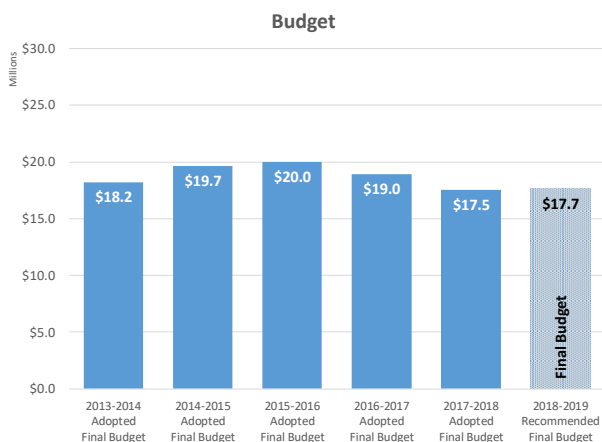
Budget and Operations

- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$17.7 million consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Gross Costs identified in the Fiscal Year 2018-2019 Proposed Budget total \$17.7 million, an increase of \$118,516 from the Fiscal Year 2017-2018 Adopted Final Budget.
- ◆ The Proposed Budget at base includes a \$150,232 decrease in Salaries and Benefits due to a decrease in Work Experience participant wages, a net increase of \$299,248 in Services and Supplies and Other Charges to support contract services and a decrease of \$30,500 in one-time equipment costs.
- ◆ No service level adjustments are recommended.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 85, an increase of one since the 2018-2019 Adopted Proposed Budget.
- ◆ The Final Budget includes a recommendation for an increase of one to the Total Allocated Positions.
 - ◆ One new block-budgeted Stock/Delivery Clerk II position is recommended to provide courier services for Workforce Development’s six locations and with other County Departments.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of 84, consistent with the 2017-2018 Adopted Final Budget allocation.
- ◆ The Proposed Budget includes a technical adjustment that does not affect the position allocation.
 - ◆ A classification study of one vacant Administrative Clerk II position is recommended.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors' action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan is not adjusted in the 2018-2019 Final Budget.
- ◆ Revenue for the Fiscal Year 2019-2020 Spending Plan is estimated at \$18.1 million, an increase of \$552,370 from the Fiscal Year 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the Fiscal Year 2019-2020 Spending Plan is determined by estimated increases of 3% as projected on the Department's Long Range Model.
- ◆ The Spending Plan relies on the use of \$150,000 in departmental fund balance; based on use of fund balance identified in the 2018-2019 Proposed Budget, the Department anticipates there will be approximately \$4 million in available fund balance on July 1, 2019.

Budget and Operations Plan

- ◆ Gross Costs for the 2019-2020 Spending Plan increased to \$18.2 million for ongoing adjustments in the 2018-2019 Final Budget.
 - ◆ Total costs increased by \$37,821 for the ongoing costs of the new Full Time Stock Delivery Clerk I/II position; the total ongoing cost is \$51,498 of which \$13,677 was included in the Fiscal Year 2019-2020 spending plan for extra help.
- ◆ Gross Costs identified in the Fiscal Year 2019-2020 Spending Plan total \$18.2 million, an increase of \$552,370 from the Fiscal Year 2018-2019 Proposed Budget.
- ◆ The Fiscal Year 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:
 - ◆ Increase of 3.5% in Salaries and Benefits
 - ◆ Increase of 5% in Group Health Insurance costs
 - ◆ Increase of 3.5% in Services and Supplies and Other Charges

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a staffing level of 85, an increase of one since the 2018-2019 Adopted Proposed Budget allocation and consistent with the 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 84, consistent with the 2018-2019 Proposed Budget allocation.

Key Challenges and Opportunities

- ◆ There could be a potential increase to the Workforce Innovation and Opportunity Act funding based on discussions at State association meetings. The Department will use additional funding to enhance services provided to the local businesses and assist in filling the skills gap in the local area as determined by industry leaders. In addition, the Department will also utilize funds to build upon a Health Sector that is lagging in the local area.
- ◆ Workforce Development is also working with the Probation Department to improve the employability and employment of In-Custody and Out-of-Custody Youth. Services will include job search skills, training and internship opportunities, identifying barriers to employment and a road map on how to obtain goals.

Related Links

For additional information about the Workforce Development, refer to the division's website at:

<http://www.stanworkforce.com/home>

Promoting First-Rate Learning Opportunities for all Residents in Support of Community and Individual Prosperity

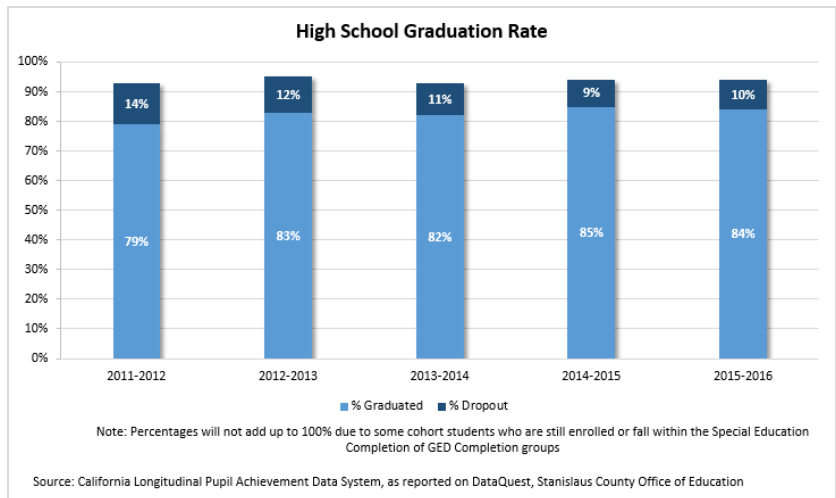
Community-Wide Indicators

Education and life-long learning are important for each individual person’s development and success, as well as for the social and economic development of the County. Access to books, information, and technology resources to enhance the learning provided in traditional school settings is critical. Providing equitable and individualized educational services has contributed to improvements in learning and educational attainment with students. The County’s Focus on Prevention Initiative is connected to a variety of local partnerships that have formed dedicated to providing first-rate learning opportunities for all residents.

Two community-wide indicators that were identified to gauge the County’s ability to promote first-rate learning are: Early Literacy Rate and High School Graduation Rate.

Early Literacy Rate

According to the American Academy of Pediatrics, when children are introduced to reading early in their childhood, they tend to read earlier and excel faster in school compared to other children. Developing early literacy skills makes it easier for children to learn to read and excel at reading. An important indicator of how well children are performing at literacy is the early literacy rate—reading proficiency at the 3rd grade level. The Stanislaus



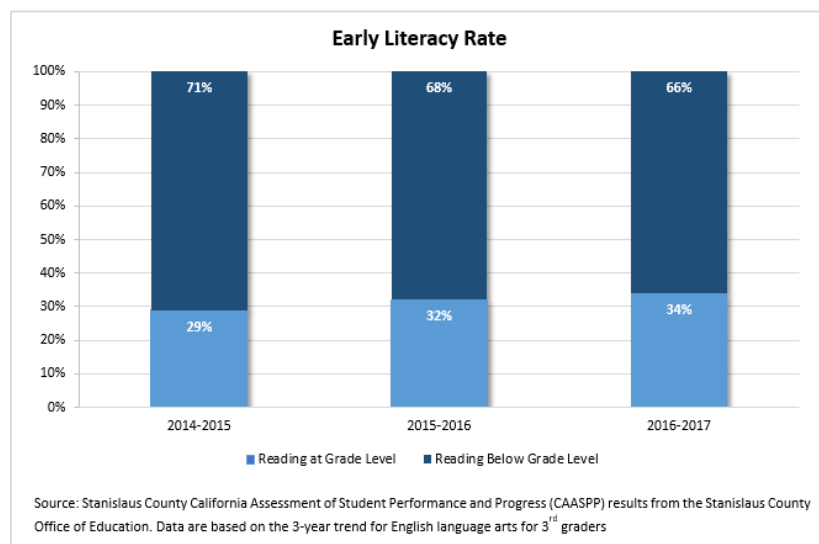
County Office of Education analyzed data from the California Assessment of Student Performance and Progress (CAASPP) results and provided 3rd grade reading proficiency rates. From 2014 to 2017, the early literacy rate increased 5% in the County.

High School Graduation Rate

Children who enter school with these reading skills have an advantage. Higher salaries are typically available to high school graduates compared to non-graduates, as most employers consider a high school graduate as someone who remained committed to finishing a major task. According to the Stanislaus County Office of Education’s analysis of the California Longitudinal Pupil Achievement Data system, as reported on DataQuest, from 2011 through 2016, the high school graduation rate increased 5% in Stanislaus County.

Future Directions

The County will work with local school districts and the Stanislaus County Office of Education to determine the best mechanism to measure kindergarten and college readiness for children in Stanislaus County. Collecting comparable county data related to the Early Literacy Rate will require adequate staffing and collaboration. The County will also work with Stanislaus County Libraries to develop a mechanism for measuring children’s reading levels who participate in their respective reading programs.



Promoting First-Rate Learning

Introduction

Departments contained within this section support the Board of Supervisors' priority of *Promoting first-rate learning*, with the primary focus on advancing children's and young adults' learning capability. Departments within this priority area serve members of the community, and provide valuable services to local agencies and other County departments.

The Library is responsible for implementing the Board of Supervisors' priority of *Promoting first-rate learning opportunities for all residents to advance community and individual prosperity*. The Stanislaus County Library engages members of the community and offers access to information, knowledge, and the tools for innovation and personal development.

The Stanislaus County Library System includes 13 community libraries providing educational and recreational services that enlighten and empower local

residents. The Library offers early literacy programs for children, basic literacy services to adults, workforce readiness programs, resources for veterans and their families, and outreach services beyond the physical walls of the libraries including online e-resources and community outreach activities such as home delivery service for customers who are unable to come to the library due to advanced age, injury or illness. The library also offers unique services such as the Veterans Resource Center, passport application processing, and citizenship information sessions.

The Library is primarily funded by a voter approved 1/8-cent sales tax, which represents approximately 91% of the Library's total estimated revenue to support the Library operations in Budget Year 2018-2019. The voter approved 1/8-cent sales tax was extended for 12 years when Measure S passed in the November 7, 2017 election.



Priority Highlights

Early Literacy services and parent engagement programs continue to be a key program area for the Library. Investing early in school readiness helps ensure children succeed in meeting important 3rd grade reading milestones and supports a brighter future for all county residents. The Library continues to expand early literacy resources including Story Time, which includes stories, music, and movement in a predictable format and encourages skills preschoolers need for school. English, Spanish, and bilingual story times are offered. Additional children’s activities include crafts, games, and reading stations. Science, Technology, Engineering and Math (STEM) activities are in place throughout the Library system and provide customers an opportunity to explore and develop 21st century skills and experience learning in a self-directed and informal hands-on environment.

The Library is in process of developing a Maker Space area at the Modesto Library to facilitate STEM activities such as 3-D printing and much more.

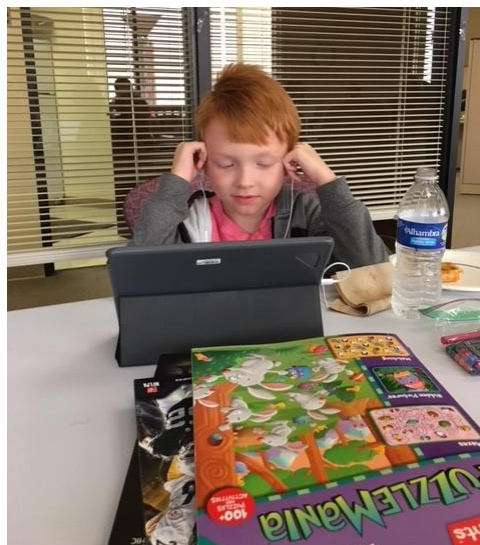


There are two facility improvements currently underway at the Turlock and Empire Libraries. The Turlock Library expansion will accommodate space needed for community meetings, Story Time, teens, computers, and quiet studying areas to better serve the needs of a growing Turlock Community. The Empire Library will be relocated to the former site of the Empire Community Hall Association, near schools and the Empire Community Park, and will provide the community with a new library that is functional and in a safe environment.

Priority Appropriations and Trends

Fiscal Year 2018-2019 appropriations total \$12.4 million for the priority Promoting first-rate learning opportunities for all residents to advance community and individual prosperity. 100% of the appropriations are dedicated to the Library.

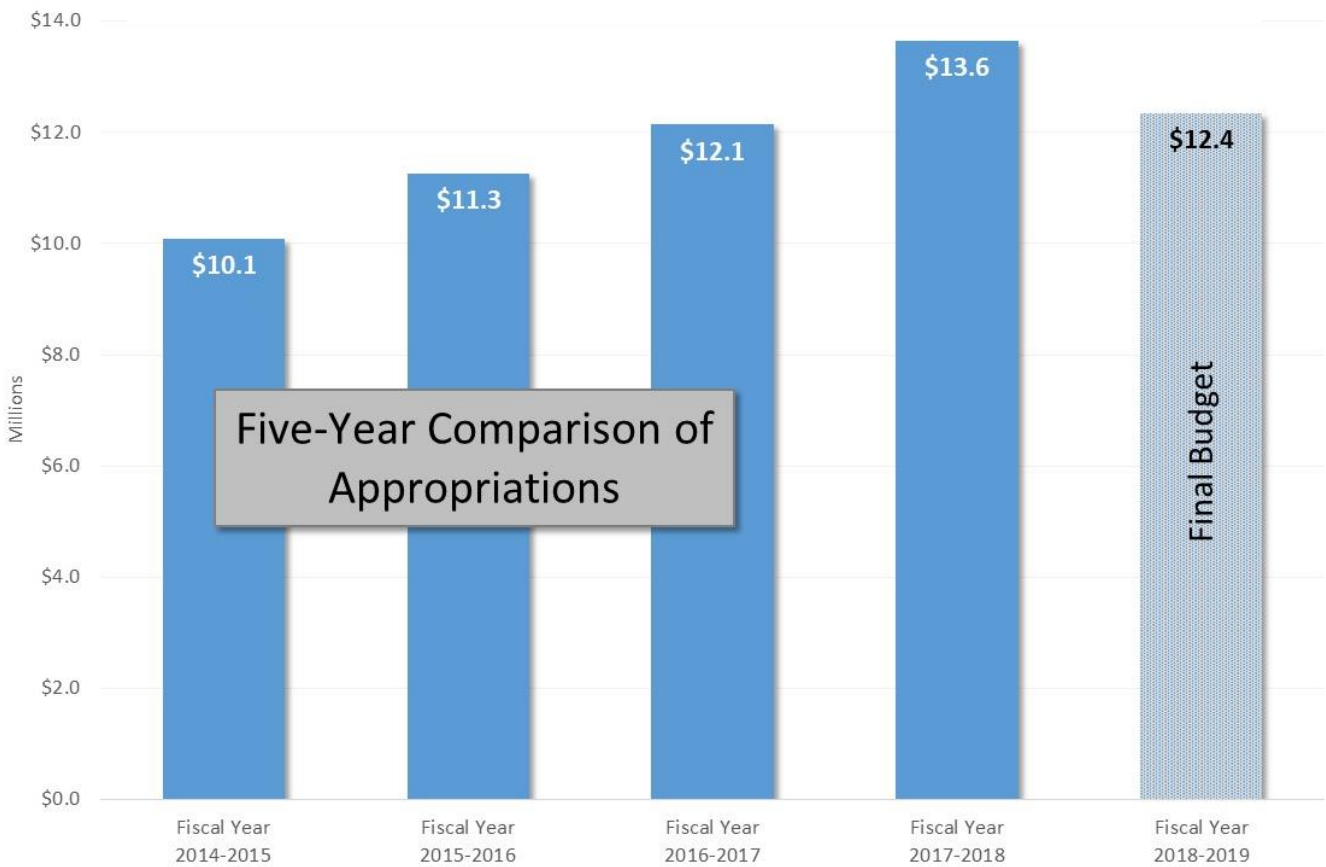
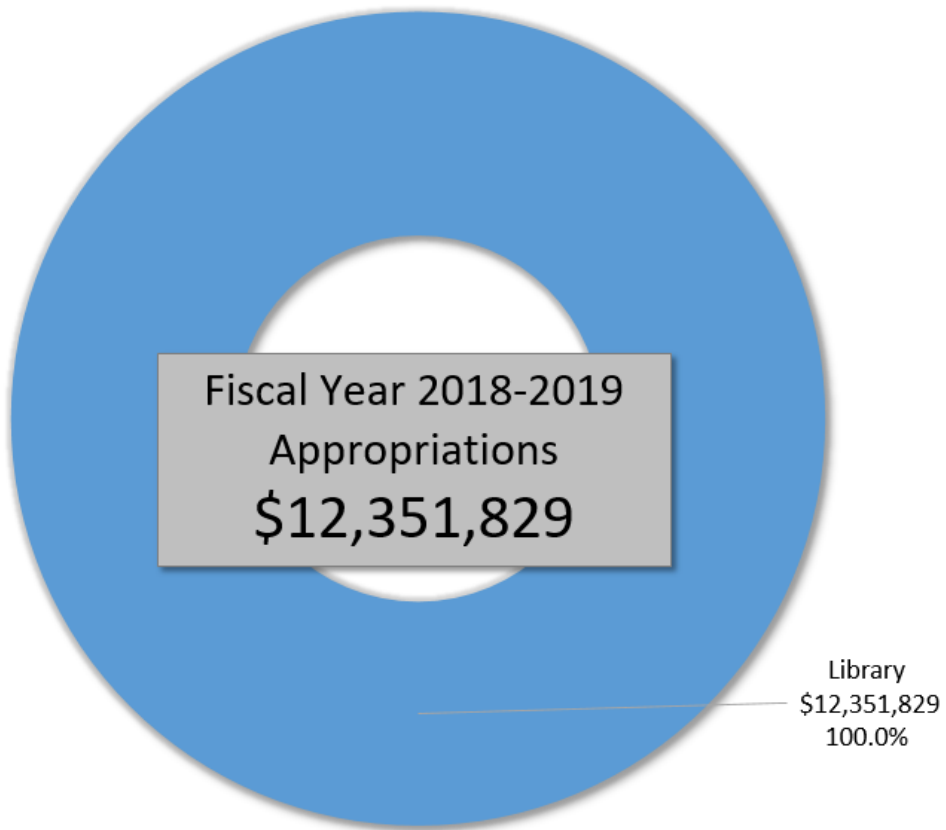
The Department Budget has increased on average 10% annually due to the cost of doing business to maintain and enhance service levels along with a variety of maintenance and improvement projects throughout the 13 library facilities. There were a variety of factors impacting the cost of doing business which include the increase in minimum wage affecting extra-help staff, increases in Salaries and Benefits, additional materials and electronic



resources to better meet customer needs and preferences.

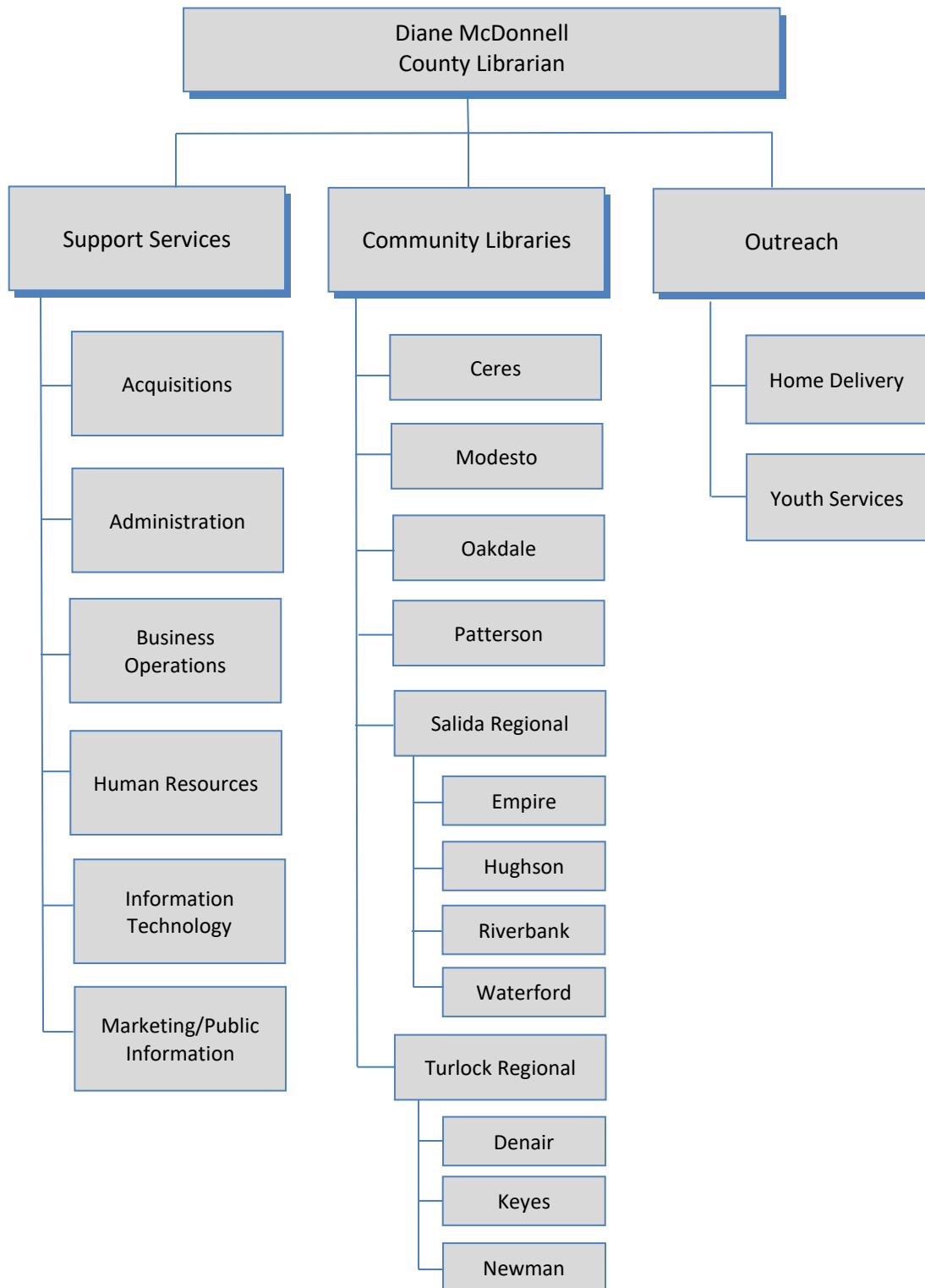
Of note, in Fiscal Year 2015-2016 the Library completed implementation of a Radio Frequency (RFID) Data Management System. The budget increased by 8% in Fiscal Year 2016-2017 due to restored Friday service at all 13 Libraries in the County Library System. In Fiscal Year 2017-2018 the budget increased by 12% due to restoring two unfunded positions and deferred maintenance projects. Fiscal Year 2018-2019 includes a

decrease of 9.5% in appropriations to preserve fund balance.



Promoting First-Rate Learning Summary of Budget Appropriations

Page	Fund	Org		Recommended 2018-2019	Spending Plan 2019-2020
300	LIBRARY			\$12,351,829	\$12,865,622
	1651	0037000	Library	\$12,351,829	\$12,865,622
Promoting First-Rate Learning Total				\$12,351,829	\$12,865,622



1500 I Street, Modesto, CA 95354 Tel: (209) 558-7800
www.stanislauslibrary.org

Library

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$11,235,798	\$11,814,904
Use of Fund Balance/ Retained Earnings	\$624,221	\$558,908
Gross Costs	\$12,351,829	\$12,865,622
General Fund Contributions	\$491,810	\$491,810
% Funded by General Fund	4.0%	3.8%
Total Allocated Positions	76	76

Department Services and Programs

The Stanislaus County Library System includes thirteen community libraries providing educational and recreational services, enlightening and empowering local residents. The Library also offers basic literacy services to adults, workforce readiness programs, resources for veterans and their families, and outreach services beyond the physical walls of the libraries.

Community Libraries provide customers access to resources in each of the 13 key communities throughout the County. Services include literacy tutoring, print resources for checkout, passport services at Modesto and Salida libraries, public computers, reference and reader's advisory assistance, knowledgeable staff, weekly story times at all locations, plus enlightening and engaging adult, teen, and children's programming throughout the year. To engage local residents in Science, Technology, Engineering and Mathematic (STEM) activities, the Library offers an opportunity to try 3D Virtual Reality.

Library customers enjoy 24/7 access using any web-enabled device to online resources including car repair manuals, job readiness, and practice tests; reference services; a mobile app; language learning courses; and downloadable and streaming eBooks, audiobooks, magazines, newspapers, movies, music and television. WiFi and WiFi printing is available at all community libraries.

Literacy is an important focus of the Stanislaus County Library. A successful partnership with Learning Quest provides adult literacy services. Early literacy programs

and resources at the library include story time, special performances, a helpful children's staff, 1,000 Books Before Kindergarten, ABC Mouse, early literacy learning (ELS) computers, and an expanded children's print collection. The Library plays an essential role in supporting early literacy development by targeting readers before they're readers, and helping children prepare for success in school and in life.

Library **Outreach** staff provides innovative early literacy services outside the walls of the library, bringing books and literacy services to children and families out in the community. Pop-up Libraries now serve families at the Women, Infants, and Children (WIC) office, youth at the Juvenile Justice Center and in Grayson. Home delivery services deliver books to residents who are unable to visit the library, delivered by volunteers and by mail, helping to keep them engaged and informed.

Support Services include the acquisition, cataloguing and collection development of library materials including e-resources; the administration of Department facilities, operations, policies, procedures and safety; finance and budget, purchasing, payroll, accounting services, and branch deliveries; and personnel and administrative office management. Support Services also provide library information data systems and technology, help desk, web page maintenance, internet, and wireless internet (WiFi) access; and communications, public relations, marketing and fund development.

Board of Supervisors Priority Area



The Library supports the following Board of Supervisors priority:

Priority	<i>Promoting first-rate learning opportunities for all residents to advance community and individual prosperity</i>	
Mission Statement	Stanislaus County Library engages all members of the community and offers access to information, knowledge, and the tools for innovation and personal development.	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Early Childhood Literacy Attendance	eResources as a % of Total Circulations

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments

- ◆ In November 2017, the Stanislaus County Library received voter approval to renew the 1/8 cent sales tax measure through June 30, 2030 to support County Library service to the community
- ◆ The Turlock Library Expansion Project is in the design phase. WRNS Studio of San Francisco, California was selected in March 2018 to design the expansion of the Turlock Library
- ◆ The Empire Library Replacement Project is also in the design phase. LDA Partners, Inc. of Stockton, California was selected in February 2018 to design the new Empire Library
- ◆ The Maker Space is in the pre-design phase. WRNS Studio was selected to design the Maker Space Project. The Maker Space will offer customers the opportunity to experience STEM (Science, Technology, Engineering and Math) learning in an informal hands-on environment
- ◆ The centralized circulation and reference desk project at the Modesto Library is in progress. The Modesto centralized desk will expand library entry and exit traffic flow and enhance public space for reading and learning in support of 21st century library services

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Library							
1651 0037100 Special Revenue Fund							
Total Revenue	\$9,753,718	\$9,767,010	\$10,596,211	\$11,068,753	\$11,647,970	\$11,178,854	104.20%
Use of Fund Balance	(\$1,441,412)	(\$1,185,878)	(\$1,499,838)	\$153,299	\$926,732	\$3,823,715	24.24%
Gross Costs	\$8,804,116	\$9,072,942	\$9,713,331	\$11,713,862	\$13,066,512	\$5,494,379	84.33%
Net County Cost	\$491,810	\$491,810	\$616,958	\$491,810	\$491,810	\$491,810	100.00%

- ◆ The increases in fund balance through Fiscal Year 2015-2016 were the result of strategic cost reductions to build reserves for potential economic downturns. In Fiscal Year 2016-2017 and Fiscal Year 2017-2018 the library's strategy shifted from cost reduction to expansion in community services and one-time facility upgrades; however, changes in completion dates of facility upgrades resulted in actual use of fund balance being lower than budgeted in Fiscal Year 2017-2018.

Fund Balance Trends

The following table identifies five-year historical data of actual fund balance by individual budget unit and along with a department total for each fiscal year.

Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
Library	\$7,561,609	\$9,003,021	\$10,188,898	\$11,688,736	\$11,535,437
Total Fund Balance	\$7,561,609	\$9,003,021	\$10,188,898	\$11,688,736	\$11,535,437

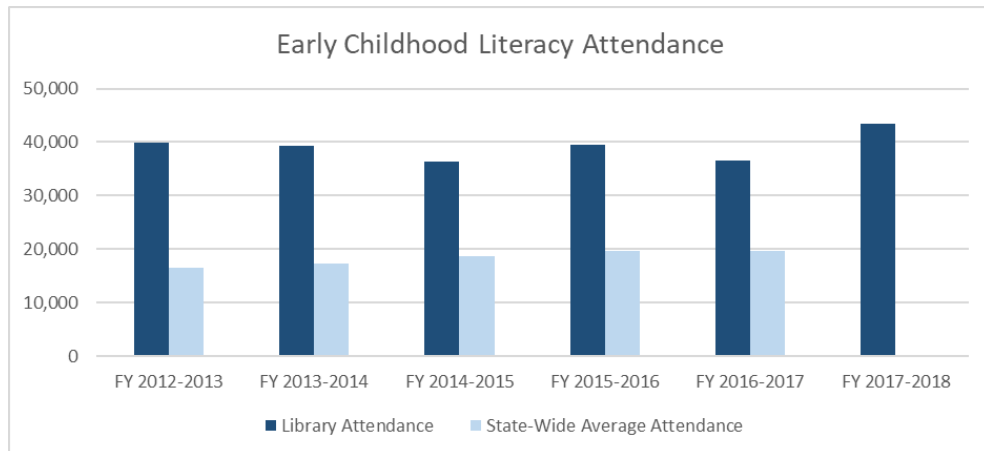
*Note: Only Listed for Non-General Fund Units

- ◆ The Library’s fund balance increased from July 1, 2013 to July 1, 2016 due to strategic cost savings. In Fiscal Year 2016-2017 the Library began expanding services, updating facilities and technology. Approximately \$5.7 million in Library fund balance has been earmarked for use to expand the Turlock Library and construct a new Empire Library.

Department Success Measures

Early literacy is an important focus for the library. Success in this area is for all Stanislaus County children to enter kindergarten with the knowledge and skills necessary for successful participation in school, and empowering parents to be their children’s first teacher.

The bar graph below depicts the Library Department’s annual customer attendance of pre-school programming in comparison to the average attendance of all libraries, with similar programs, within the State of California. The Stanislaus County Library preschool programming attendance nearly doubled the state-wide average from Fiscal Year 2012-2013 to Fiscal Year 2016-2017. California State Library statistics were not available for Fiscal Year 2017-2018. However, the trend of higher than average attendance is likely to have continued in Fiscal Year 2017-2018, as the Library recorded its highest attendance in that year in comparison to the six years shown in the graph. The Stanislaus County Library’s



high volume of attendance is a direct result of offering preschool programming to the community at a rate of more than twice the state average over the past six years.

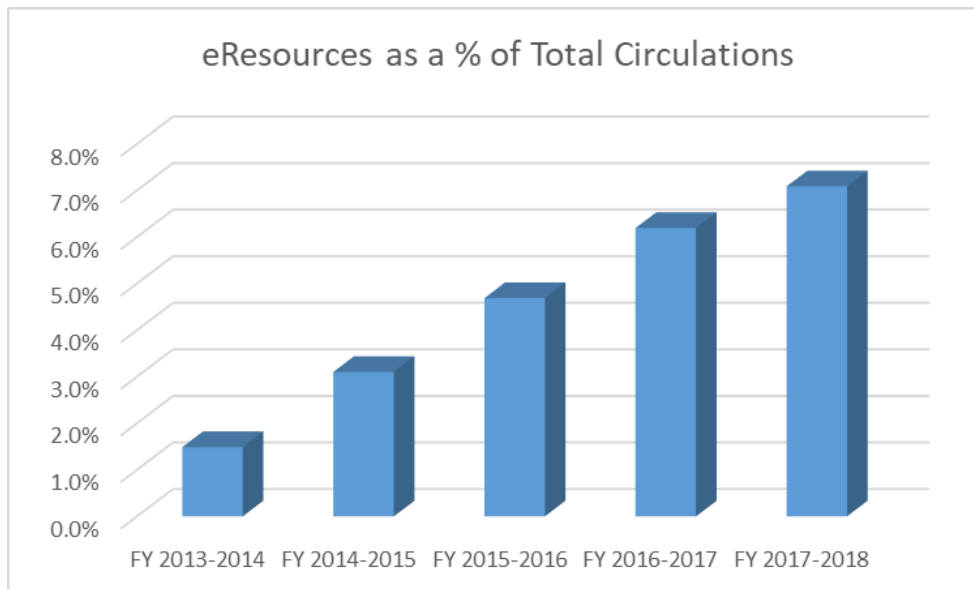
Investing early in school readiness helps ensure children success in meeting the important 3rd grade milestone and supports a brighter future for all county residents. The Library collects data on the number of children and caregivers who participate in early literacy programs, both inside the library and out in the community.

high volume of attendance is a direct result of offering preschool programming to the community at a rate of more than twice the state average over the past six years.

The Library records circulation statistics of various media types. Circulations are Library media borrowed by customers. As customer interests shift toward digital formats, the library offers expanded 24/7 access to innovative electronic resources, including eBooks, eMagazines, online language learning, downloadable audiobooks, movies and music. The library also offers expanded training opportunities to assist customers in making the most of these resources with a series of online tutorials developed by library staff.

The adjacent bar graph charts eResources circulated as a percentage of the total circulations. Demand for eResources has risen five percent over the past five years. The yearly rise in eResource circulation is a key

performance indicator in accomplishing the objectives of promoting existing programs, services and expanding library collections, including eResources, as outlined in Goal Areas of the Library's Strategic Plan.



Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ Expand the Turlock Library to better serve the needs of a growing Turlock Community
- ◆ Relocate and construct a new Empire Library, at the former site of the Empire Community Hall Association, near schools and Empire Community Park
- ◆ Develop a Maker Space at the Modesto Library, offering customers an opportunity to explore and develop 21st century skills and experience STEM (Science, Technology, Engineering and Math) learning in a self-directed and informal hands-on environment
- ◆ Establish Grayson Pop-up Library at the Grayson United Community Center to extend library services to the Grayson and Westley communities
- ◆ Combine the Modesto Library circulation and reference desk to improve entrance and exit traffic flow, provide expanded efficiencies in customer service, and enhance public space for reading and learning in support of 21st century library services

Budgets Contained within the Department

- ◆ Library (Special Revenue Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Library						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D - Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$10,195,058	\$10,677,064	\$10,254,497	\$10,254,497	\$0	\$10,405,274
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$2,860	\$558	\$2,850	\$2,850	\$0	\$2,904
Intergovernmental Revenue	\$239,333	\$227,751	\$366,000	\$366,000	\$0	\$797,500
Charges for Service	\$500,292	\$542,020	\$550,001	\$550,001	\$0	\$558,307
Miscellaneous Revenue	\$131,210	\$200,577	\$62,450	\$62,450	\$0	\$50,919
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$11,068,753	\$11,647,970	\$11,235,798	\$11,235,798	\$0	\$11,814,904
Use of Fund Balance/Retained Earnings	\$53,299	\$926,732	\$447,325	\$624,221	\$176,896	\$558,908
Total Funding Sources	\$11,222,052	\$12,574,702	\$11,683,123	\$11,860,019	\$176,896	\$12,373,812
Salaries and Benefits	\$7,109,071	\$7,670,867	\$8,204,714	\$8,204,714	\$0	\$8,352,532
Services and Supplies	\$3,330,427	\$3,026,135	\$2,627,612	\$2,706,564	\$78,952	\$3,094,270
Other Charges	\$948,158	\$1,527,747	\$1,290,007	\$1,293,007	\$3,000	\$1,334,985
Fixed Assets						
Buildings & Improvements	\$55,294	\$5,195	\$10,000	\$45,000	\$35,000	\$10,000
Equipment	\$270,912	\$125,978	\$42,600	\$102,544	\$59,944	\$73,835
Other Financing Uses	\$0	\$710,590	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$11,713,862	\$13,066,512	\$12,174,933	\$12,351,829	\$176,896	\$12,865,622
General Fund Contribution	\$491,810	\$491,810	\$491,810	\$491,810	\$0	\$491,810
Total Allocated Positions	-	-	76	76	0	76

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$11.2 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Total revenue for the 2018-2019 Proposed Budget was estimated at \$11.2 million, an increase of \$117,009 from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by 0.6% decline in sales tax revenue from 2017-2018 Adopted Final Budget. Historical trends, information provided for federal funding and allowable passport fees were used to determine Charges for Service, Miscellaneous and Intergovernmental revenue.
- ◆ The Library has a total of \$10.6 million in available fund balance as of July 1, 2018 of which \$624,221 is budgeted for use in Fiscal Year 2018-2019.
- ◆ The planned use of fund balance is decreasing by \$2 million in Fiscal Year 2018-2019, in an effort to preserve long range fund balance.
- ◆ Intergovernmental revenue for the 2018-2019 Proposed Budget is estimated to increase by \$130,874 or 55% from the 2017-2018 Adopted Final Budget. The increase is due to the selection of an alternate reimbursement method for voice and broadband services procured by the Library and discounted through the E-Rate program. The E-Rate program is federally funded by the Universal Service Fund governed by the Federal Communications Commission.
- ◆ Charges for services revenue for the 2018-2019 Proposed Budget is estimated to increase by \$75,563 or 15% due to passport revenue. The United States Department of State increased the passport processing fee by \$10 effective April 2, 2018. The Library's processing fee increased from \$25 to \$35 (40%).
- ◆ Miscellaneous revenue for the 2018-2019 Proposed Budget is estimated to decrease by \$20,870 or 25% from the 2017-2018 Adopted Final Budget, due to a projected reduction in donations from various local entities.

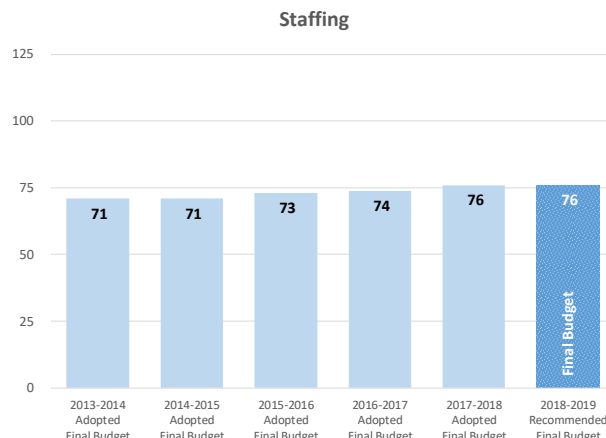
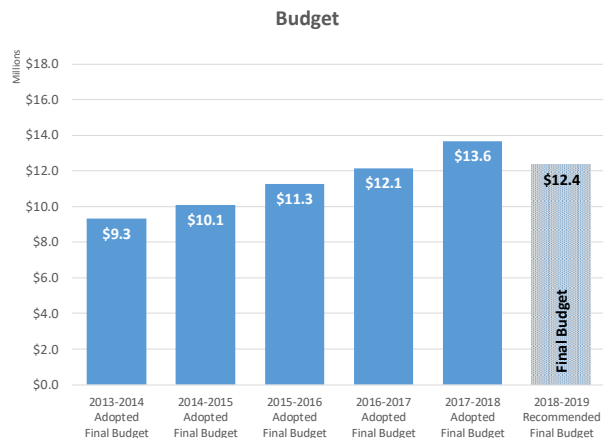
Budget and Operations

- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$12.4 million, a net increase of \$176,896 from the Fiscal Year 2018-2019 Adopted Proposed Budget funded by Department Fund Balance.
 - ◆ \$99,000 is budgeted to continue the Modesto Centralized Desk update started in Fiscal Year 2017-2018.
 - ◆ \$57,229 to carry forward unexpended Fiscal Year 2017-18 grants and donations.
 - \$42,810 for Sunlight Giving Foundation Grant Funds for the Grayson Pop-Up Library
 - \$4,368 for Fiscal Year 2016-17 Stanislaus Community Foundation Grant for Early Literacy
 - \$10,051 for Friends of the Library Donations for various libraries.
 - ◆ \$20,667 to carry forward the unexpended Fiscal Year 2017-2018 funding for the Electric Vehicle Charging Stations being installed at the Modesto and Oakdale libraries.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$12.2 million, a decrease of \$1.5 million from the 2017-2018 Adopted Final Budget, requiring a General Fund Contribution of \$491,810.
 - ◆ Note that the Fiscal Year 2017-2018 Adopted Final Budget does not include \$878,865 in one-time adjustments approved subsequent to its adoption that increased the 2017-2018 Operating Budget.
- ◆ The Proposed Budget at base includes a \$457,968 increase due to the cost of doing business in salaries and benefits and Other Charges to maintain current service levels.
- ◆ The Proposed Budget at base also includes a \$1.9 million decrease in services and supplies, buildings and improvements and equipment. The \$1.9 million decrease is the result of streamlining operations, the transition of the Empire Library and Makerspace construction projects to the County's capital projects division and removing projects that will be considered through the County's deferred maintenance program; there is no impact to the County General Fund.
- ◆ No service level adjustments are recommended.
- ◆ The Proposed Budget includes the replacement of one vehicle used to distribute collection materials, supplies and mail to 13 libraries county-wide. The total cost is estimated to be \$25,100, is funded by departmental fund balance and is included in base.
- ◆ The Library has a total fleet of four vehicles; of those two meet the minimum age and mileage requirements to be considered for replacement under the Fleet Services Policy.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 76, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of 76, consistent with the 2017-2018 Adopted Final Budget allocation.
- ◆ The Proposed Budget includes technical adjustments that do not affect the position allocation.
 - ◆ A classification study of one existing Administrative Clerk II position, one existing Account Clerk III position, and one existing Confidential Assistant IV position are recommended.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors' action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan is not adjusted in the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$11.8 million, an increase of \$579,106 from the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by a 1.5% growth in sales tax revenue, historical trends, and information provided by the Universal Service Administrative Company for the federally funded E-Rate program.
- ◆ The Spending Plan relies on the use of \$542,008 in departmental fund balance; based on use of fund balance identified in the 2018-2019 Proposed Budget, the Department anticipates there will be \$9.0 million on July 1, 2019.

Budget and Operations Plan

- ◆ Gross Costs for the 2019-2020 Spending Plan increased to \$12.9 million for ongoing adjustments in the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$12.8 million, an increase of \$673,789 from the 2018-2019 Proposed Budget, requiring a General Fund Contribution of \$491,810.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:
 - ◆ Salaries and benefits increase of 3.5%
 - ◆ Group health insurance increase of 5%
 - ◆ Services and supplies increase of 3.5%
 - ◆ Cost Allocation Plan (CAP) increase of 3.5%
- ◆ The remainder of the increase is largely due to Services and Supplies increase, estimated to a total of \$449,758 primarily due to a one-time information technology network infrastructure replacement that is funded by Intergovernmental funds from the Federal E-rate program.

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of 76, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.

- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 76, consistent with the 2018-2019 Proposed Budget allocation.

Key Challenges and Opportunities

- ◆ The Library embarked on a much needed growth strategy over the past three years increasing reliance on the use of fund balance. Currently, the Library's fund balance is \$10.6 million as of July 1, 2018. Approximately \$5.7 million in Library fund balance has been earmarked for use to expand the Turlock Library and construct a new Empire Library. Growth, in addition to annual increases in the cost of doing business, has posed a significant challenge to maintain a stable fund balance. Going forward the Library will continue to identify strategies to reduce the use of fund balance while maintaining desired levels of service.

Related Links

For additional information about the Library, refer to the division's website at: <http://www.stanislauslibrary.org/>

Delivering Efficient Public Services to Benefit our Residents and Businesses

Community-Wide Indicators

Efficiency is a critical element in the effective operation of government agencies and allows for the sustained provision of valuable services to the community. Customers expect government to be responsive to their needs and County departments continuously work to better understand these needs and determine how best to provide the desired services. Conducting business online provides a convenient point of access for many residents. Providing services online has vastly improved the way the County interacts with the public, with access to County-wide information and a variety of services available online at www.stancounty.com.

Two community-wide indicators are identified that are capable of gauging the County’s ability to deliver efficient public services: County Staff per Thousand Residents and Budgeted Discretionary Revenue per Capita. These indicators address both the public access component and the financial health segment represented by this Board priority area.

County Staff per Thousand Residents

Sufficient staffing levels are critical to the County’s ability to deliver quality, efficient services to the public. County department staff provide direct services to the community and internal customers, ensuring that questions are addressed, payments are posted,

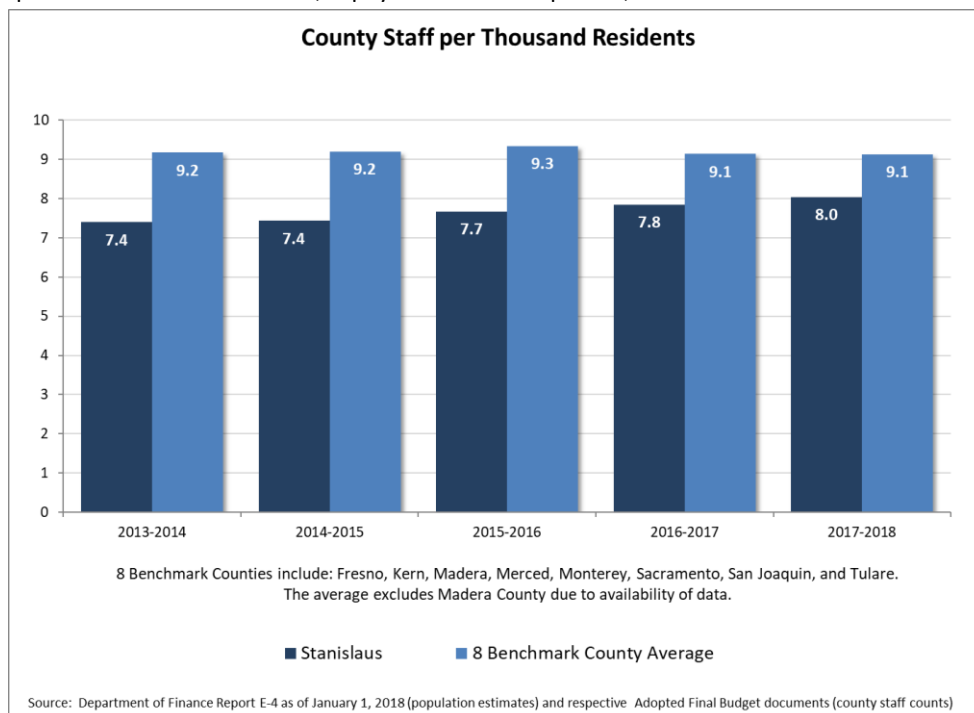
applications are processed, properties are assessed, calls are answered, and safety and support are provided, all of which use the most valuable County resource, personnel. While automation has simplified processes and increased efficiencies, it is the human element that is critical to customer satisfaction.

County staff, measured per thousand residents, serves as an indicator of service levels provided and the means to meet customer needs. Over the past five years, staff per thousand residents in Stanislaus County has increased incrementally, averaging a 2.1% percent increase per fiscal year (see chart below). Over that same time period, the County population has increased an average of 1.2%, with staffing keeping pace at an average 3.3% increase over the five-year period. This would suggest that there are more human resources available now to meet the public’s needs now than five years ago.

Staffing data per thousand residents was gathered for seven comparable counties: Fresno, Kern, Merced, Monterey, Sacramento, San Joaquin, and Tulare (insufficient data were available for Madera). Using the average for these counties, a benchmark was established to compare against Stanislaus. In the aggregate, these comparison counties have realized a slight increase in staffing ratios in Fiscal Year 2015-2016 with a subsequent

decline in Fiscal Year 2016-2017 that has remained to date. While most of the seven counties measured averaged an increase in population of approximately 1% and a similar increase in staffing of approximately 3%, Kern and Tulare counties actually averaged a decrease in staffing levels (4.5% and 1%, respectively), bringing the overall average down slightly.

The data show that Stanislaus County has been steadily increasing its staffing per thousand residents, indicating a conservative approach to population growth experienced in the area. Impacts that may be affecting this increase in



relation to the benchmark county average are economic growth in the area and a slightly higher growth in population elsewhere. Any spike in population accompanied by an economic decline would impact the County’s ability to keep pace with community needs.

While Stanislaus County is showing increases in staff per thousand residents, it trails behind the seven-county composite. Using Fiscal Year 2017-2018 data, Stanislaus County surpasses only one county, Fresno with 7.7 staff per thousand residents, and is equal to Sacramento with 8 staff per thousand residents. Monterey County charts the highest, with 11.9 staff per thousand residents. The average composite of 9.1 staff per thousand residents can be a helpful indicator for future staffing considerations.

Budgeted Discretionary Revenue per Capita

Discretionary revenue is the revenue the County receives that can be used to fund programs and services in the community at the Board of Supervisors’ discretion. This revenue predominantly consists of property taxes, sales taxes, and Proposition 172 revenue along with several other funding sources. The majority of County discretionary revenue goes to support funding for public safety, criminal justice, and a variety of government-related services.

Stanislaus County budgeted discretionary revenue has been increasing steadily over the past several years with a five-year average increase of 7%, indicative of the current economic climate. As such, discretionary revenue is considered an indicator of financial health. In an effort to make the information more meaningful, it is being monitored and reported here as Budgeted Discretionary Revenue per Capita; as the County population grows, so too does the need for resources, community programs and services, and revenue.

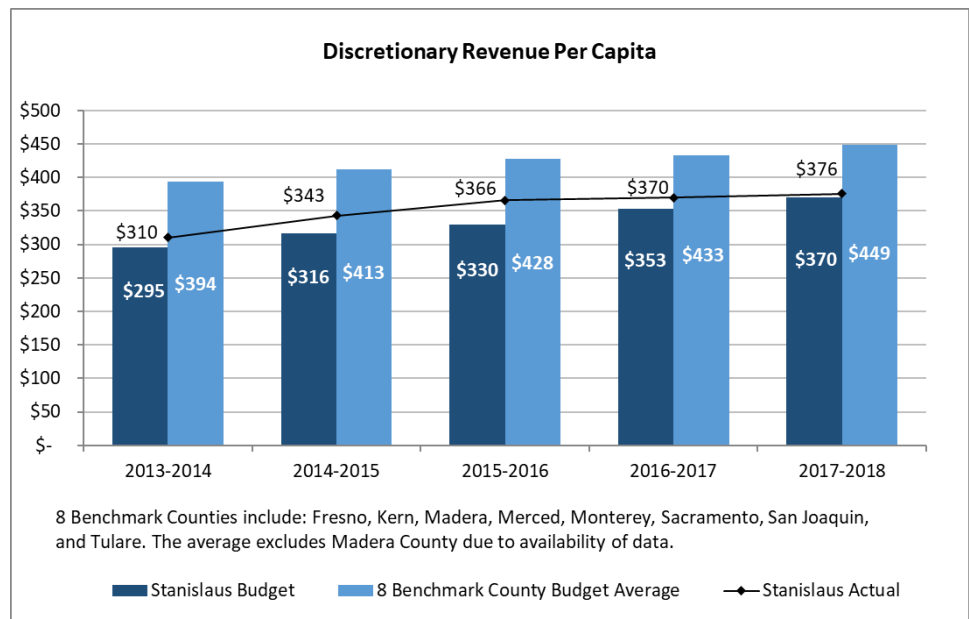
The adjacent chart identifies the Budgeted Discretionary Revenue per Capita for the most recent five years for Stanislaus County and seven comparison counties (again, Madera was omitted due to insufficient data). Since Fiscal Year 2013-2014, Stanislaus County has experienced steady growth in per capita revenue, with a five-year average increase of 5.8%. In Fiscal Year 2017-2018,

the County budgeted receipts totaling \$205.8 million, which equates to \$370 per County resident. Fiscal Year 2017-2018 represents the first year in which per capita discretionary revenue exceeds that budgeted at the height of the economy prior to the recession, with a per capita budget of \$354 in Fiscal Year 2007-2008.

The line in the chart below identifies the actual Discretionary Revenue received per Capita for Stanislaus County, inclusive of one-time revenue receipts. The County has realized Discretionary Revenue per Capita, of between 5% to 11% above the budgeted level for Fiscal Years 2013-2014 to 2016-2017, and 2% above the budgeted level for Fiscal Year 2017-2018. This is a function of both improved budget projections and changes in population.

The seven-county composite shows similar steady growth over the same five-year period, averaging 3.4% per year. Of the comparison counties, Fresno charts the lowest with \$267 per county resident and Sacramento outpaces the pack with \$852 per county resident. When Sacramento is removed from the composite, the average is \$382 in budgeted discretionary revenue per county resident, making Stanislaus County much closer to the majority of comparison counties.

Similar to the measure of staff per thousand residents, Discretionary Revenue per capita can be impacted by population growth and the overall economic health of the community. The trend will be as indicative as the annual figure.



Delivering Efficient Public Services

Introduction

Departments contained within this section support the Board of Supervisors’ priority of *Delivering efficient public services and community infrastructure to benefit our residents and businesses*, with the primary focus on delivering efficient public services. Departments within this priority area may serve members of the community and also provide valuable services to local agencies and internal customers, other County departments.

Providing services online has vastly improved the way the County interacts with the public, with access to County-wide information and services available online at www.stancounty.com.

Some of the supportive functions provided by this priority area include County-wide financial management and oversight, investment of local funds, property assessment, legal representation, facilities and vehicle maintenance, technological support, and overall County operational responsibility. The following departments support the delivery of efficient public services through their daily operations:

- ◆ The Assessor produces the annual assessment roll of tangible property in Stanislaus County



- using fair, accurate, and timely property valuations;
- ◆ The Auditor-Controller provides effective fiscal monitoring, reporting, procedures, systems, controls, and professional standards for the benefit of the County, local cities, school districts, and special districts;
- ◆ The Board of Supervisors provides governing, administrative, and legislative direction to County departments and determines the overall policies for Stanislaus County government;
- ◆ The Chief Executive Office provides overall leadership and management of County government, including the management of County resources, long-range financial modeling, capital projects, and organizational planning;
- ◆ The Chief Executive Office – Risk Management Division and Self-Insurance Funds manages the health, safety, and well-being of Stanislaus County employees through the administration of employee benefits, liability claims/insurance, disabilities management, and safety programs;
- ◆ The County Clerk-Recorder processes all records

related to marriage licenses, vital statistics, document filings, and the recording of real property, processes passports, officiates civil wedding ceremonies, and conducts elections;

- ◆ County Counsel serves as the principal legal counsel for the Board of Supervisors and provides legal advice to all County offices, departments, and commissions;

- ◆ The General Services Agency (GSA)

provides County-wide facilities maintenance and management, purchasing policies and procedures, and procurement and preservation of vehicles to support County departments in their daily operations;

- ◆ Strategic Business Technology, the County’s information technology department, supports the technology and web-based needs of County departments by providing help desk and

desktop support services, email services, technology security, and County website services; and

- ◆ The Treasurer-Tax Collector collects property taxes and a variety of other revenues that help multiple public agencies meet their respective financial goals and issues various licenses, including business licenses.

Priority Highlights

Departments delivering efficient public services continue to look for and develop systems that improve the customer experience by providing convenient access to services, especially through the use of technology. Paperless workflow, scanned records for electronic filing, and website tools are some of the ways these departments streamline services for internal and external customers. The provision of online and kiosk options invite customers to make payments and access public records more easily. Ongoing efforts include the exploration, development, and implementation of technologically advanced means to provide quality services seamlessly through the efficient use of resources. A partnership of the Chief Executive Office, Auditor-Controller, General Services Agency and Strategic Business Technology has begun a review of the county’s Enterprise-wide Resource Systems providing financial management, human resources and budget support. The primary systems, Oracle and PeopleSoft, have been in place for approximately 20 years. A Needs

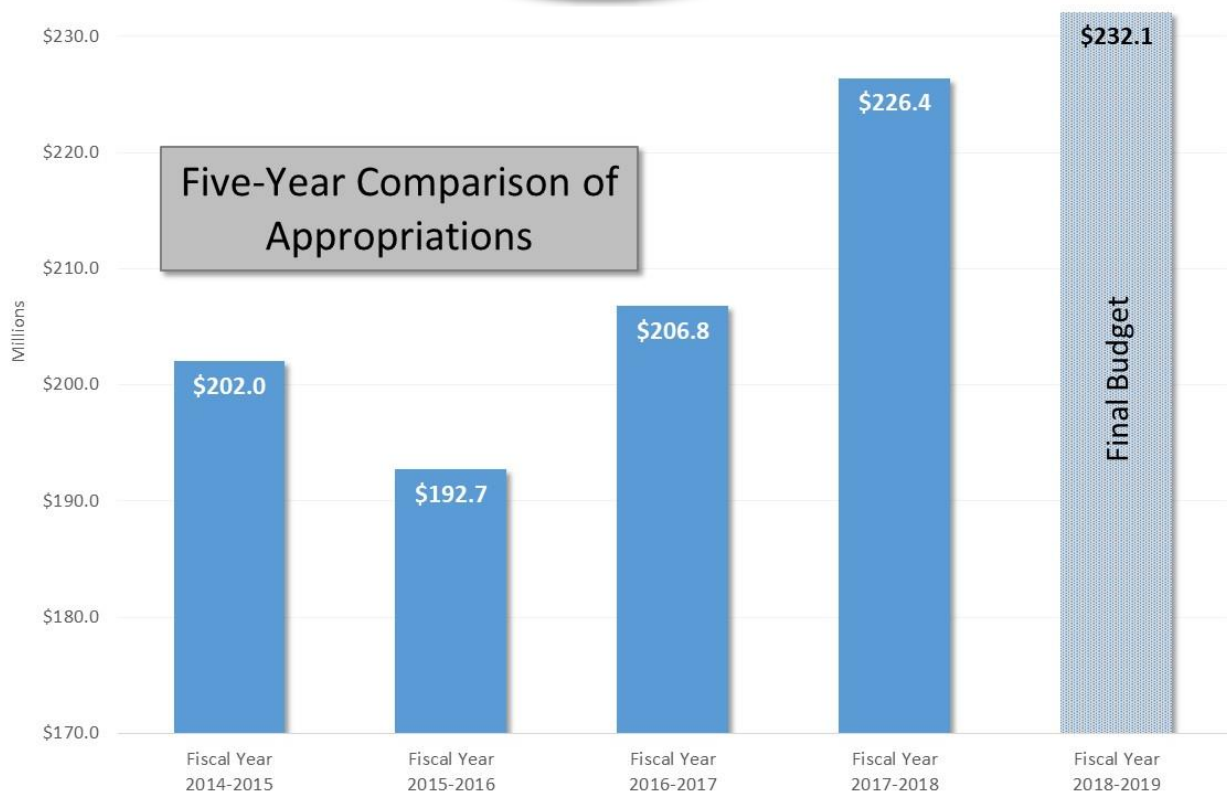
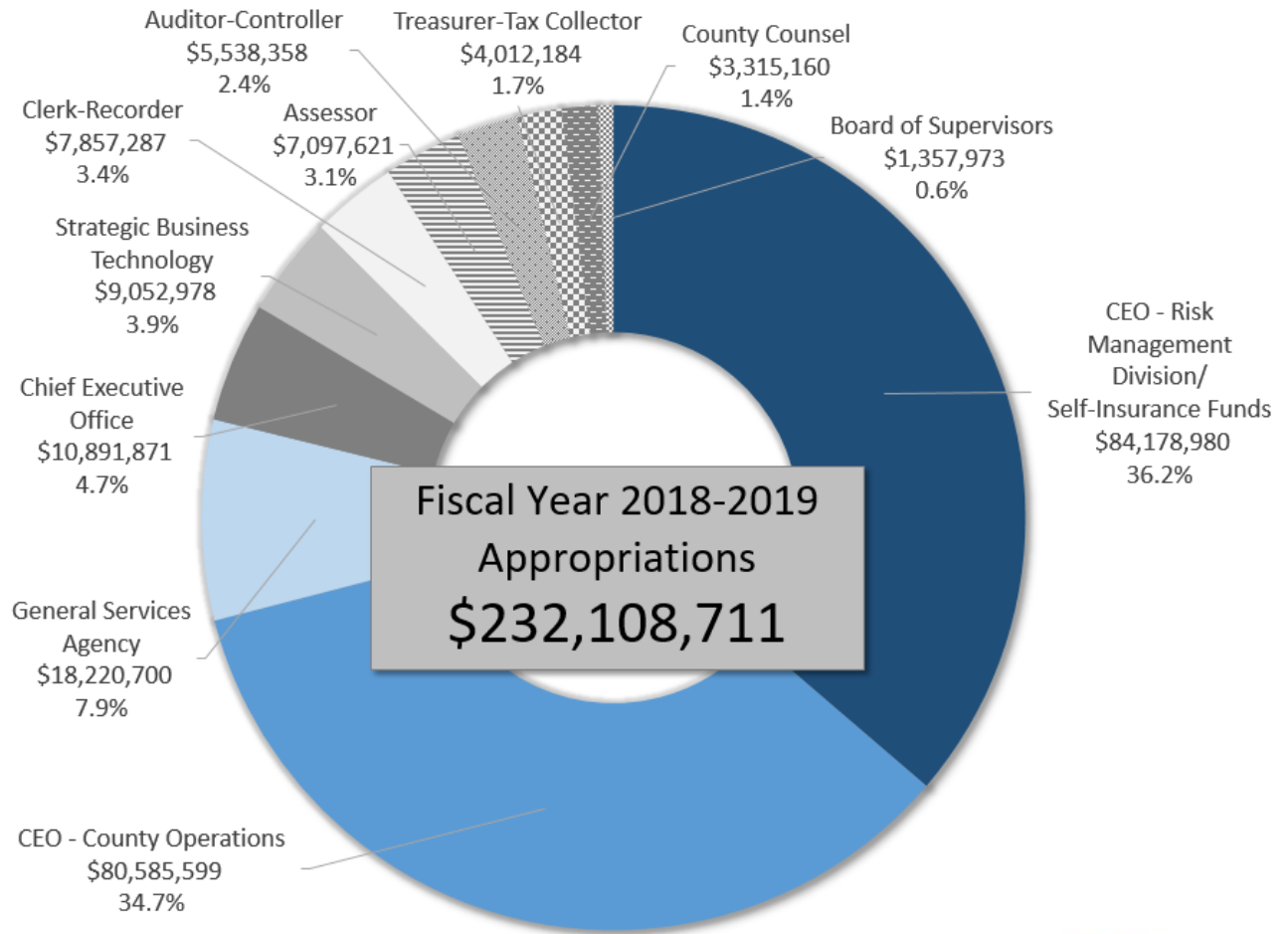


Assessment and Master Plan will be conducted in 2018-2019 to evaluate existing system functionality and plan for sustainable operations.

Priority Appropriations and Trends

Budget Year 2018-2019 appropriations total \$232.1 million for the priority of *Delivering Efficient Public Services*. CEO – Risk Management Division and Self-Insurance Funds makes up 36.2% of this priority budget, with CEO – County Operations making up 34.7%, General Services Agency utilizing 7.9%, and the remaining departments combining to make up 21.2% of this budget. With 70.9% dedicated to CEO Risk Management and County Operations activities, key focus is on employee benefits management and County-wide financial, budgetary, and operational support.

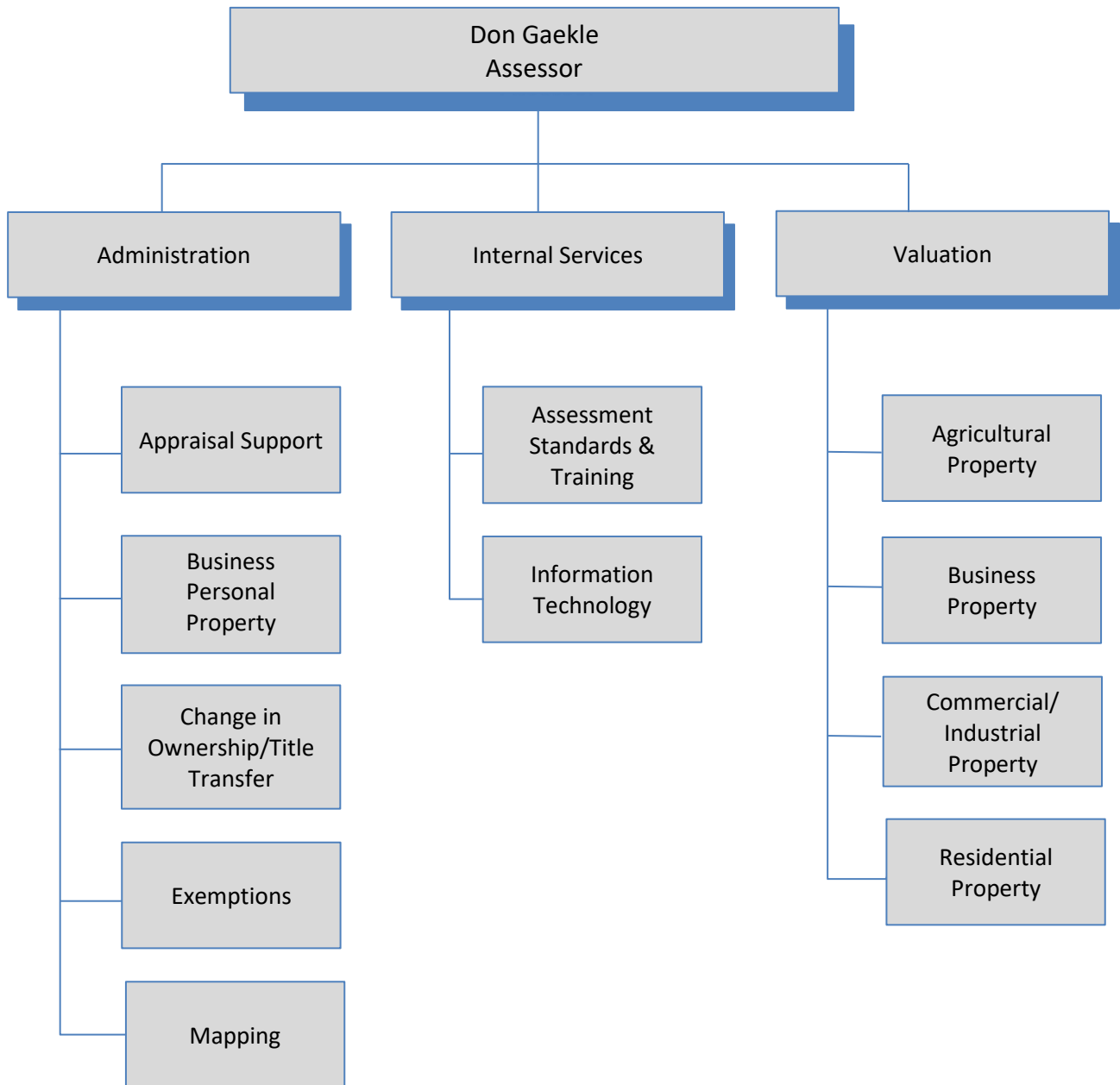
Five-year historical trends show a 4.6% dip in Fiscal Year 2015-2016 primarily due to a reduced reliance on contingency funding and discontinuance of the Health Services Agency deficit repayment. Subsequently, growth in this priority resumed in Fiscal Year 2016-2017 with a 9.5% uptick in Fiscal Year 2017-2018 for increases to debt service, Vehicle License Fee pass-through revenue, and medical insurance increases. The 2018-2019 Proposed Budget represents a modest 2.5% increase attributable to the significant reduction in debt service offsetting overall cost increases throughout the priority.



Delivering Efficient Public Services Summary of Budget Appropriations

Page	Fund	Org		Recommended 2018-2019	Spending Plan 2019-2020
316	Assessor			\$7,097,621	\$7,323,187
	0100	0012000	Assessor	\$7,097,621	\$7,323,187
323	Auditor-Controller			\$5,538,358	\$6,255,024
	0100	0013000	Auditor-Controller	\$5,538,358	\$6,255,024
331	Board of Supervisors			\$1,357,973	\$1,403,274
	0100	0014100	Board of Supervisors	\$1,357,973	\$1,403,274
336	Chief Executive Office			\$10,891,871	\$11,053,949
	0100	0015000	Operations and Services	\$10,891,871	\$11,053,949
347	CEO-County Operations			\$80,585,599	\$78,784,770
	0100	0016066	ADA Self-Evaluation and Transition Planning	\$500,000	\$500,000
	0101	0016041	Airport	\$190,000	\$190,000
	0100	0016071	Appropriations for Contingencies	\$7,915,499	\$12,008,510
	0100	0016105	Cannabis Program	\$1,189,755	\$972,597
	0100	0016021	Capital Improvement Financing Authority	\$140,633	\$140,633
	0100	0016091	County Facilities	\$744,441	\$766,315
	0100	0016046	Crows Landing Air Facility	\$3,153,294	\$279,092
	0100	0016081	Debt Service	\$516,866	\$516,450
	0100	0016001	Focus on Prevention	\$1,774,663	\$1,289,000
	0100	0016401	General Fund Contribution to Other Programs	\$8,559,836	\$6,301,755
	0100	0016051	General Fund Match Vehicle License Fee	\$33,500,000	\$33,500,000
	0100	0016061	Mandated County Match	\$19,068,077	\$19,068,077
	0100	0016031	Plant Acquisition	\$3,332,535	\$3,252,341
357	CEO-Risk Management			\$84,178,980	\$87,135,273
	0100	0015600	Risk Management Division	\$1,917,202	\$1,994,333
	5101	0018101	Dental Self-Insurance	\$4,565,604	\$4,725,400
	5051	0018051	General Liability Self-Insurance	\$5,520,608	\$5,713,829
	5091	0018091	Medical Self-Insurance	\$64,455,734	\$66,711,685
	5093	0018093	Other Employee Benefits	\$639,328	\$661,704
	5061	0018061	Professional Liability Insurance	\$477,100	\$493,798
	5071	0018071	Unemployment Self-Insurance	\$618,057	\$639,689
	5111	0018111	Vision Care Self-Insurance	\$761,779	\$788,442
	5081	0018081	Workers' Compensation Self-Insurance	\$5,223,568	\$5,406,393

Page	Fund	Org	Recommended Spending Plan		
			2018-2019	2019-2020	
369	Clerk-Recorder			\$7,857,287	\$8,704,436
	0100	0020001	Recorder Division	\$2,794,186	\$2,883,575
	0100	0020299	Elections Division	\$2,441,019	\$3,275,373
	1723	0020500	Modernization Trust Fund	\$2,437,798	\$2,515,488
	1786	0020601	Vital and Health Statistics	\$184,284	\$30,000
378	County Counsel			\$3,315,160	\$3,416,917
	0100	0022000	County Counsel	\$3,315,160	\$3,416,917
385	General Services Agency			\$18,220,700	\$18,658,400
	0100	0019010	Administration	\$755,200	\$778,900
	5001	0018210	Central Services Division	\$1,590,300	\$1,563,300
	5170	0018700	Facilities Maintenance Division	\$7,019,500	\$7,256,200
	5021	0018500	Fleet Services Division	\$3,682,900	\$3,680,400
	171A	0016200	12th Street Office Building	\$40,300	\$41,700
	5170	0018720	Utilities	\$5,132,500	\$5,337,900
396	Strategic Business Technology			\$9,052,978	\$9,331,460
	5031	0048100	Strategic Business Technology	\$7,740,320	\$7,979,929
	5011	0048200	Strategic Business Technology-Telecommunications	\$1,312,658	\$1,351,531
404	Treasurer-Tax Collector			\$4,012,184	\$3,996,682
	0100	0030001	Treasurer-Admin/Taxes	\$1,562,538	\$1,563,146
	0100	0030002	Revenue Recovery	\$1,637,378	\$1,588,695
	0100	0030004	Treasury Division	\$812,268	\$844,841
Delivering Efficient Public Services Total				\$232,108,711	\$236,063,372



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www.stancounty.com/assessor

Assessor

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$1,039,500	\$1,039,500
Use of Fund Balance/ Retained Earnings	\$0	\$0
Gross Costs	\$7,097,621	\$7,323,187
General Fund Contributions	\$6,058,121	\$6,283,687
% Funded by General Fund	85.4%	85.8%
Total Allocated Positions	58	58

Department Services and Programs

The Assessor is responsible for preparing and completing the annual assessment roll by July 1st of each year. The assessment roll includes all tangible property in Stanislaus County unless exempted or excluded from assessment by specific laws, including: land, land improvements, structures, growing improvements (trees and vines), aircraft, boats, and business personal property and fixtures. Property taxes, generated from the assessment roll, help fund Stanislaus County government, Public Schools, Cities, and Special Districts.

The **Administration** division provides general support for the Department and is responsible for budget preparation and monitoring as well as human resource administration. The Assistant Assessor of Administration manages five divisions: Assessment Technicians in Appraisal Support; Business Support; Change in Ownership; Exemptions, and Mapping. Change in Ownership and Exemptions divisions analyze permits for new construction, analyze deeds and other transfer documents to determine if reassessments are required, apply exemptions to qualified applicants and enter data. The mapping division reviews legal descriptions and draws and maintains Assessor parcel maps and the parcel layer in the County GIS system. Parcel maps are available in the Assessor’s Office or at: <http://www.stancounty.com/assessor/map-books.shtm>

The **Internal Services** division includes Assessment Standards and Information Technology. Assessment Standards oversees the office safety and training programs, reviews assessment practices, prepares State reports and researches more complicated change in ownership issues. Information Technology provides services to all areas of the office and maintains software, databases, computer equipment and the Assessor’s portion of the Megabyte property tax system.

The **Valuation** division determines assessed market values for all real property, business and agricultural personal property and fixtures as well as mobile homes, airplanes and boats. As required by Proposition 13, the Assessor reassesses real property for qualifying changes in ownership and the completion of new construction. Business property and fixtures, boats, and aircraft are assessed annually based upon their market value on January 1 of each year. The Assistant Assessor of Valuation manages four property divisions: Agricultural, Business, Commercial-Industrial and Residential. All appraisers and auditor-appraisers have State Board of Equalization certifications and annual continuing education requirements. The property tax assessment roll, property ownership information, and some property characteristics are available to the public at the Assessor’s Office.

Board of Supervisors Priority Area



The Assessor supports the following Board of Supervisors priority:

Priority	<i>Delivering efficient public services to benefit our residents and businesses</i>
Mission Statement	To produce a fair, accurate and timely assessment roll while providing excellent customer service
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results
Success Measures	Timely process a change in ownership

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments	
◆	Developed and implemented the first stages of a paperless workflow for the appraisal of residential properties, anticipating a total paperless workflow process by Fiscal Year 2019-2020
◆	Successfully implemented a quarterly appraisal close system for production tracking which improved valuation notification to new property owners
◆	Through the utilization of extra-help staff, the on-going scanning project resulted in an additional 32,326 scanned residential appraisal records during the fiscal year
◆	Progressing to a four-week average time between the recording date of an ownership transfer deed and the date of entry into the Megabyte Property Tax System

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

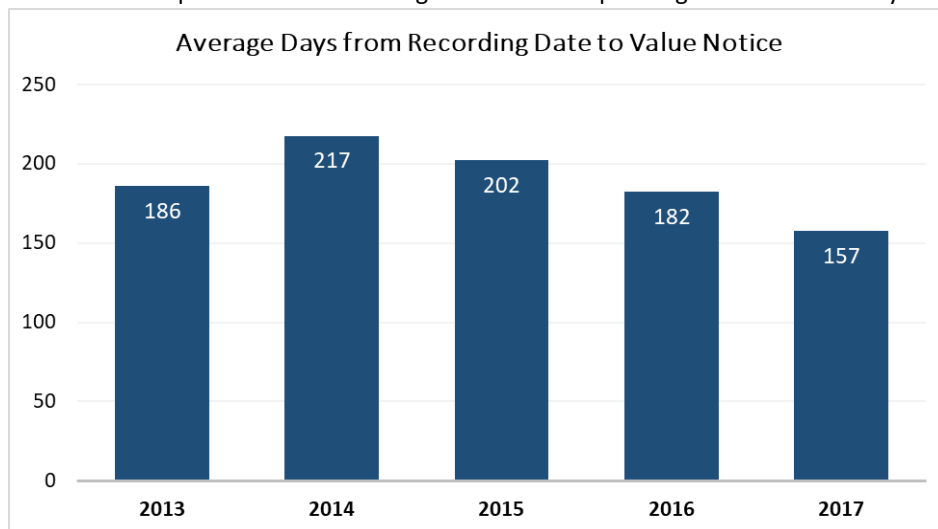
Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Assessor							
0100 0012000 General Fund							
Total Revenue	\$938,333	\$932,941	\$966,824	\$1,148,875	\$1,345,363	\$1,038,000	129.61%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$5,399,080	\$5,452,955	\$5,851,057	\$6,176,821	\$6,537,616	\$6,700,428	97.57%
Net County Cost	\$4,460,747	\$4,520,014	\$4,884,233	\$5,027,946	\$5,192,253	\$5,662,428	91.70%

- ◆ The General Fund Contribution has gradually increased proportionate to the Gross Costs. This is due to increases in the cost of doing business, such as employee salaries and benefits, IT Services and Facility Costs. Revenue is generally stable year-over-year as shown above. Occasionally, there is an unexpected penalty that is not appealed by the owner. This additional revenue is returned to the General Fund at the end of the fiscal year.

Department Success Measures

The Assessor has recognized that the best indicator of measuring success is the number of days needed to process a change in ownership. The most important indicator of the Assessor’s ability to meet customer needs is the Assessor’s ability to timely process a change in ownership. This is measured from the time a deed is recorded to the time the Assessor sends a value notice to a taxpayer. Over the last four years, the Assessor has decreased the metric through the addition of staff and training. The Assessor has

surveyed other counties to obtain similar performance data; only two counties reported data. The combined average of the two responding counties is 165 days.



Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives	
◆	Complete the transition to 100% paperless workflow for the appraisal of residential properties
◆	Continue scanning residential paper appraisal records with a goal of completing scanning within the two-year budget period by using extra-help employees
◆	Reduce the required time to analyze change in ownership deeds and enter new owner information into the Megabyte Property Tax System
◆	Reduce time needed to complete appraisal of changes in ownership and enter new values into the Megabyte Property Tax System
◆	Process all Assessor Map changes using the GIS Parcel Fabric Layer and seek any available funding for conversion of existing maps

Budgets Contained within the Department

- ◆ Assessor (General Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Assessor						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$22,575	\$164,397	\$16,000	\$16,000	\$0	\$16,000
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$1,108,534	\$1,164,019	\$1,010,500	\$1,010,500	\$0	\$1,010,500
Miscellaneous Revenue	\$17,766	\$16,947	\$13,000	\$13,000	\$0	\$13,000
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,148,875	\$1,345,363	\$1,039,500	\$1,039,500	\$0	\$1,039,500
Use of Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$1,148,875	\$1,345,363	\$1,039,500	\$1,039,500	\$0	\$1,039,500
Salaries and Benefits	\$5,249,897	\$5,669,771	\$6,016,342	\$6,165,296	\$148,954	\$6,358,273
Services and Supplies	\$521,120	\$490,898	\$465,534	\$465,534	\$0	\$481,828
Other Charges	\$405,699	\$376,842	\$465,566	\$465,566	\$0	\$481,861
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$105	\$105	\$1,225	\$1,225	\$0	\$1,225
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$6,176,821	\$6,537,616	\$6,948,667	\$7,097,621	\$148,954	\$7,323,187
General Fund Contribution	\$5,027,946	\$5,192,253	\$5,909,167	\$6,058,121	\$148,954	\$6,283,687
Total Allocated Positions	-	-	58	58	0	58

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$1.0 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Total Revenue for the 2018-2019 Proposed Budget is estimated at \$1.0 million, an increase of \$1,500 from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by analyzing historical revenue trends and projected reimbursement for services provided.

Budget and Operations

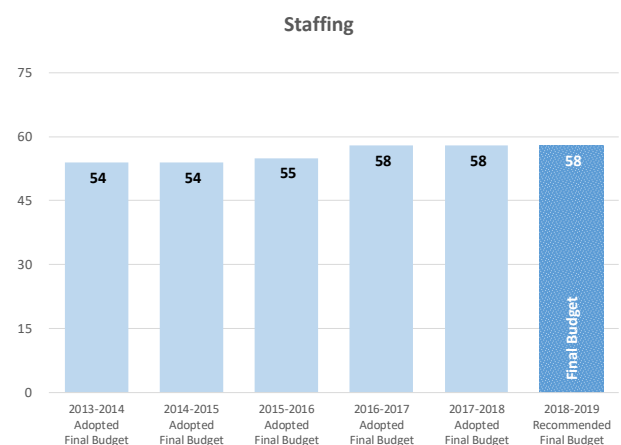
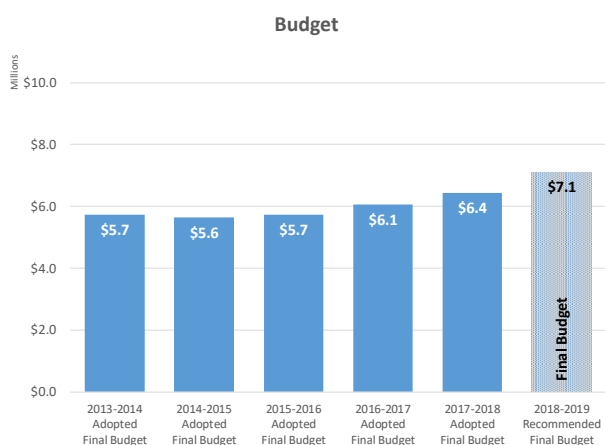
- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$7.1 million, an increase of \$148,954 from the 2018-2019 Adopted Proposed Budget.
 - ◆ An increase of \$148,954 is a technical adjustment for the salary and benefits increases related to recently approved labor agreements.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$7.0 million, an increase of \$508,365 from the 2017-2018 Adopted Final Budget, requiring a General Fund Contribution of \$6.0 million.
- ◆ The Proposed Budget at base includes a \$508,365 increase due to the cost of doing business in Salaries and Benefits, Services and Supplies, Cost Allocation Plan (CAP) charges and restoration of a 5% vacancy factor to maintain current service levels, requiring a General Fund Contribution of \$506,865.

- ◆ No service level adjustments are recommended at this time.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 58, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of 58, consistent with the 2017-2018 Adopted Final Budget allocation.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors’ action.

Estimation of Revenue and Funding Sources

- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$1.0 million, consistent with the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$1.0 million, consistent with the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by analyzing historical trends of the various revenue sources. Historically, the Department’s revenue is relatively flat. Therefore, there is no increase or decrease for the 2019-2020 Spending Plan.

Budget and Operations Plan

- ◆ Gross Costs in the 2019-2020 Spending Plan are increased to \$7.3 million for a technical adjustment for salary and benefits increases for recently approved labor agreements in the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$7.2 million, an increase of \$220,056 from the 2018-2019 Proposed Budget.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:
 - ◆ Salaries and benefits increase of 3.5%
 - ◆ Group Health Insurance increase of 5%
 - ◆ Services and supplies increase of 3.5%
 - ◆ CAP increase of 3.5%

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of 58, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 58, consistent with the 2018-2019 Proposed Budget allocation.

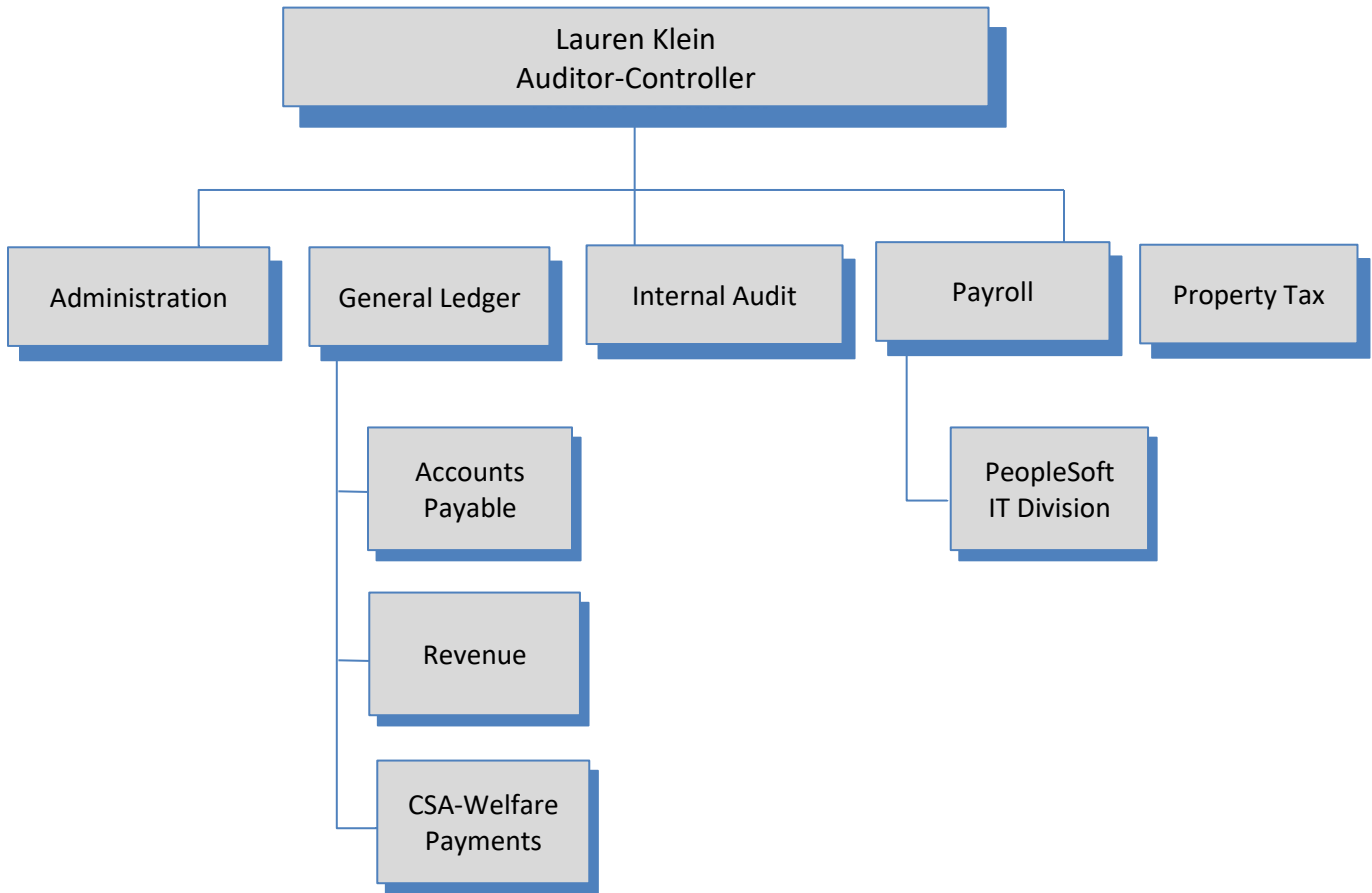
Key Challenges and Opportunities

- ◆ The Department will be experiencing several retirements over the next two years. Succession planning and maintaining a trained, professional staff will continue to be a challenge.
- ◆ The Department will continue to explore cost effective ways to complete scanning all paper files.
- ◆ The Department will continue to train staff and implement GIS mapping and will explore grants or direct State funding programs to support this effort.
- ◆ The Department is actively reviewing the Information Technology (IT) and GIS Mapping division structures and staffing levels to meet future operational needs.
- ◆ The Department is also evaluating options for staffing the reception counter, including the possible restoration of an Administrative Clerk position to serve as the receptionist. In the past, this position has been filled by part-time, extra help staff and/or by trainees placed through the Welfare-to-Work program.

Related Links

For additional information about the Assessor, please refer to the division's website at:

<http://www.stancounty.com/assessor/>



1010 10th Street, Suite 5100, Modesto, CA 95354 Tel: (209) 525-6398
www.stancounty.com/auditor

Auditor-Controller

Budget in Brief:	FY 2018-2019	FY 2019-2020
	Final Budget	Spending Plan
Total Revenue	\$3,539,728	\$3,765,696
Use of Fund Balance/ Retained Earnings	\$0	\$0
Gross Costs	\$5,538,358	\$6,255,024
General Fund Contributions	\$1,998,630	\$2,489,328
% Funded by General Fund	36.1%	39.8%
Total Allocated Positions	43	43

Department Services and Programs

The Auditor-Controller is the chief fiscal officer of the County. The Auditor-Controller is an elected official whose principal duties are defined in various State codes and policy set by the Board of Supervisors. Additionally, the Auditor-Controller must comply with Federal requirements such as Generally Accepted Government Accounting Standards, Institute of Internal Audit Standards and Internal Revenue Service Code requirements. The Department is responsible for financial reporting to multiple government and private sector agencies.

The **Administration** division provides oversight of Department operations as well as the leadership function for the Department. Responsibilities include Department finance and budget as well as central support for Department human resources, payroll functions, and purchasing.

The **General Ledger** division manages the County Financial Management System and is responsible for the integrity of financial information generated by County operations. Providing accurate financial information is important when making sound management decisions for County departments and the County as a whole. The Comprehensive Annual Financial Report (CAFR) is produced by this division providing the necessary financial information to interested parties. The division is also responsible for the annual Cost Allocation Plan, State Controller's Financial Report, and budget schedules. Additional division responsibilities include reporting the County's outstanding debt service, revenue sharing agreements, Public Facility Fees, sales tax and Court Collection Reporting. Auditor-Controller Accounts Payable division, housed under the responsibility of the General Ledger division, is the centralized processing division for all vendor and service provider payments.

The Accounts Payable division also processes annual 1099 forms to vendors and administers County purchasing card transactions. The Revenue division, also housed under the responsibility of the General Ledger division, records all County funds received and deposited into the County Treasury as well as records revenue and expenditures transactions for Schools and Special Districts. The Community Services Agency-Welfare Payments division, housed under the responsibility of the General Ledger division, issues social welfare payments in paper check form and is responsible for the monthly claims that provide Federal and State reimbursement.

The **Internal Audit** division performs compliance audits of County departments in accordance with Professional Standards issued by the Institute of Internal Auditors (IIA). The audits may assess internal controls over financial reporting and evaluate how well the County complies with County policies, State mandates, as well as applicable laws, rules, and regulations. The primary output is the independent analysis and recommendations necessary to assist management in improving processes and strengthening controls accomplished through written reports and other communication. The primary function of the Internal Audit division is to protect County assets.

The **Payroll** division is responsible for processing biweekly paychecks and deductions consistent with memorandums of understanding (MOU) and State and Federal laws. The division also processes employee reimbursements for professional development and for authorized travel expenses. The PeopleSoft Information Technology division, housed under Payroll responsibility, provides technical and security support to all PeopleSoft system users for Payroll, Time and Labor, Benefits Administration, Personnel, and the Training and Tracking

modules. The PeopleSoft IT division is responsible for application upgrades, maintenance and enhancement of further application functionality.

The **Property Tax** division is responsible for setting property tax rates based on the current assessed value, enrolling direct assessments, establishing bond rates, and administering the Teeter Plan and property tax

agreements. Property Tax personnel allocate and distribute collected tax revenue to the various taxing entities that include the County, local cities, local school districts and local special districts. Other functions include continued implementation and maintenance of The Dissolution Act (dissolution of California Redevelopment Agencies).

Board of Supervisors Priority Area



The Auditor – Controller supports the following Board of Supervisors priority:

Priority	<i>Delivering efficient public services to benefit our residents and businesses</i>
Mission Statement	To provide effective fiscal monitoring, reporting, safeguarding of resources through accounting policies, procedures, systems, internal controls, legal and professional standards for the benefit of the citizens of Stanislaus County
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results
Success Measures	Customer Experience

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments
<ul style="list-style-type: none"> ◆ Completed the PeopleSoft Human Resource Management System (HRMS) upgrade on September 2017. Payroll checks dated October 11, 2017 were successfully produced from the Stanislaus County 9.2 version ◆ Actively explored approved allocation methodologies and worked towards obtaining software to allow Auditor-Controller staff to prepare Cost Plan in-house by August 2018. The software enables staff to review the existing/historical Central Service Department cost allocation methodologies to determine the most efficient plan to maximize revenue ◆ Provided leadership in documenting the parking citation process involving the Courts, County, and cities within the County, as well as outside vendors who are collecting fees. Facilitated discussion related to the State Controller's audit findings and corrective action plan to be implemented in order to minimize potential findings ◆ Created Accounts Payable User Group. Meetings held quarterly to disseminate information and provide training ◆ Disclosed the tax abatement amount in the FYE 6/30/17 Comprehensive Annual Financial Report

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2017-2018	% of Legal Budget
	Actuals	Actuals	Actuals	Actuals	Actuals	Legal Budget	
Auditor-Controller							
0100 0013000 General Fund							
Total Revenue	\$2,554,286	\$2,759,750	\$2,950,610	\$3,114,387	\$3,287,751	\$3,517,077	93.48%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$3,663,570	\$3,983,925	\$4,275,336	\$4,449,037	\$4,695,811	\$5,043,525	93.11%
Net County Cost	\$1,109,284	\$1,224,175	\$1,324,726	\$1,334,650	\$1,408,060	\$1,526,448	92.24%

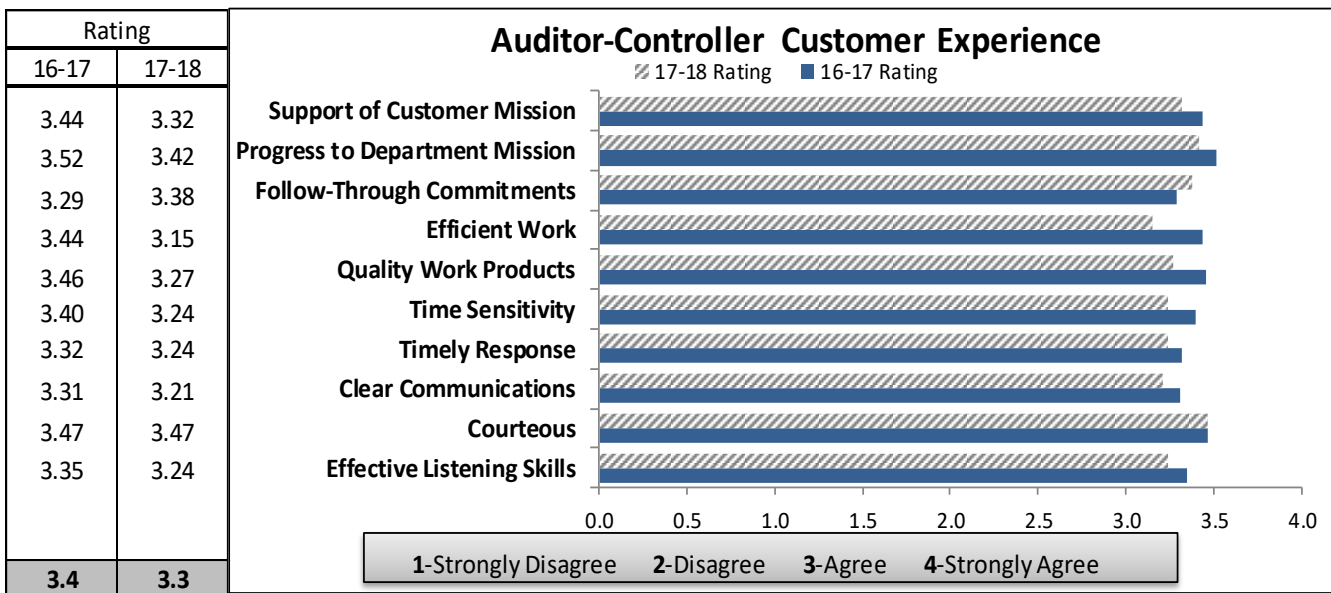
- ◆ Salaries and benefits have steadily increased over the past five years due to an increase in cost of living, retirement and health care cost. In addition, positions that were eliminated during the down-turn from Fiscal Year 2008-2009 through Fiscal Year 2011-2012 have been slowly restored. Due to an increase in Auditor-Controller Cost Allocation Plan charges to departments, revenue has steadily risen in correlation to the increased expenditures.

Department Success Measures

The County has implemented Performance Visioning to promote a focus on outcomes and community impact. Departments with a primary mission to provide services to internal customers utilize an annual Customer Experience Questionnaire to measure progress on a variety of success measures. These critical success measures include how well the department listens and responds to customer requests, how timely, accurate and efficient the department work products are, and ultimately if the service department is progressing on its own mission, while assisting department customers in

achieving their own mission. Customers were asked to rate the services provided in ten specific metrics, on a scale of one to four, with four - strongly agree identified as the "best" or top score, and one - strongly disagree, as the lowest score.

The below chart displays the results of the Customer Experience Questionnaire for the Auditor-Controller Department, for 2017-2018, with an overall positive score of 3.3 based on 50 responses. This is slightly lower than the 2016-2017 rating of 3.4 based on 54 responses.



Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ Enhance accounting training program provided to County departments and agencies to strengthen financial reporting. Planned training topics include sub-recipient criteria and monitoring practices, fiscal year-end process, Accounts Payable and General Ledger updates
- ◆ Lead the Enterprise Resource Planning (ERP) effort to evaluate County-wide financial management systems (FMS) and the Human Resources Management System (HRMS). Objective is to assess the current needs of the County and explore available applications
- ◆ Establish and administer the Consolidated Oversight Board to oversee the Successor Agencies as directed by SB107
- ◆ Complete the implementation of PeopleSoft Absence Management module and set up the Template Based Hire process related to the electronic Personnel Action Forms (PAF)
- ◆ Implement Government Accounting Standards Board pronouncement effective through Fiscal Year Ending June 30, 2020

Budgets Contained within the Department

- ◆ Auditor-Controller (General Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Auditor-Controller						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$136,392	\$146,927	\$151,096	\$151,096	\$0	\$155,629
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$2,833,153	\$3,006,947	\$3,185,004	\$3,238,232	\$53,228	\$3,459,667
Miscellaneous Revenue	\$144,842	\$133,877	\$150,400	\$150,400	\$0	\$150,400
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$3,114,387	\$3,287,751	\$3,486,500	\$3,539,728	\$53,228	\$3,765,696
Use of Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$3,114,387	\$3,287,751	\$3,486,500	\$3,539,728	\$53,228	\$3,765,696
Salaries and Benefits	\$4,010,348	\$4,238,135	\$4,710,418	\$4,910,887	\$200,469	\$5,279,099
Services and Supplies	\$151,557	\$168,679	\$193,373	\$293,373	\$100,000	\$630,141
Other Charges	\$287,087	\$268,017	\$333,898	\$333,898	\$0	\$345,584
Fixed Assets						
Equipment	\$0	\$20,950	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$45	\$30	\$200	\$200	\$0	\$200
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$4,449,037	\$4,695,811	\$5,237,889	\$5,538,358	\$300,469	\$6,255,024
General Fund Contribution	\$1,334,650	\$1,408,060	\$1,751,389	\$1,998,630	\$247,241	\$2,489,328
Total Allocated Positions	-	-	42	43	1	43

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$3.5 million, an increase of \$53,228 from the 2018-2019 Adopted Proposed Budget.
 - ◆ An increase of \$53,228 in department revenue due to the increase in Department cost allocation.
- ◆ Total Revenue for the 2018-2019 Proposed Budget is estimated at \$3.5 million, an increase of \$31,453 from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by cost allocation to departments for services provided to Non-General Fund departments at 58% of the Auditor-Controller's costs, other miscellaneous revenues provide for 9% of the budget, with the remainder or 33% provided by the General Fund Contribution. The overall increase in revenue is a result of estimated reimbursement of increased expenses.

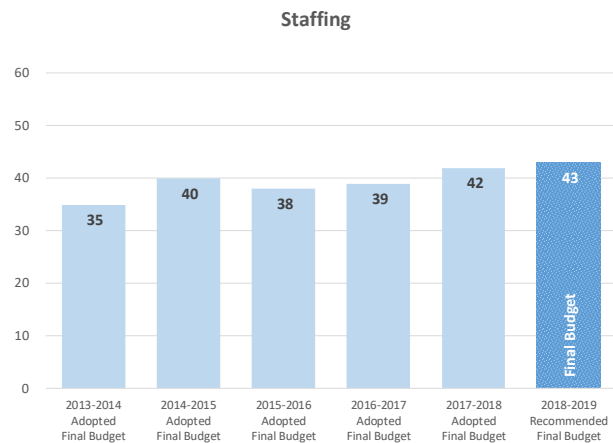
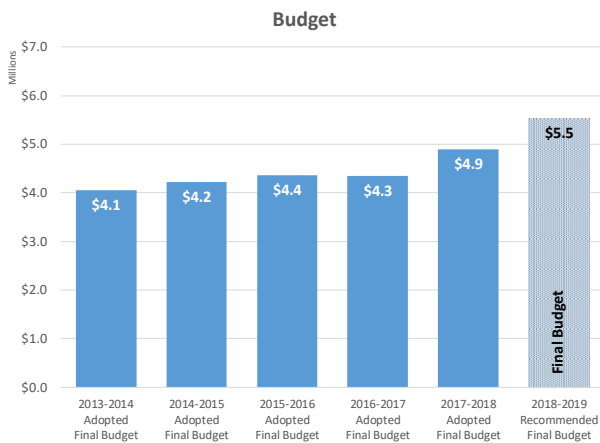
Budget and Operations

- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$5.5 million, an increase of \$300,469 from the 2018-2019 Adopted Proposed Budget.
 - ◆ An increase of \$119,918 in a technical adjustment for the salary and benefits increases related to recently approved labor agreements.
 - ◆ An increase of \$100,000 for a needs assessment of the County's Enterprise-wide Resource project in support of the existing financial/human resource/benefits system.
 - ◆ An increase of \$80,551 to add one Confidential Assistant III to support the Payroll Division due to an increased workload in processing Payroll and Labor distribution functions and the difficulty in meeting deadlines.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$5.2 million, an increase of \$340,588 from the 2017-2018 Adopted Final Budget, requiring a General Fund Contribution of \$1.8 million.
- ◆ The Proposed Budget at base includes a \$340,588 increase due to the cost of doing business in Salaries and Benefits, Services and Supplies, Cost Allocation Plan (CAP) charges and restoration of a 5% vacancy factor to maintain current service levels, requiring a General Fund Contribution of \$309,135.
- ◆ The Proposed Budget includes a recommendation to increase service levels.
- ◆ The Proposed Budget includes \$16,000 to accommodate the increased costs associated with the recommended service level adjustments, requiring a General Fund Contribution of \$16,000.
 - ◆ \$12,000 for PeopleSoft IT and payroll staff training to enhance the skills of current staff related to their role in HR duties. Training will ensure current staff has received the technical knowledge related to the application. Additionally, a proactive approach has been proposed to provide training opportunities related to labor and employment law to ensure payroll staff is knowledgeable about current legal developments as it relates to their role in the County's human resources duties.
 - ◆ \$4,000 to replace two laptops used for training/presentation purposes.
 - ◆ These costs are one-time.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 43, an increase of one since the 2018-2019 Adopted Proposed Budget.
- ◆ The Final Budget includes a recommendation for an increase of one to the Total Allocated Positions.
 - ◆ One new Confidential Assistant III is recommended to support the Payroll Division due to an increased workload in processing Payroll and Labor distribution functions and the difficulty in meeting deadlines.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of 42, consistent with the 2017-2018 Adopted Final Budget allocation.
- ◆ The Proposed Budget includes technical adjustments that do not affect the position allocation below.
- ◆ The Proposed Budget includes a recommendation to study the following positions:
 - ◆ A classification study of one new block-budgeted Manager I/II position and one new Confidential Assistant III in Payroll are recommended.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors' action.

Estimation of Revenue and Funding Sources

- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$3.8 million to account for the increase in the Department cost allocation as a result of the addition of one new Confidential Assistant III position and technical adjustment for salary and benefits increases to recently approved labor agreements in the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$3.6 million, an increase of \$95,436 from the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by estimated increases of 3% and historical trends.

Budget and Operations Plan

- ◆ Gross Costs identified in the 2019-2020 Spending Plan increased to \$6.3 million to account for a technical adjustment for salary and benefits increases for recently approved labor agreements and the addition of one position in the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$5.2 million, an increase of \$188,187 from the 2018-2019 Proposed Budget.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:
 - ◆ Salaries and benefits increase of 3.5%
 - ◆ Retirement increase of 4.9%
 - ◆ Group health insurance increase of 5%
 - ◆ Services and supplies increase of 3.5%
 - ◆ Cost Allocation Pan (CAP) increase of 3.5%

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a staffing level of 43, an increase of one since the 2018-2019 Adopted Proposed Budget allocation and consistent with the 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 42, consistent with the 2018-2019 Proposed budget allocation.

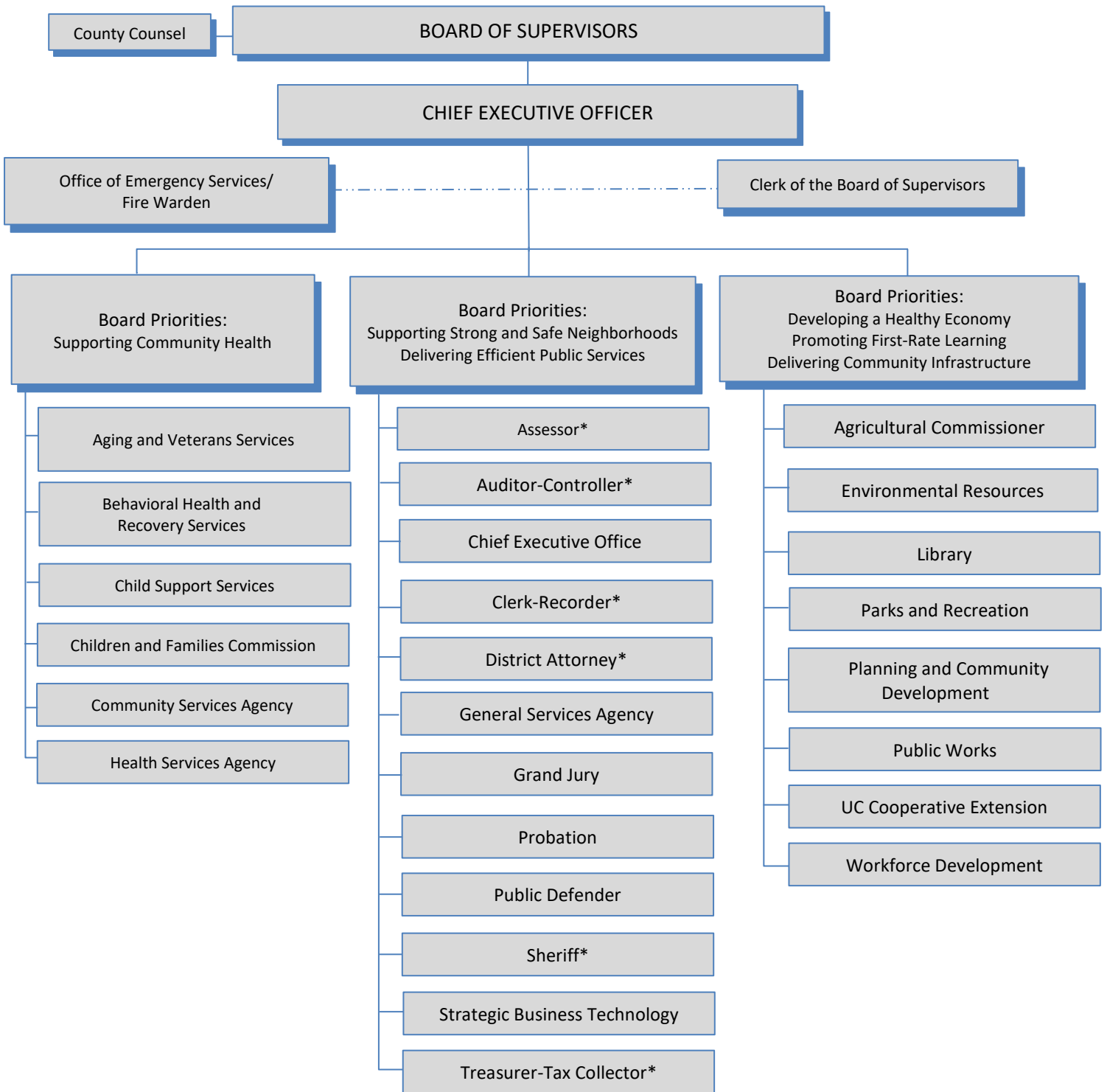
Key Challenges and Opportunities

- ◆ Continue to develop and provide training for County staff to ensure consistent financial reporting.
- ◆ Review business processes and look for ways to promote efficiencies.
- ◆ Implement SB 107 relating to the Successor Agency Oversight Board authority assigned to the Auditor-Controller and the mandated reconciliation tasks of Successor Agency Recognized Obligation Payment Schedule submissions.

Related Links

For additional information about the Auditor-Controller, please refer to the division's website at:

www.stancounty.com/auditor



1010 10th Street, Suite 6500, Modesto CA 95354 Tel: (209) 525-4494
www.stancounty.com/board/

Board of Supervisors

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$64,005	\$64,005
Use of Fund Balance/ Retained Earnings	\$0	\$0
Gross Costs	\$1,357,973	\$1,403,274
General Fund Contributions	\$1,293,968	\$1,339,269
% Funded by General Fund	95.3%	95.4%
Total Allocated Positions	9	9

Department Services and Programs

The Board of Supervisors provides a variety of governing, administrative, and legislative functions and determines the overall policy direction for Stanislaus County government. The Board of Supervisors’ legislative and administrative duties and responsibilities include adopting ordinances on a wide range of subjects, adopting resolutions for the purpose of setting policy and providing for its administration, adopting an annual budget, and holding public hearings on a variety of matters such as zoning in the unincorporated area of the County. Additionally, the Board is responsible for the effective management of County government. The Board is assisted in its administrative responsibilities by the Chief Executive Officer who is delegated broad budgetary responsibility, including the recommendation of an annual budget to the Board, control and monitoring of budget expenditures, and oversight of the general day-to-day business functions of the County.

The Board of Supervisors is committed to providing excellent community services, charging the organization to effectively manage public resources, encouraging innovation, and continuously improving business

efficiencies. The Board of Supervisors defines success through outcomes developed for each of the following core priorities, supported by the activities, programs, and services provided by each and every County department:

- ◆ *Supporting strong and safe neighborhoods for individuals and families to thrive;*
- ◆ *Supporting community health, including physical, mental, emotional, and spiritual health;*
- ◆ *Developing a healthy economy, building upon our strong agricultural foundation;*
- ◆ *Promoting first-rate learning opportunities for all residents in support of community and individual prosperity; and*
- ◆ *Delivering efficient public services and community infrastructure to benefit our residents and businesses.*

The County is divided into five supervisorial districts and each Supervisor is elected within each district. Regular public Board meetings are held most Tuesdays at 9:00 a.m., with the exception of the third Tuesday of the month when the meetings are held at 6:30 p.m.

Board of Supervisors Priority Area

The Board of Supervisors supports the following Board of Supervisors priority:



Delivering efficient public services to benefit our residents and businesses.

Priority	<i>Delivering efficient public services to benefit our residents and businesses</i>
Mission Statement	Stanislaus County serves the public interest by promoting public health, safety, welfare and the local economy in an efficient, cost-effective manner

Annual Report on Results: Fiscal Year 2017-2018

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2017-2018	% of Legal
Five-Year History	Actuals	Actuals	Actuals	Actuals	Actuals	Legal Budget	Budget
Board of Supervisors							
0100 0014100 General Fund							
Total Revenue	\$79,730	\$58,636	\$60,723	\$62,691	\$64,622	\$64,005	100.96%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$886,301	\$918,708	\$971,862	\$1,055,526	\$1,158,023	\$1,261,048	91.83%
Net County Cost	\$806,571	\$860,072	\$911,139	\$992,835	\$1,093,401	\$1,197,043	91.34%

- ◆ The Board of Supervisors experiences stable trends, with consistent revenue tied to the annual County Single Audit and costs that adjust based on normal cost-of-doing business increases for its nine employees.

Budgets Contained within the Department

- ◆ Board of Supervisors (General Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Board of Supervisors						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final	Column D -	Spending
	Column A	Column B	Column C	Column D	Column E	Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$62,691	\$63,945	\$64,005	\$64,005	\$0	\$64,005
Miscellaneous Revenue	\$0	\$677	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$62,691	\$64,622	\$64,005	\$64,005	\$0	\$64,005
Use of Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$62,691	\$64,622	\$64,005	\$64,005	\$0	\$64,005
Salaries and Benefits	\$812,906	\$976,677	\$1,125,610	\$1,150,878	\$25,268	\$1,188,931
Services and Supplies	\$161,948	\$107,734	\$117,800	\$117,800	\$0	\$121,923
Other Charges	\$80,642	\$73,612	\$89,295	\$89,295	\$0	\$92,420
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$30	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$1,055,526	\$1,158,023	\$1,332,705	\$1,357,973	\$25,268	\$1,403,274
General Fund Contribution	\$992,835	\$1,093,401	\$1,268,700	\$1,293,968	\$25,268	\$1,339,269
Total Allocated Positions	-	-	9	9	0	9

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$64,005, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Total Revenue for the 2018-2019 Proposed Budget is estimated at \$64,005, consistent with the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by anticipated Cost Allocation Plan (CAP) charges issued to Departments for the provision of the annual County Single Audit and is based on outside audit firm rates known at the time of budget preparation.

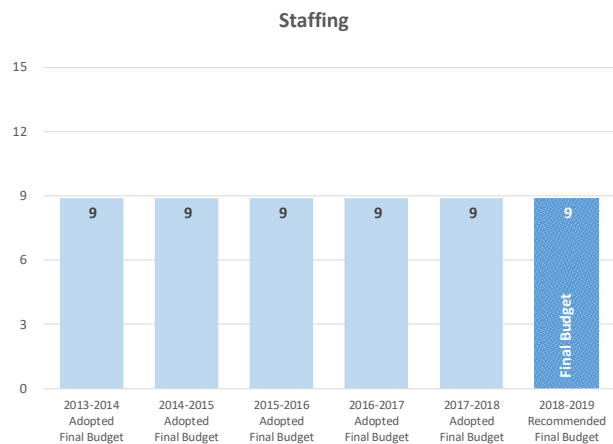
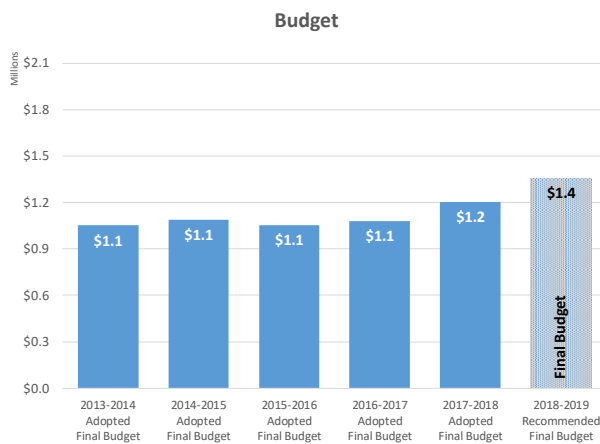
Budget and Operations

- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$1.4 million, an increase of \$25,268 from the 2018-2019 Adopted Proposed Budget.
 - ◆ An increase of \$25,268 is a technical adjustment for Field Representative staff salary and benefits increases related to recently approved labor agreements.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$1.3 million, an increase of \$128,597 from the 2017-2018 Adopted Final Budget, requiring a General Fund Contribution of \$1.3 million.
- ◆ The Proposed Budget at base includes a \$71,657 increase due to the cost of doing business in salaries, benefits, services, supplies, and CAP charges to maintain current service levels, requiring a General Fund Contribution of \$71,657.
- ◆ County Code, Section 2.04.030 provides a procedure for evaluating Board of Supervisors' compensation. The Board is eligible for a 3.75% salary increase effective on the first full pay period in January of the fiscal year if the following two criteria are met:
 - ◆ The base salary of the Board members is 20% or more below the average for comparable counties; and
 - ◆ The County Assessment Roll for the fiscal year exceeds the value of the roll in the prior fiscal year.
- ◆ No service level adjustments are recommended at this time.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of nine, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of nine, consistent with the 2017-2018 Adopted Final Budget allocation.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors' action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending is not adjusted in the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$64,005, consistent with the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by historical review of costs for the provision of the annual County Single Audit by an outside audit firm. Department revenue is provided through CAP charges for the provision of the annual County Single Audit.

Budget and Operations Plan

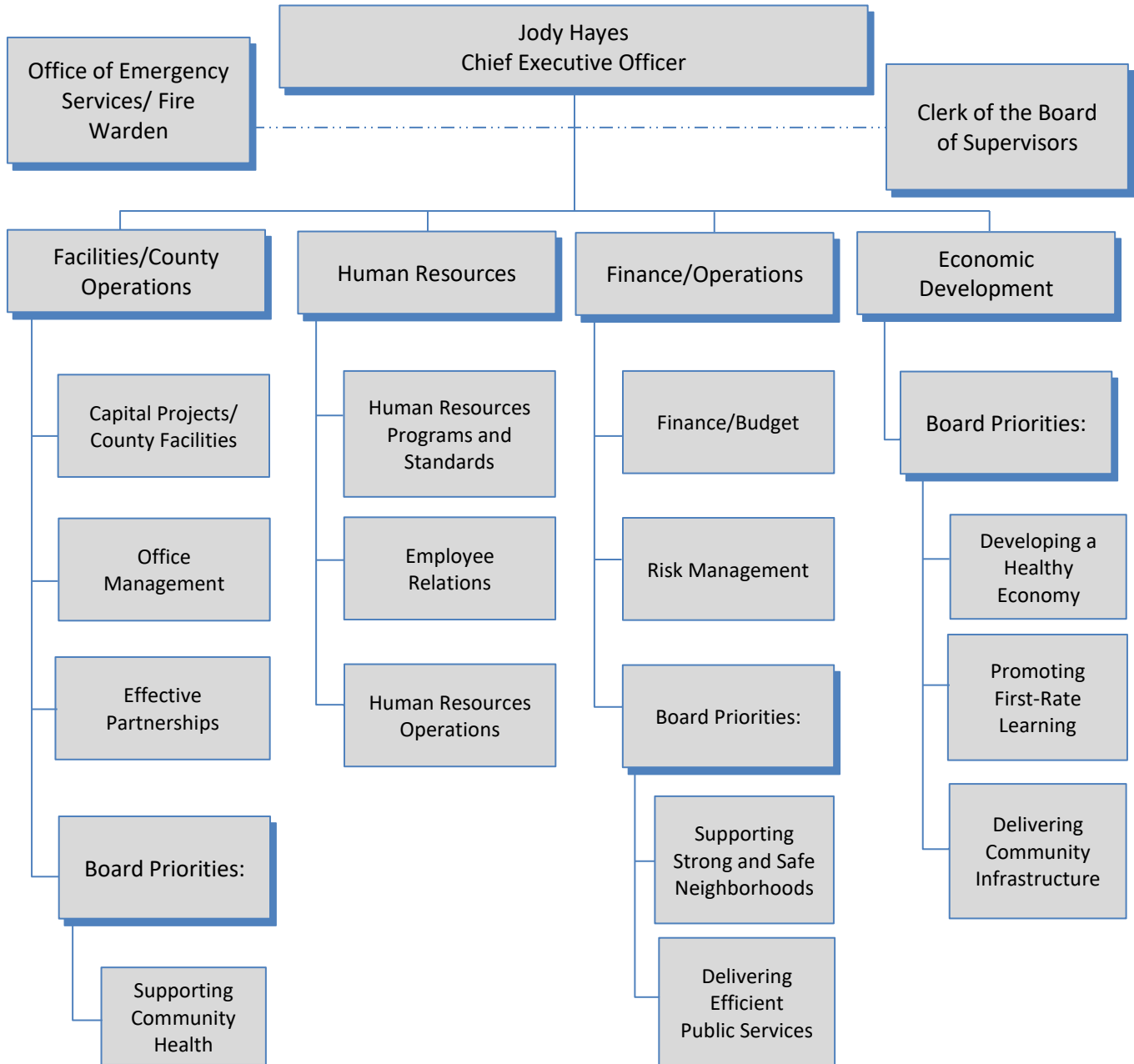
- ◆ Gross Costs for the 2019-2020 Spending Plan are not adjusted in the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$1.4 million, an increase of \$44,417 from the 2018-2019 Proposed Budget, requiring a General Fund Contribution of \$1.3 million.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:
 - ◆ Salaries and benefits increase of 3.75%
 - ◆ Group health insurance increase of 5%
 - ◆ Services and supplies increase of 3.5%
 - ◆ CAP increase of 3.5%

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of nine, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of nine, consistent with the 2018-2019 Proposed Budget allocation.

Related Links

For additional information about the Board of Supervisors, refer to the division's website at: www.stancounty.com/board/



1010 10th Street, Suite 6800, Modesto, CA 95354 Tel: (209) 525-6333
<http://www.stancounty.com/ceo>

Chief Executive Office

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$4,764,048	\$4,922,023
Use of Fund Balance/ Retained Earnings	\$0	\$0
Gross Costs	\$10,891,871	\$11,053,949
General Fund Contributions	\$6,127,823	\$6,131,926
% Funded by General Fund	56.3%	55.5%
Total Allocated Positions	55	55

Department Services and Programs

The Chief Executive Office (CEO) provides for the overall leadership and effective management of County government, pursuant to Board policy and the adopted budget. Specifically, the office oversees the management of County resources; provides for long-range financial, facility, and organizational planning; ensures that County departments are producing services and results in accordance with the Board's goals, priorities, policies, budgets, and legal mandates; and improves management and business procedures to guarantee the most effective use of County resources, facilities, and equipment.

Within the Chief Executive Office, support is provided through the **Office of Emergency Services/Fire Warden and Clerk of the Board of Supervisors**. The Office of Emergency Services/Fire Warden provides for a safe and resilient community through emergency management and coordination with the Stanislaus County Operational Area (more information on this office, including details on its annual budget, can be found in the *Supporting Strong and Safe Neighborhoods* section). The Clerk of the Board of Supervisors clerks all Board of Supervisors meetings; maintains records and indexes; prepares the Board meeting agendas, provides administrative support to the Board; maintains the records of the Assessment Appeals Board and over 104 Boards and Commissions, Committees, and Special Districts; maintains the County Code; preserves over 80 Conflict of Interest Codes; serves as Filing Official for Statements of Economic Interest; conducts bid openings for County Capital Building and Road projects; and processes all claims against the County. The Division's staff is committed to accurate record keeping, courteous service, and pride in the performance of duties.

The Chief Executive Office contains multiple divisions to effectively and efficiently meet the needs of the County at large. The primary functions contained within the

Department include **Capital Projects and County Operations, Human Resources, Finance and Operations, and Economic Development**.

Capital Projects and County Operations provide overall Capital Projects management for the County. Capital Projects staff research, analyze, and monitor County facilities to establish the most appropriate plans for the development of new facilities and renovations, the remodeling of existing properties, and long-term vision for Countywide facilities to meet the needs of the organization, including the provision of County services at accessible locations. Office Management provides for the functionality of operations within the Department, ensuring the appropriate distribution of assignments and provision of services to County departments, community agencies, and the general public. Capital Projects Fund budgets for the Courthouse Construction Fund and Criminal Justice Facilities Fund along with County Operations' budgets of County Court Funding, Department of Justice Drug and Alcohol, and DNA Identification Fund Prop 69 can be found within the *Supporting Strong and Safe Neighborhoods* section.

The **Human Resources (HR)** division serves as the definitive leader on County-wide personnel management. Through HR programs and models, the division develops standards that comply with best-practice hiring guidelines and provides policy direction to all departments. Staff also nurture employee relations and participate in labor negotiations with the various labor groups representing County employees. HR Operations provides recruitment support, staffing recommendations, and training on a multitude of topics to all County departments to maintain sustainable staffing levels and educated personnel across the County such that services and programs are provided in the most efficient way possible. The division's goal is to create an

environment that attracts, cultivates, and retains a world-class workforce.

The CEO **Finance and Operations** division provides fiscal oversight for the entire County. Finance and budget staff work with departments to develop the annual budget, provide guidance on fiscal policy, track revenue and expenditures to ensure fiscal responsibility, develop budget direction for departments through instructional trainings and workshops, and brief the Board of Supervisors on all financial and budgetary issues. Risk Management supports the County and serves as a resource for the health, safety, and well-being of County employees by managing risks and reducing the frequency, severity, and associated cost of claims through continuous education, participation, and communication. More information on Risk Management can be found in a subsequent section located within *Delivering Efficient Public Services*.

Economic Development is tasked with the development of land inventory for job creation; fee and incentives program development and maintenance; various interfaces with City partners on sphere modifications, annexations, and master agreements; and regional tourism facilitation. Economic Development activities

include outreach projects aimed at improving the image and perception of local communities. The Division also manages the Stanislaus County Employee Mentor Program, developed in 1999 to address the County’s high dropout rate, one of the highest in the state of California at that time, and serve as a community-driven solution to combat the potential barriers to success and learning caused by either low self-esteem, a lack of positive role models, disengagement, or a foreign language. The Division’s overriding mission is to create new jobs and provide critical services to the residents of Stanislaus County.

Budget and staffing information for Chief Executive Office budgets can be found in the following priorities:

- ◆ *Supporting Strong and Safe Neighborhoods* (Chief Executive Office, CEO – Capital Projects Fund, and CEO – County Operations);
- ◆ *Supporting Community Health* (CEO – Stanislaus Veterans Center);
- ◆ *Developing a Healthy Economy* (CEO – Economic Development Bank); and
- ◆ *Delivering Efficient Public Services* (Chief Executive Office, CEO – County Operations, and CEO – Risk Management Division and Self-Insurance Funds).

Board of Supervisors Priority Area

The Chief Executive Office supports the following Board of Supervisors priority:



Delivering efficient public services to benefit our residents and businesses

Priority	<i>Delivering efficient public services to benefit our residents and businesses</i>	
Mission Statement	To guide the organization and serve the public interest, implement the Board of Supervisors’ priorities, and support County departments in achieving their missions	
Two-Year Strategies	Strategies are defined in the Department’s two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Customer Experience	Strong financial capacity to ensure sustainability of operations, balancing service delivery with healthy reserves

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments

- ◆ Refined the County Budget as a policy document to include performance metrics and the implementation of performance outcomes as part of the 2017-2018 Adopted Final Budget document
- ◆ Successfully designed a two-year budget strategy and document template for implementation in Fiscal Year 2018-2019, providing various training workshops to County budget staff throughout the process
- ◆ Initiated a re-branding effort in Human Resources focused on recruitment and retention strategies to ensure a thriving County organization supported by a quality workforce
- ◆ The Capital Projects team successfully completed the SB 1022 REACT project as part of the major expansion of the Stanislaus County Public Safety Center; completed the first phase of the Health Services Agency visioning, business, and master planning project; and initiated the Turlock and Empire Library expansion projects
- ◆ Upon Board approval of an ordinance to allow cannabis business activities in October 2017, the Department has completed Phases I through IV of the application process and is now in Phase V of the multi-stage process

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - Operations and Services							
0100 0015000 General Fund							
Total Revenue	\$2,140,505	\$2,217,243	\$2,308,040	\$2,604,046	\$3,385,963	\$3,194,622	105.99%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$5,107,308	\$5,414,786	\$6,041,652	\$6,812,571	\$7,992,714	\$8,941,195	89.39%
Net County Cost	\$2,966,803	\$3,197,543	\$3,733,612	\$4,208,525	\$4,606,751	\$5,746,573	80.17%

- ◆ Revenue and costs have increased steadily over the five years shown in the chart above, consistent with increasing costs related to salaries, benefits, supplies, and overhead. Revenue is primarily derived from charges for services through the County’s cost allocation plan; improvements in the allocation of charges for staff activities has ensured a more consistent, activity-based revenue source in the most recent years, surpassing that budgeted by nearly 6% in Fiscal Year 2017-2018. With a more consistent revenue stream, the Department anticipates more accurate projections in future budget cycles.

Department Success Measures

The County has implemented Performance Visioning to promote a focus on outcomes and community impact. Departments with a primary mission to provide services to internal customers utilize an annual Customer Experience Questionnaire to measure progress on a variety of success measures. These critical success measures include how well the department listens and responds to customer requests; how timely, accurate, and efficient the department work products are; and ultimately, if the service department is realizing their mission while assisting the department customer in

achieving his or her own mission. Customers were asked to rate the services provided in ten specific metrics, on a scale of one to four, with four rating as strongly agree, identified as the "best" or top score, and one rating as strongly disagree, as the lowest score.

The Chief Executive Office utilizes the Customer Experience Questionnaire for two of its divisions: CEO-Human Resources and CEO-Operations and Services. The questionnaires are provided and rated separately due to the very different services and activities performed by each of these divisions.

The chart below displays the results of the Customer Experience Questionnaire for the CEO-Human Resources division for Fiscal Year 2017-2018, with an overall positive score of 2.9 based on 38 responses. This score is slightly lower with that received in Fiscal Year 2016-2017, when the division received a score of 3.0 based on the responses from 26 individuals. This score represents an overall positive and consistent response with 46% more respondents providing feedback this year. However, the division did receive lower scores on some specific metrics that will guide work towards



slightly higher with that received in Fiscal Year 2016-2017 rating of 3.3 based on 28 responses.

A focus on continuous improvement will enable the CEO-Operations and Services division to meet customer needs through thoughtful analysis and response to customer

improvement, including a focus on providing timely response to departmental needs using clear communication in customer interactions to ensure a more positive experience and success in supporting both the customer and department missions.

feedback. The division will continue to work on areas that have been identified with the lowest scores on the questionnaire, including the need to improve the quality of work products and an adherence to following through



on commitments. Additionally, the division will strive to improve the timeliness of response to customer needs while remaining courteous and efficient in their activities. Meeting the needs of internal customers is important to the

The chart above displays the results of the Customer Experience Questionnaire for CEO-Operations and Services for Fiscal Year 2017-2018, with an overall positive score of 3.4 based on 22 responses. This score is

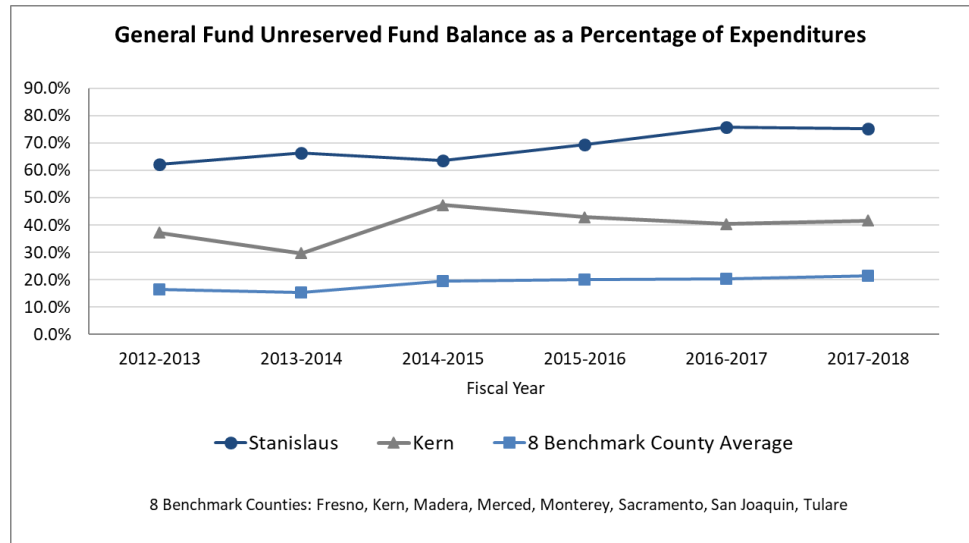
Chief Executive Office and ties closely to its mission of supporting County departments in achieving their respective missions. The Customer Experience Questionnaire will be a continual source of feedback in working that mission.

As the department charged with managing County resources, the Chief Executive Office continually works to protect the strong financial capacity of the organization to ensure the sustainability of operations while also balancing quality service delivery with the preservation of healthy reserves. A measure of the success in meeting this need is General Fund unreserved fund balance as a percentage of actual expenditures. Unreserved fund balance refers to the combined funds of unassigned, assigned, and committed fund balance that is not reserved by State law, charter, or contractual obligation; essentially that which is available to balance the budget at either the Board’s discretion or the CEO’s direction.

Using data from the Comprehensive Annual Financial Report (CAFR) for Stanislaus County and eight comparison counties, the following chart depicts the ratio of unreserved fund balance as a percentage of actual expenditures as of June 30 of each fiscal year for the past six years. Stanislaus County is tracking well above the eight-county average, hovering between 62.2% and 75.8%; the county comparison composite ranges between 19% and 21.5%. A few of the comparison counties have low scores that skew the average downward, so Kern County is highlighted as a comparison county that more closely resembles the level and trend realized by Stanislaus. The overall trend for Stanislaus County is a gradual, upward progression.

The Government Finance Officers’ Association (GFOA) recommends that general-purpose governments regardless of size maintain unreserved fund balance of no less than of two months of expenditures or 16% in reserves, noting that anything below 8% could be

problematic. Furthermore, GFOA advises that the adequacy of the fund balance should take into account and increase reserves for unique local circumstances including: vulnerability to natural disasters (such as flood, fire), dependence on volatile revenue sources (sales tax); subject to cuts in state and/or federal grants, exposure to significant one-time outlay (capital needs), impact of other funds dependent on match, as well as funds assigned for specific purpose identified in long-



range planning. As Stanislaus County is subject to all of the above criteria, a healthy fund balance is critical to sustain future operations.

By tracking the unreserved fund balance of the General Fund as a percentage of expenditures, Stanislaus County can monitor General Fund savings and agency-wide expenditure trends, observe practices of similar counties, and develop policies that will direct future organizational actions. Maintaining a healthy reserve is juxtaposed against the provision of quality, effective services for the community. The current position may provide opportunity for leveraging additional services to benefit the Community.

Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ Monitor and continuously improve the County's first two-year budget model, aligned with reporting actual financial performance outcomes and performance visioning metrics, and complete a needs assessment to plan for enterprise-wide financial systems to ensure integrity and sustainability of operations
- ◆ Continue Turlock and Empire Library expansion projects, establish alternate Emergency Operations Center locations in diverse geographic areas of the County, engage in several new capital projects, and update the Capital Improvement Plan for the next 20 years
- ◆ Implement new technologies to ensure public access to information, Board agendas and actions, provide support for the Board of Supervisors and strategies to carry-out ADA improvements in a phased approach
- ◆ Build community capacity through expanded support to the Municipal Advisory Councils, rebuild the County Tourism platform, enhance mentoring and training programs, develop a best practice cannabis program, and promote the development of the Crows Landing Industrial Business Park
- ◆ Support the Focus on Prevention Stewardship Council implementation of strategies that will improve the quality of life in the community, focused on preventing homelessness and strengthening families, report on performance, and establish a temporary Low Barrier Emergency Shelter and Day Center while planning for the Permanent Access Center
- ◆ Gather and grow a talented and prepared workforce capable of meeting rapidly evolving community needs through targeted branding, including a phased-in approach to a five-year strategic plan, high-impact streamlining of processes, and on-demand training

Budgets Contained within the Department

- ◆ Operations and Services (includes Clerk of the Board) (General Fund)
- ◆ Office of Emergency Services/Fire Warden (budget located in *Supporting Strong and Safe Neighborhoods*)
- ◆ Risk Management (budget located separately within *Delivering Efficient Public Services*)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Chief Executive Office						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$250,420	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$2,569,331	\$3,094,032	\$4,001,358	\$4,764,048	\$762,690	\$4,922,023
Miscellaneous Revenue	\$11	\$7,961	\$0	\$0	\$0	\$0
Other Financing Sources	\$34,704	\$33,550	\$0	\$0	\$0	\$0
Total Revenue	\$2,604,046	\$3,385,963	\$4,001,358	\$4,764,048	\$762,690	\$4,922,023
Use of Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$2,604,046	\$3,385,963	\$4,001,358	\$4,764,048	\$762,690	\$4,922,023
Salaries and Benefits	\$5,193,857	\$6,058,109	\$7,021,542	\$7,980,647	\$959,105	\$8,234,931
Services and Supplies	\$1,189,007	\$1,527,719	\$2,333,155	\$2,333,155	\$0	\$2,220,717
Other Charges	\$429,831	\$406,631	\$578,069	\$578,069	\$0	\$598,301
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$124)	\$255	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$6,812,571	\$7,992,714	\$9,932,766	\$10,891,871	\$959,105	\$11,053,949
General Fund Contribution	\$4,208,525	\$4,606,751	\$5,931,408	\$6,127,823	\$196,415	\$6,131,926
Total Allocated Positions	-	-	50	55	5	55

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$4.8 million, an increase of \$762,690 from the 2018-2019 Adopted Proposed Budget.
 - ◆ Because of a shift moving Focus on Prevention staff into the Chief Executive Office budget, corresponding revenue from CEO – County Operations – Focus on Prevention will serve to reimburse personnel costs.
- ◆ Total Revenue for the 2018-2019 Proposed Budget is estimated at \$4 million, an increase of \$1 million from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by a review of multi-year trends and an analysis of current Cost Allocation Plan (CAP) charges to other departments in order to extrapolate a cost-to-revenue ratio for future year projections.
- ◆ Estimated revenue has increased 34.1% from the 2017-2018 Adopted Proposed Budget. This is due to projections based on increased receipts in Charges for Services in the current fiscal year, the result of a fully staffed office and improved allocation of employee costs for appropriate chargeable services, and the realignment of Capital Projects revenue.

Budget and Operations

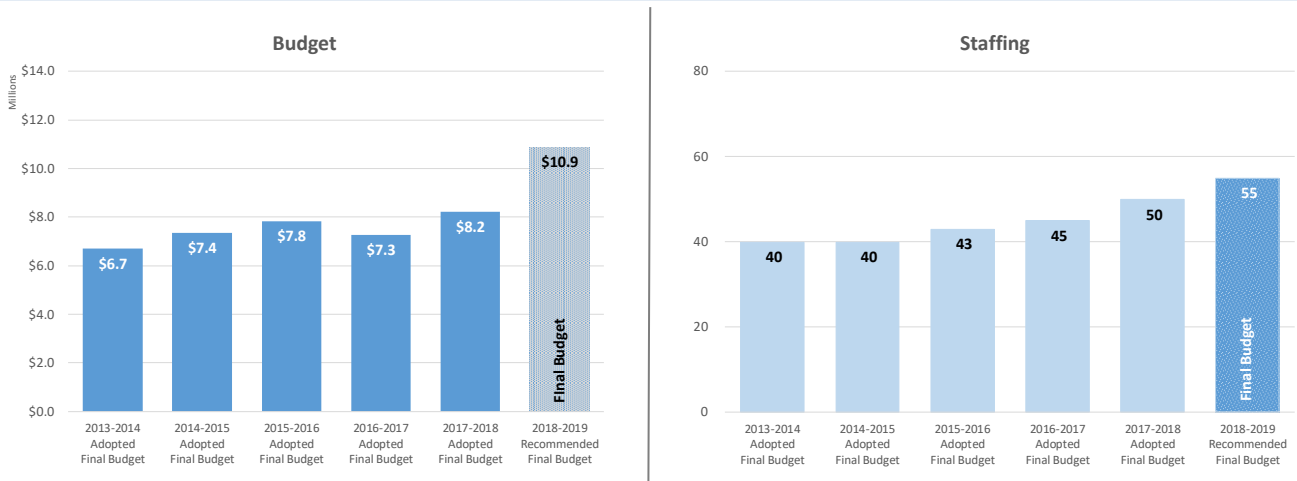
- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$10.9 million, an increase of \$959,105 from the 2018-2019 Adopted Proposed Budget.
 - ◆ An increase of \$196,415 is a technical adjustment for the salary and benefits increases related to recently approved labor agreements.

- ◆ An increase of \$762,690 is due to the move of Focus on Prevention staff from the CEO – County Operations – Focus on Prevention budget to the Chief Executive Office budget; costs will be charged back to Focus on Prevention with no impact to the General Fund.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$9.9 million, an increase of \$1.7 million from the 2017-2018 Adopted Final Budget, requiring a General Fund Contribution of \$5.9 million.
- ◆ The Proposed Budget at base includes a \$1 million increase due to the cost of doing business in salaries, benefits, services, supplies, and CAP charges to maintain current services levels and the removal of the 5% vacancy rate factor, requiring a General Fund Contribution of \$5.2 million.
- ◆ The Proposed Budget includes a recommendation to increase service levels.
- ◆ The Proposed Budget includes \$695,200 to accommodate the increased costs associated with the recommended service level adjustments, requiring a General Fund Contribution of \$695,200.
 - ◆ An increase of \$20,200 in ongoing costs will enhance the internship program, providing an intern for each of the following areas: Administration, Human Resources, and Economic Development.
 - ◆ Funded from an assignment previously set aside for this purpose, an increase of \$500,000 will be used towards the Human Resources re-branding strategy.
 - ◆ An increase of \$100,000 in one-time costs will accommodate training through the VOLT Institute.
 - ◆ Ongoing costs of \$50,000 will re-establish the regional tourism program.
 - ◆ An increase of \$25,000 in ongoing costs will be used to improve office efficiencies.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 55, an increase of five from the 2018-2019 Adopted Proposed Budget.
- ◆ The Final Budget includes the following technical adjustments that do not affect the overall total County position allocation.
 - ◆ One Confidential Assistant IV, one Deputy Executive Officer, two Manager IIIs, and one Manager IV are transferring in from the CEO – County Operations (Delivering Efficient Public Services) – Focus on Prevention unit to the Chief Executive Office – Operations and Services budget.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of 50, consistent with the 2017-2018 Adopted Final Budget allocation.
- ◆ The Proposed Budget includes a technical adjustment that does not affect the position allocation.
 - ◆ A classification study of one Confidential Assistant IV position in Capital Projects was recommended in the 2017-2018 Midyear Financial Report. The study has been completed and it is recommended that one Confidential Assistant IV position be reclassified upward to a Manager I.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors' action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan is increased to \$4.9 million for ongoing adjustments in the 2018-2019 Final Budget.
- ◆ Total Revenue for the 2019-2020 Spending Plan is estimated at \$4.1 million, an increase of \$120,215 from the 2018-2019 Proposed Budget
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by using a standard escalation factor of 3% for most revenue sources, holding revenue flat where applicable, and adjusting to cover staffing costs that are fully reimbursable by outside agencies.

Budget and Operations Plan

- ◆ Gross Costs for the 2019-2020 Spending Plan are increased to \$11.1 million for ongoing adjustments in the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$10.1 million, an increase of \$117,444 from the 2018-2019 Proposed Budget, requiring a General Fund Contribution of \$5.9 million.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:
 - ◆ Salaries and benefits increase of 3.5%;
 - ◆ Group health insurance increase of 5%;
 - ◆ Services and supplies increase of 3.5%;
 - ◆ Cost Allocation Plan (CAP) charges increase of 3.5%; and
 - ◆ Removal of any one-time costs included in the 2018-2019 Proposed Budget.

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a staffing level of 55, an increase of five since the 2018-2019 Adopted Proposed Budget allocation and consistent with the 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 50, consistent with the 2018-2019 Proposed Budget allocation.

Key Challenges and Opportunities

- ◆ The capacity for the organization to continue to provide excellent customer service lies in the ability to recruit and retain staff. The County's diverse workforce is the most important organizational asset, and development and implementation of the Human Resources Strategic Plan will provide focus to the activities and training/workforce development to meet this critical need.
- ◆ The County's aging facilities and infrastructure require significant investment in annual repairs and maintenance as well as ongoing deferred maintenance, the need for demolition and/or remediation of old buildings/County sites, and ongoing capital improvement planning. This exposure is continuously evolving and a key consideration in updates to the County's Long-Range Financial Model.
- ◆ Tied to the aging facilities and County infrastructure needs is the opportunity for prudent debt service to support the organization in building and/or maintaining capital assets designed to best address the customer and staff needs of the future. The County's Debt Advisory Committee will be asked to evaluate appropriate debt levels in the upcoming two-year budget term.
- ◆ In the area of *Supporting Strong and Safe Neighborhoods*, a new service model and pilot for the Community Assessment, Response and Engagement (CARE) multi-disciplinary team strategy has been implemented to address immediate and pressing community concerns for individuals in distress due to homelessness, severe and persistent mental illness, substance use disorders, and high-risk health and safety behaviors. The preliminary focus is in the area

of the City of Modesto, surrounding parks and the McHenry Avenue corridor, although it is anticipated that lessons learned will be transferable to other areas of the County that may be experiencing similar challenges with smaller demographic impacts.

- ◆ In the area of *Supporting Community Health*, to address changing customer demographics and community needs, a Business, Strategic and Facility Master Plan will be completed for the following departments: Behavioral Health and Recovery Services, Community Services Agency, and Health Services Agency.
- ◆ National, statewide and local trends related to the safety and security of government facilities and functions is a paramount focus of the Chief Executive Office, in partnership with the Sheriff and other law enforcement agencies. Additional resources for the County Security Team and information technology security are recommended in this budget for staff from the Sheriff's Department assigned to CEO - Office of Emergency Services and for Strategic Business Technology focused on physical, information and cyber-security to address this growing challenge.

Related Links

For additional information about the Chief Executive Office, please refer to the division's website at:

<http://www.stancounty.com/ceo/>

For additional information about the Chief Executive Office Human Resources, please refer to the division's website at:

<http://www.stancounty.com/personnel/>

Chief Executive Office – County Operations
(Delivering Efficient Public Services)

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$40,173,951	\$37,096,928
Use of Fund Balance/ Retained Earnings	\$0	\$0
Gross Costs	\$80,585,599	\$78,784,770
General Fund Contributions	\$40,411,648	\$41,687,842
% Funded by General Fund	50.1%	52.9%
Total Allocated Positions	0	0

Department Services and Programs

CEO – County Operations is a division within the Chief Executive Office that houses several budgets related to countywide operations.

The **ADA Self-Evaluation and Transition Plan Project** budget funds improvements to County facilities, programs, and policies, as outlined in the Americans with Disabilities Act (ADA) Self-Evaluation and Transition Plan. The **Airport** budget funds improvements at the Modesto City/County Airport, including airplane hangar maintenance, installation of fire suppression systems, and security improvements, using revenue received from aircraft taxes. The **Crows Landing Air Facility** budget provides funding for security and master planning of the air facility acquired from the Federal government in late 2004. The County has designated the facility as the Crows Landing Industrial Business Park for the purpose of job creation.

Appropriations for Contingencies serves as the contingency fund for Stanislaus County in order to provide funds to meet unexpected and emergency financial exposures which may arise during the fiscal year as a result of reductions to Federal and/or State revenue, a sudden downturn in the economy, or other unforeseen program and community needs. County policy requires that a base amount for contingencies be set at a level of at least 2% of the average annual General Fund revenue of the preceding three fiscal years.

The **Cannabis Program** budget has been established beginning Fiscal Year 2018-2019 to fund positions in the District Attorney, Environmental Resources, and Sheriff’s Departments, as well as funding for Chief Executive Office and County Counsel assistance for enforcement of illegal cannabis activities using revenue derived from the Development Agreements for permitted cannabis business activities; positions may not be filled until the Development Agreements are in place and the revenue has begun to materialize.

Capital Improvement Financing Authority (CIFA) provides funding for certain financial borrowing expenses and other professional staff service costs related to County financing initiatives. **County Facilities** provides funding for minor facility improvements and costs associated with maintaining certain County properties, including telecommunications and internet service for the United Community Center in Grayson, utilities, building, and preventive maintenance associated with the Keyes Community Center, Paradise-Burbank Hall, Law Library, Mancini Hall, and Twelfth Street Parking Garage. **Plant Acquisition** provides funding for the acquisition, repair, and remodel of existing and new County facilities.

Debt Service provides funding for a capital lease offset by rent revenue to reimburse the County for prior capital expenditures. The County currently maintains an extremely low level of debt.

Focus on Prevention is a multi-sector collaborative process which recognizes that no one sector alone can resolve the fundamental challenges confronting families and communities in the County. The ten sectors identified for participation include government, business, non-profit, philanthropy, education, faith, health, neighborhoods, media and arts, sports, and entertainment. The initiative is driven to achieve and sustain the following results: *our families are healthy – physically, mentally, emotionally, and spiritually; our families are support by strong and safe neighborhoods and communities; our children and young people are getting a first-rate education – from cradle to career; our families are participating in and supported by a healthy economy; people who are homeless in Stanislaus County permanently escape homelessness; and people who are at risk of homelessness do not become homeless.*

General Fund Contribution to Other Programs provides funds for programs and outside agencies for which no State or Federal mandate exists, but where Board of

Supervisors’ policy or contractual obligation result in a contribution from the General Fund. The **General Fund Match Vehicle License Fee** budget receives and distributes Vehicle License Fee (VLF) realignment revenue used to fund Stanislaus County public health, mental health, and social service programs and is a major funding source for County health programs. This is purely a pass-

through budget, with VLF monies received transferred directly to the County departments; no General Fund discretionary dollars are used. **Mandated County Match** contains local funds used to leverage Federal and State funding for a variety of programs and functions that have a mandated match or maintenance of effort (MOE).

Board of Supervisors Priority Area

The CEO-County Operations supports the following Board of Supervisors priority:



Delivering efficient public services to benefit our residents and businesses

Priority	<i>Delivering efficient public services to benefit our residents and businesses</i>
Mission Statement	To guide the organization and serve the public interest, implement the Board of Supervisors’ priorities, and support County departments in achieving their missions

Annual Report on Results: Fiscal Year 2017-2018

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - ADA Self-Evaluation and Transition Plan Project							
0100 0016006 General Fund							
Total Revenue	\$0	\$0	\$193,520	\$0	\$0	\$0	0.00%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$0	\$0	\$145,142	\$473,723	\$37,519	\$555,635	6.75%
Net County Cost	\$0	\$0	(\$48,378)	\$473,723	\$37,519	\$555,635	6.75%

- ◆ This budget was initially established in Fiscal Year 2015-2016 to hire an expert consultant to assist the County with its required ADA Self-Evaluation and Transition Plan, with expenditures planned in subsequent years to complete the consultant’s work using a phased plan for implementation. Pending Board acceptance of the plan, expenditures have not yet occurred.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - Airport							
0100 0016041 General Fund							
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$241,000	\$241,000	\$147,624	\$189,286	\$188,599	\$190,000	99.26%
Net County Cost	\$241,000	\$241,000	\$147,624	\$189,286	\$188,599	\$190,000	99.26%

- ◆ This budget funds improvements for the Modesto City/County Airport funded by aircraft tax revenue received in Discretionary Revenue, transferred to this budget as Net County Cost. Aircraft taxes have steadily declined over the five-year period shown, reducing the ability to fund improvements (Fiscal Years 2013-2014 and 2014-2015 were overstated and corrected through a true-up adjustment in Fiscal Year 2015-2016).

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - Appropriations for Contingencies							
0100 0016071 General Fund							
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$0	\$0	\$0	\$0	\$0	\$8,496,226	0.00%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$8,496,226	0.00%

- ◆ Appropriations for Contingencies serves as the County contingency fund and does not function like other budgets; established in Proposed Budget each fiscal year, funds are transferred to other budgets as needed throughout the year and shown as a credit against the legal budget instead of a cost. The \$8.5 million in the Legal Budget column represents the amount remaining in contingencies at year-end.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - Cannabis Program							
0100 0016105 General Fund							
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Cannabis Program budget was established in the 2018-2019 Adopted Proposed budget to fund positions and assistance related to the enforcement of illegal cannabis activities using revenue derived from Development Agreements for permitted cannabis business functions; no prior year data exists for this budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - C.I.F.A.							
0100 0016021 General Fund							
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$33,802	\$29,565	\$32,132	\$24,641	\$33,784	\$140,633	24.02%
Net County Cost	\$33,802	\$29,565	\$32,132	\$24,641	\$33,784	\$140,633	24.02%

- ◆ This budget provides funding for certain financial borrowing expenses related to County financing initiatives and fluctuates based on annual projects. The annual budget is held constant for the development of financing strategies and analysis in preparation of any external borrowing.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - County Facilities							
0100 0016091 General Fund							
Total Revenue	\$883,223	\$9,207	\$115,193	\$6,782	\$9,829	\$5,750	170.94%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$758,007	\$5,394,960	\$685,787	\$745,603	\$3,194,616	\$3,985,175	80.16%
Net County Cost	(\$125,216)	\$5,385,753	\$570,594	\$738,821	\$3,184,787	\$3,979,425	80.03%

- ◆ This budget provides funding for minor facility improvements and costs associated with maintaining County property. Expenditures vary from year to year depending on the required maintenance, repair, and utilities costs.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - Crows Landing Air Facility							
0100 0016046 General Fund							
Total Revenue	\$177,370	\$210,836	\$257,280	\$331,764	\$293,312	\$291,126	100.75%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$317,896	\$327,310	\$327,863	\$719,984	\$743,618	\$1,318,355	56.40%
Net County Cost	\$140,526	\$116,474	\$70,583	\$388,220	\$450,306	\$1,027,229	43.84%

- ◆ This budget provides funding for security and master planning of the air facility, designated as the Crows Landing Industrial Business Park. Increases in costs over the past several years reflect the work being done for land use, engineering, and environmental consultant services for the development project.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - Debt Service							
0100 0016081 General Fund							
Total Revenue	\$5,202,967	\$5,122,944	\$5,172,706	\$5,119,011	\$5,529,329	\$5,653,877	97.80%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$15,820,481	\$12,112,407	\$13,877,198	\$11,214,416	\$14,031,272	\$14,978,924	93.67%
Net County Cost	\$10,617,514	\$6,989,463	\$8,704,492	\$6,095,405	\$8,501,943	\$9,325,047	91.17%

- ◆ Stable revenue for this budget comes from the amortization of expenses for facilities and projects charged to benefitting departments. Other revenue and costs fluctuate depending on the level of debt held by the County.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - Focus on Prevention							
0100 0016001 General Fund							
Total Revenue	\$0	\$16,257	\$44,696	\$0	\$2,682,887	\$275,433	974.06%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$0	\$37,175	\$235,825	\$34,135	\$873,236	\$1,425,966	61.24%
Net County Cost	\$0	\$20,918	\$191,129	\$34,135	(\$1,809,651)	\$1,150,533	-157.29%

- ◆ The Focus on Prevention initiative began in Fiscal Year 2014-2015. After a slow start-up process, the initiative is currently supported by five full-time positions. In Fiscal Year 2017-2018, \$2.5 million in State funding was received for navigation

and homeless centers. At year-end, the funds were taken into the General Fund in assigned fund balance designated for this purpose.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - General Fund Contribution to Other Programs							
0100 0016401 General Fund							
Total Revenue	\$0	\$0	\$218,570	\$0	\$0	\$0	0.00%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$7,302,613	\$21,851,102	\$7,579,311	\$10,674,597	\$6,691,534	\$6,734,758	99.36%
Net County Cost	\$7,302,613	\$21,851,102	\$7,360,741	\$10,674,597	\$6,691,534	\$6,734,758	99.36%

- ◆ Costs for this budget fluctuate based on the needs of County departments and other agencies. A large contribution was provided in Fiscal Year 2014-2015 to accelerate the repayment of a Health Services Agency long-term operating deficit. This budget relies on the General Fund and does not typically receive revenue; however, in Fiscal Year 2015-2016, the Local Area Formation Commission issued a reimbursement for excess contributions received in prior years.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - General Fund Match - VLF							
0100 0016051 General Fund							
Total Revenue	\$13,292,621	\$23,965,217	\$25,287,844	\$27,039,901	\$28,652,823	\$34,364,146	83.38%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$13,292,621	\$23,924,005	\$25,329,056	\$27,039,901	\$28,652,823	\$34,364,146	83.38%
Net County Cost	\$0	(\$41,212)	\$41,212	\$0	\$0	\$0	0.00%

- ◆ This budget serves as a pass-through for specific health and social services programs and fluctuates based on the collection of vehicle license fees from the State. All revenue received is expended for an annual net zero impact; timing of expenditures between Fiscal Years 2014-2015 and 2015-2016 caused an anomaly to Net County Cost.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - Mandated County Match							
0100 0016061 General Fund							
Total Revenue	\$2,066,758	\$2,254,823	\$385	\$410	\$1,958	\$0	0.00%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$15,931,720	\$17,281,093	\$16,653,979	\$16,038,970	\$18,664,225	\$18,971,623	98.38%
Net County Cost	\$13,864,962	\$15,026,270	\$16,653,594	\$16,038,560	\$18,662,267	\$18,971,623	98.37%

- ◆ This budget contains local funds used to leverage Federal and State funding for a variety of programs and services that have a mandated match or maintenance of effort requirement, with costs fluctuating based on those requirements.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - Plant Acquisition							
0100 0016031 General Fund							
Total Revenue	\$ 125,000	\$ 711,105	\$ 656,894	\$ 285,633	\$ 52,746	\$ 167,135	31.56%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$ 5,199,325	\$ 2,197,258	\$ 2,744,390	\$ 3,811,862	\$ 3,355,892	\$ 6,681,316	50.23%
Net County Cost	\$ 5,074,325	\$ 1,486,153	\$ 2,087,496	\$ 3,526,229	\$ 3,303,146	\$ 6,514,181	50.71%

- ◆ This budget provides funding for the acquisition, repair, and remodel of existing and new County facilities and fluctuates based on the annual need.

Budgets Contained within the Department

- ◆ ADA Self-Evaluation and Transition Plan Project (General Fund)
- ◆ Airport (General Fund)
- ◆ Appropriations for Contingencies (General Fund)
- ◆ Cannabis Program (General Fund)
- ◆ Capital Improvement Financing Authority (General Fund)
- ◆ County Facilities (General Fund)
- ◆ Crows Landing Air Facility (General Fund)
- ◆ Debt Service (General Fund)
- ◆ Focus on Prevention (General Fund)
- ◆ General Fund Contribution to Other Programs (General Fund)
- ◆ General Fund Match Vehicle License Fee (General Fund)
- ◆ Mandated County Match (General Fund)
- ◆ Plant Acquisition (General Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

CEO - County Operations (Efficient)						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$410	\$1,958	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$752,453	\$607,922	\$199,044	\$199,044	\$0	\$204,842
Intergovernmental Revenue	\$27,039,901	\$31,215,110	\$33,630,378	\$33,630,378	\$0	\$33,637,000
Charges for Service	\$1,259,719	\$1,906,034	\$3,384,529	\$3,384,529	\$0	\$3,175,086
Miscellaneous Revenue	\$338,194	\$1,138,383	\$80,000	\$80,000	\$0	\$80,000
Other Financing Sources	\$3,392,824	\$3,330,477	\$0	\$2,880,000	\$2,880,000	\$0
Total Revenue	\$32,783,501	\$37,222,884	\$37,293,951	\$40,173,951	\$2,880,000	\$37,096,928
Use of Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$32,783,501	\$37,222,884	\$37,293,951	\$40,173,951	\$2,880,000	\$37,096,928
Salaries and Benefits	\$192,131	\$607,303	\$846,015	\$83,325	(\$762,690)	\$0
Services and Supplies	\$3,018,068	\$3,690,910	\$5,309,817	\$8,189,817	\$2,880,000	\$4,790,827
Other Charges	\$4,927,753	\$6,815,143	\$6,449,285	\$9,558,666	\$3,109,381	\$7,155,638
Fixed Assets						
Buildings & Improvements	\$0	\$99,255	\$0	\$0	\$0	\$0
Equipment	\$427,167	\$68,134	\$0	\$0	\$0	\$0
Other Financing Uses	\$62,448,393	\$65,193,328	\$54,868,170	\$54,868,170	\$0	\$54,859,673
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$46,394)	(\$6,955)	(\$29,878)	(\$29,878)	\$0	(\$29,878)
Contingencies	\$0	\$0	\$12,008,510	\$7,915,499	(\$4,093,011)	\$12,008,510
Gross Costs	\$70,967,118	\$76,467,118	\$79,451,919	\$80,585,599	\$1,133,680	\$78,784,770
General Fund Contribution	\$38,183,617	\$39,244,234	\$42,157,968	\$40,411,648	(\$1,746,320)	\$41,687,842
Total Allocated Positions	-	-	5	0	0	0

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$40.2 million, an increase of \$2.9 million from the 2018-2019 Adopted Proposed Budget.
 - ◆ Estimated revenue in the Crows Landing Air Facility budget has been increased by \$2.9 million for the transfer of funding from the Economic Development Bank.
- ◆ Total Revenue for the 2018-2019 Proposed Budget was estimated at \$37.3 million, an increase of \$4 million from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget was determined by evaluating historical trends, market analysis, and contributions associated with planned activities for the year.

Budget and Operations

- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$80.6 million, an increase of \$1.1 million from the 2018-2019 Adopted Proposed Budget.
 - ◆ Appropriations for Contingencies is decreased by \$4.1 million for transfers to various departments for the technical adjustments related to salary and benefits costs associated with recently approved labor agreements.
 - ◆ Crows Landing Air Facility is increased by \$2.9 million for the Crows Landing Industrial Business Park.
 - ◆ Debt Service is decreased by \$120,762 to reflect the Fiscal Year 2017-2018 payoff of construction debt for the Thomas Mayfield Animal Services Facility. The following chart provides detail on the remaining debt service included in the Final Budget:

Debt Service Summary							
Debt	Percentage of Debt Allocated	Original Borrowing	Principal Balance Outstanding as of June 30, 2018	2018-2019 Debt Obligation Principal	2018-2019 Debt Obligation Interest	2018-2019 Debt Obligation Principal + Interest	Remaining Balance to Maturity as of June 30, 2019
Governmental Activity							
Private Placement							
HVAC Financing - CSF Pod C (Incl payoff of 2007 A COP)							
Department of Child Support Services	12.35%	960,135	671,168	57,423	15,034	72,457	613,745
Workforce Development	7.60%	590,978	413,115	35,345	9,254	44,599	377,770
Women, Infant, and Children	3.63%	282,333	197,361	16,885	4,421	21,306	180,476
Health Services Agency	0.18%	13,894	9,712	831	217	1,048	8,881
Community Services Agency	76.24%	5,927,660	4,143,644	354,516	92,818	447,334	3,789,128
HVAC Financing Total	100.00%	7,775,000	5,435,000	465,000	121,744	586,744	4,970,000
Grand Total Debt		\$ 7,775,000	\$ 5,435,000	\$ 465,000	\$ 121,744	\$ 586,744	\$ 4,970,000

- ◆ Focus on Prevention is transferring staffing costs from the Salaries and Benefits category to Other Charges, moving the staffing allocation to the Chief Executive Office primary budget. This will allow for a more consistent approach for the accounting of Department staff, using the Cost Allocation Plan process to charge Focus on Prevention for staff time.
- ◆ General Fund Contribution to Other Programs is increased by \$2.5 million to accommodate increased contributions to the Local Area Formation Commission and Stanislaus Animal Services Agency, one-time State funding pass-through to a local non-profit as well as a placeholder for future needs for General Fund contributions. The following table illustrates the adjustments recommended for Final Budget:

Department/Agency/Division	2018-2019 Adopted Proposed Budget	2018-2019 Recommended Adjustments	2018-2019 Final Budget
Aging and Veterans Services - Area Agency on Aging	\$ 292,922		\$ 292,922
Camp Taylor (State Funding)	\$ -	\$ 2,000,000	\$ 2,000,000
CEO - Stanislaus Veterans Center	100,000		100,000
Chief Executive Office - County Fire Service Fund	212,988		212,988
District Attorney - Elder Abuse Advocacy/Outreach	8,558		8,558
District Attorney - Real Estate Fraud Prosecution	70,229		70,229
District Attorney - Unserved/Underserved Victim Advocacy/Outreach	19,835		19,835
District Attorney - Victim Compensation and Government Claims	20,295		20,295
Environmental Resources - Environmental Resources	306,674		306,674
General Services Agency - 12th Street Office Building	20,100		20,100
Library	491,810		491,810
Local Area Formation Commission (LAFCO)	197,188	28,772	225,960
Other Contributions	-	250,000	250,000
North McHenry Sales Tax	2,610,270		2,610,270
Parks and Recreation - Regional Water Safety Training Center	19,232		19,232
Public Works - Engineering	45,000		45,000
Public Works - Road and Bridge	6,300		6,300
Sheriff - Court Security	99,406		99,406
Stanislaus Animal Services Agency (SASA)	1,513,144	188,681	1,701,825
Stanislaus Council of Governments (StanCOG)	4,192		4,192
Stanislaus County Law Library	54,240		54,240
Total General Fund Contributions to Other Programs	\$ 6,092,383	\$ 2,467,453	\$ 8,559,836

- ◆ Mandated County Match is shifting amounts between two budgets within the Community Services Agency budget, moving \$157,833 from Public Economic Assistance to General Assistance. The following table identifies the recommended adjustments for Final Budget:

Mandated County Match Summary			
Department/Agency/Division	2018-2019 Adopted Proposed Budget	2018-2019 Recommended Adjustments	2018-2019 Proposed Budget
Behavioral Health and Recovery Services	\$ 825,359		\$ 825,359
Behavioral Health and Recovery Services - Public Guardian	1,155,565		1,155,565
Community Services Agency - General Assistance	806,667	157,833	964,500
Community Services Agency - IHSS Provider Wages	3,709,512		3,709,512
Community Services Agency - PA Administration	44,229		44,229
Community Services Agency - PA Benefits	94,296		94,296
Community Services Agency - Program Services and Support	1,921,818		1,921,818
Community Services Agency - Public Economic Assistance	4,015,419	(157,833)	3,857,586
Environmental Resources	727,837		727,837
Health Services Agency - Clinics and Ancillary Services	3,113,397		3,113,397
Health Services Agency - Indigent Health Care Program	300,000		300,000
Health Services Agency - Public Health	2,353,978		2,353,978
Total General Fund Contributions to Other Programs	\$ 19,068,077	\$ -	\$ 19,068,077

- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$79.5 million, a decrease of \$8 million from the 2017-2018 Adopted Final Budget, requiring a General Fund Contribution of \$42.2 million.
- ◆ The Proposed Budget at base included an \$8 million decrease primarily due to the reduction in Debt Service, requiring a \$12 million reduction in General Fund Contribution. The base budget also incorporates the new Cannabis Program budget and planned activities in the County’s operational budgets.
 - ◆ Appropriations for Contingencies consists of a \$5.9 million base, along with \$6.1 million for contingencies related to General Fund cash-outs, health insurance increases, labor negotiations exposure, and other miscellaneous unforeseen program or community needs, fully funded by the General Fund. This is a decrease of \$1.9 million from the 2017-2018 Adopted Final Budget.
 - ◆ The Cannabis Program budget has been established with \$1.2 million for Proposed Budget, fully funded by Development Agreements for permitted cannabis business activities.
 - ◆ Debt Service has been reduced by \$14.3 million, to \$707,506, requiring a decrease in General Fund Contribution of \$10.7 million. The table below shows the breakdown of debt for Budget Year 2018-2019. Note: payoff of the Stanislaus Animal Services Agency debt is planned prior to fiscal year-end 2017-2018. This schedule will be adjusted at Final Budget consistent with the most current debt service information.
 - ◆ Focus on Prevention is forecast consistent with the annual \$1 million commitment to address housing/homelessness and strengthening families, along with an increase of \$500,000 set aside should departments need additional funds for Community Assessment and Response Engagement (CARE), all funded with a General Fund Contribution of \$1.5 million.
 - ◆ General Fund Contribution to Other Programs contains \$6.1 million in contributions to support various departments and local agencies, as identified in the following table; this represents an increase of \$110,989.
 - ◆ General Fund Match Vehicle License Fee serves as a pass-through budget for Vehicle License Fee realignment revenue used to fund County public health, mental health, and social service programs and includes \$33.5 million in costs for Proposed Budget, an increase of \$6.4 million.
 - ◆ Mandated County Match contains \$19.1 million in General Fund match funding for several Special Revenue departments, as identified in the following chart, an increase of \$96,454.
 - ◆ Remaining budgets within CEO – County Operations result in combined appropriations decrease of \$65,696, requiring a decrease in General Fund Contribution of \$77,864.
- ◆ The Proposed Budget included a recommendation to increase service levels.

- ◆ The Proposed Budget included \$8,081 to accommodate the increased costs associated with the recommended service level adjustment to the District Attorney’s office through General Fund Contribution to Other Programs.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of zero, a decrease of five since the 2018-2019 Adopted Proposed Budget.
- ◆ The Final Budget includes the following technical adjustments that do not affect the overall total County position allocation.
 - ◆ One Deputy Executive Officer position, one Manager IV position, two Manager III positions, and one Confidential Assistant IV position are recommended to be transferred to the Chief Executive Office – Operations and Services.
- ◆ The 2018-2019 Proposed Budget included a Department staffing allocation of five, consistent with the 2017-2018 Adopted Final Budget allocation.

Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors’ action.

Estimation of Revenue and Funding Sources

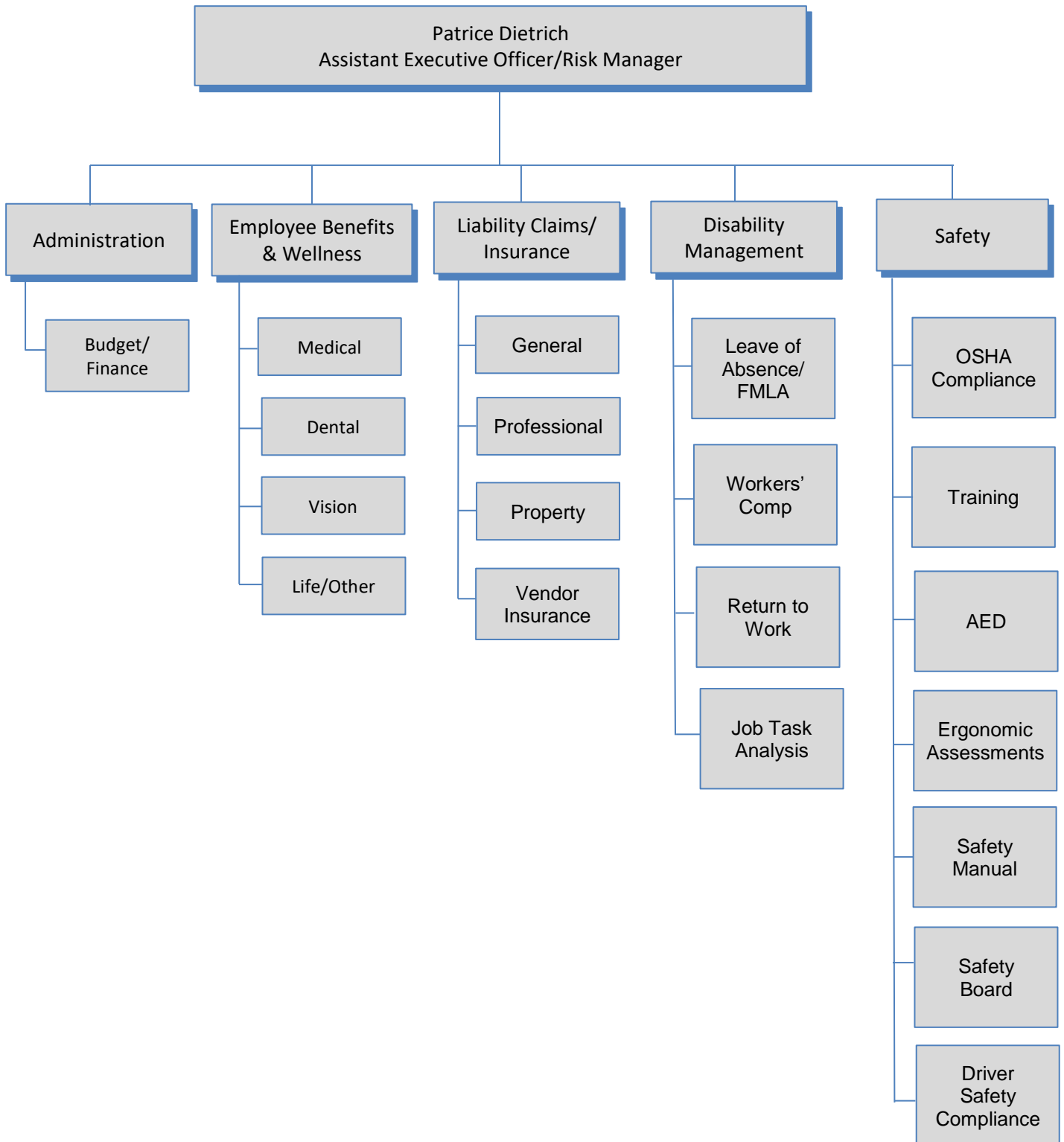
- ◆ Total Revenue for the 2019-2020 Spending Plan is \$37.1 million in the 2018-2019 Final Budget.
- ◆ Total Revenue for the 2019-2020 Spending Plan is estimated at \$37.1 million, a decrease of \$197,023 from the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by evaluating historical trends, market analysis, and contributions associated with planned activities for the year.

Budget and Operations Plan

- ◆ Gross Costs identified in the 2019-2020 Spending Plan are increased to \$78.8 million for ongoing adjustments.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$78.7 million, a decrease of \$763,839 from the 2018-2019 Proposed Budget, requiring a General Fund Contribution of \$41.6 million.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on historical spending and anticipated costs specific to County operational budgets.

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a staffing level of zero, a decrease of five since the 2018-2019 Adopted Proposed Budget allocation and consistent with the 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of five, consistent with the 2018-2019 Proposed Budget allocation.



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<http://www.stancounty.com/riskmgmt>

Chief Executive Office – Risk Management

Budget in Brief:	FY 2018-2019	FY 2019-2020
	Final Budget	Spending Plan
Total Revenue	\$83,449,614	\$85,953,102
Use of Fund Balance/ Retained Earnings	\$330,894	\$752,130
Gross Costs	\$84,178,980	\$87,135,273
General Fund Contributions	\$398,472	\$430,041
% Funded by General Fund	0.5%	0.5%
Total Allocated Positions	13	13

Department Services and Programs

The Chief Executive Office – Risk Management Division administers nine budgets in five functional areas including Administration, Employee Benefits (medical, dental, vision, life, and unemployment insurance), Liability Claims/Insurance (general and professional liability), Disability Management (workers’ compensation), and Safety. Fiscal responsibilities for the division are contained in one General Fund budget and eight Internal Service Fund budgets.

The Administration unit oversees all staffing and budget-related functions, as well as County-wide safety efforts. The General Fund budget contains all allocated positions and costs related to staffing the Risk Management programs. These costs are then billed to all County departments through the Cost Allocation Plan.

The Employee Benefits and Wellness unit provides medical, dental, vision, and life insurance to approximately 4,200 participants, including full-time County employees, COBRA participants, and their families. Additionally, the medical program is offered to pre-Medicare (under age 65) retirees. Unemployment Insurance is provided to approximately 4,700 County employees, including part-time and seasonal employees. The medical, dental, vision, and unemployment insurance programs are self-funded, meaning that claims are paid on a fee-for-service basis and rates are established based on underwriting for the programs. A Wellness Program provides employees with tools and opportunities to develop healthy habits and life balance.

The Liability Claims/Insurance unit provides for the funding of property, casualty, surety, fiduciary, and excess insurance premiums; liability, auto and personal injury claim losses; self-insured retention; legal defense;

and actuarial services. The unit also reviews vendor insurance documents to verify they conform to contract/agreement requirements.

The Disability Management unit provides for a self-insured Workers’ Compensation program for County employees who have sustained an injury or illness in the course of their employment. The unit also provides medical leaves of absences, including those related to the Family Medical Leave Act (FMLA), a return to work program to allow injured employees to perform modified tasks and/or work schedules, and job task analysis which identifies the environmental factors, physical, and functional demands for most County job classifications. The County Occupational Safety and Health Administration (OSHA) Incident rate for Stanislaus County, which is considerably lower than the incident rates for comparable local governments in California, is an indicator of the on-going efforts of the County’s safety program in controlling the severity and frequency of work-related injuries.

The Safety unit provides assistance to County departments to ensure staff tasks and business processes are in compliance with Cal/OSHA regulations. The unit offers emergency response and safety training courses for County employees and volunteers including CPR First Aid, Ergonomics, and Driver Improvement. The unit also administers Department of Motor Vehicles Pull Notice program to promote driver safety through the review of active County driver records; maintains and updates the County Safety Manual and Safety forms; and oversees the deployment, maintenance, and replacement of Automated External Defibrillator (AED) units stationed at all County departments, high risk field worksite locations, and designated County vehicles.

Board of Supervisors Priority Area



The Chief Executive Office – Risk Management Division supports the following Board of Supervisors priority:

Priority	<i>Delivering efficient public services to benefit our residents and businesses</i>	
Mission Statement	To be an organization delivering progressive risk management services valued by County departments and customers	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Customer Experience	OSHA Incident Rate

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments
<ul style="list-style-type: none"> ◆ Disability Management – completed a request for proposal (RFP) for a new third-party Administrator (TPA), awarded to Pegasus Risk Management; the new TPA agreement has been clarified to improve communications and provide quality care that supports employees’ healing and ability to return to work ◆ Employee Benefits – implemented Employee Self-Service for Open Enrollment allowing employees to electronically enter their own benefit changes directly in PeopleSoft, utilized automated benefits processing to finalize employee benefit elections for the 2018 benefit plan year, and distributed monthly healthcare communication pieces and held quarterly healthcare education events promoting healthy lifestyle choices for all employees ◆ Liability and Insurance – continued to work with County Counsel, Purchasing, and Strategic Business Technology (SBT) to train and roll-out the Contract Insurance Management System (CIMS) program; several County departments have piloted the program and are now working daily within the CIMS production environment ◆ Safety – developed a comprehensive compliance audit tool and reviewed, revised, and updated two California Occupational Safety and Health Administration (Cal/OSHA) programs, U.S. Department of Transportation (DOT) and confined spaces

Financial Performance

The following tables identify five-year historical data of actual revenue, use of retained earnings, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - Risk Management Division							
0100 0015600 General Fund							
Total Revenue	\$1,332,556	\$1,197,840	\$1,307,291	\$1,441,556	\$1,404,438	\$1,451,279	96.77%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$1,547,126	\$1,381,718	\$1,475,944	\$1,786,968	\$1,702,414	\$1,957,762	86.96%
Net County Cost	\$214,570	\$183,878	\$168,653	\$345,412	\$297,976	\$506,483	58.83%

- ◆ Fluctuations in this fund are a result of implementing business practice improvements to direct charge contract costs to the benefitting self-insurance program. The trend in Gross Costs is consistent with cost of doing business increases for

labor and operations. In recent years, costs have included the significant purchase of automated external defibrillators (AED) to replace outdated leased units and the expansion of the safety program to include the use of some County vehicles, using prior year County General Fund savings.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - Dental Self-Insurance							
5101 0018101 Internal Service Fund							
Total Revenue	\$3,445,899	\$3,601,609	\$3,962,631	\$4,082,122	\$4,350,204	\$4,641,627	93.72%
Use of Fund Balance	\$51,158	\$312,182	\$58,322	(\$29,332)	(\$185,966)	\$0	0.00%
Gross Costs	\$3,497,057	\$3,913,791	\$4,020,953	\$4,052,790	\$4,164,238	\$4,641,627	89.72%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The State Controller’s Office (SCO) guidelines suggest retained earnings should not exceed the 95% Confidence Level for Internal Service Fund programs. During the five-year period depicted above, dental rates paid by County departments and dental plan participants were increased or lowered to cover the gross costs for dental claims and administration while also providing for retained earnings that meet SCO guidelines.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - General Liability							
5051 0018051 Internal Service Fund							
Total Revenue	\$8,579,947	\$4,596,893	\$5,334,505	\$4,867,883	\$3,598,536	\$3,607,968	99.74%
Use of Fund Balance	(\$994,827)	(\$1,746,452)	(\$1,157,907)	(\$849,606)	\$1,527,385	\$1,910,374	79.95%
Gross Costs	\$7,585,120	\$2,850,441	\$4,176,598	\$4,018,277	\$5,125,921	\$5,518,342	92.89%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The trend for this program reflects the variances in the actual claims activities for costs up to \$250,000 per claim; a General Liability insurance policy provides reimbursement for all other allowable costs once the \$250,000 deductible has been met. In Fiscal Year 2012-2013, a deficit repayment plan was implemented to rebuild retained earnings, which continued to increase for several years. In recent years, the retained earnings had risen to a level above SCO guidelines and was used in Fiscal Year 2017-2018 to offset charges and spend down the balance to an acceptable level.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - Medical Self-Insurance							
5091 0018091 Internal Service Fund							
Total Revenue	\$52,326,082	\$54,820,254	\$54,708,139	\$57,109,971	\$58,854,134	\$61,050,820	96.40%
Use of Fund Balance	\$2,820,216	(\$7,683,998)	(\$3,424,266)	(\$2,233,732)	\$1,429,439	\$3,707,888	38.55%
Gross Costs	\$55,146,298	\$47,136,256	\$51,283,873	\$54,876,239	\$60,283,573	\$64,758,708	93.09%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Actual gross costs vary from year to year based on the number of claims processed, the timing of claim payments, and the reimbursement of large claims by the stop-loss carrier. In January 2015, a medical plan configuration began generating savings by eliminating one costly plan and limiting another to only those subscribers who lived outside the less expensive Stanislaus County Partners in Health (SCPH) local service area. In Fiscal Year 2017-2018, increased costs and the use of retained earnings are attributed to a change in the third-party administrators (TPA) that prompted the acceleration of claim payments to clear out existing claims inventory. Additionally, a \$1.9 million stop loss

reimbursement was received in June 2017, but the offsetting medical claim expense was not paid until July 2017, understating expenses in one fiscal year and overstating expenses in the other.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - Other Employee Benefits							
5093 0018093 Internal Service Fund							
Total Revenue	\$478,662	\$496,306	\$493,988	\$281,377	\$506,703	\$494,989	102.37%
Use of Fund Balance	(\$12,687)	\$21,593	\$1,488	\$154,085	\$23,556	\$60,000	39.26%
Gross Costs	\$465,975	\$517,899	\$495,476	\$435,462	\$530,259	\$554,989	95.54%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ In Fiscal Year 2016-2017, the Deferred Compensation component of this fund had compiled significant savings generated from prior years and \$200,000 was refunded out of revenue to the County’s Deferred Compensation Plan participants. The non-Deferred Compensation component contains costs and revenue for several supplemental insurances and medical benefits staff salaries. Changes in gross costs reflect fluctuations in staffing levels and County cost allocation plan charges.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - Professional Liability							
5061 0018061 Internal Service Fund							
Total Revenue	\$772,874	\$670,211	\$410,979	\$18,155	\$362,739	\$367,758	98.64%
Use of Fund Balance	(\$284,533)	(\$97,882)	\$14,439	\$266,810	\$31,264	\$100,000	31.26%
Gross Costs	\$488,341	\$572,329	\$425,418	\$284,965	\$394,003	\$467,758	84.23%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Actual costs include administrative costs for Risk Management Division staff overseeing the program, insurance premiums, and claim costs which fluctuate year to year based on the number of claims received. As a fully insured program, the County pays the first \$10,000 in attorney fees and any settlements or insurance coverage for each claim pays the remainder. During Fiscal Year 2016-2017, revenue was used to provide refunds to the departments providing medical services as a strategy to spend down retained earnings to be more in line with SCO guidelines.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - Unemployment Insurance							
5071 0018071 Internal Service Fund							
Total Revenue	\$205,100	\$201,556	\$213,158	\$118,460	\$441,474	\$443,500	99.54%
Use of Fund Balance	\$304,747	\$213,752	\$249,950	\$476,645	\$98,822	\$155,000	63.76%
Gross Costs	\$509,847	\$415,308	\$463,108	\$595,105	\$540,296	\$598,500	90.28%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Revenue consists of a fee charged per employee per month. Previously, the fee was reduced to \$50 per employee per month to spend down a large portion of prior year savings that had grown to exceed SCO retained earnings guidelines, bringing revenue in lower than gross costs. In Fiscal Year 2016-2017, departments also received a revenue refund totaling approximately \$95,000. In January 2018, the fee was increased to \$100, decreasing the retained earnings usage required to cover expenditures which had notably increased in Fiscal Year 2016-2017 due to the number and cost of claims.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - Vision Care Insurance							
5111 0018111 Internal Service Fund							
Total Revenue	\$336,152	\$525,791	\$725,046	\$606,079	\$732,616	\$784,122	93.43%
Use of Fund Balance	\$341,689	\$193,775	(\$19,793)	\$89,574	(\$14,542)	\$0	0.00%
Gross Costs	\$677,841	\$719,566	\$705,253	\$695,653	\$718,074	\$784,122	91.58%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Vision insurance revenue is based on premium rates charged to all participants. In plan years 2013 and 2014, vision rates were reduced by 50% due to significant savings generated in the vision insurance program from prior years. In 2015, rates were restored. The trend in vision costs is consistent with the on-going increases to the cost of healthcare. Minor fluctuations occur based on participant usage of vision benefits.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Chief Executive Office - Workers Compensation							
5081 0018081 Internal Service Fund							
Total Revenue	\$6,098,060	\$4,853,544	\$4,952,129	\$4,757,580	\$5,581,168	\$5,558,763	100.40%
Use of Fund Balance	(\$1,179,470)	(\$58,794)	\$1,111,302	(\$820,603)	(\$534,168)	\$0	0.00%
Gross Costs	\$4,918,590	\$4,794,750	\$6,063,431	\$3,936,977	\$5,047,000	\$5,558,763	90.79%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Workers' Compensation revenue is made up of charges to all County departments based on the number of staff and history of claims. At the beginning of the fiscal year, the amount of revenue is set to equal projected gross costs; if the cost of claims and program administration are higher than budgeted, retained earnings are used to cover excess costs.

Fund Balance Trends

The following table identifies five-year historical data of actual retained earnings by individual budget unit along with a department total for each fiscal year.

Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
Chief Executive Office - Dental Self-Insurance	\$1,055,482	\$1,004,324	\$692,142	\$633,820	\$663,152
Chief Executive Office - General Liability	(\$1,962,849)	(\$968,022)	\$778,430	\$1,936,338	\$2,785,944
Chief Executive Office - Medical Self-Insurance	(\$6,035,966)	(\$8,856,182)	(\$1,172,184)	\$2,252,082	\$4,485,815
Chief Executive Office - Other Employee Benefits	\$405,226	\$417,913	\$396,319	\$394,832	\$240,747
Chief Executive Office - Professional Liability	\$425,290	\$709,823	\$807,705	\$793,267	\$526,457
Chief Executive Office - Unemployment Insurance	\$131,280	\$1,008,054	\$794,302	\$544,352	\$67,707
Chief Executive Office - Vision Care Insurance	\$682,545	\$340,856	\$147,081	\$166,874	\$77,301
Chief Executive Office - Workers Compensation	\$598,913	\$1,778,383	\$1,837,178	\$725,876	\$1,546,479
Total Retained Earnings	(\$3,518,558)	(\$4,564,851)	\$4,280,973	\$7,447,441	\$10,393,602

*Note: Only Listed for Non-General Fund Units

- ◆ Dental Self-Insurance – The trend shows a steady decrease due to the planned effort to spend down retained earnings to a level that aligns with State Controller’s Office (SCO) guidelines. In the years retained earnings was used to supplement this program, minimal to no increases in dental premium rates were needed.
- ◆ General Liability – The initial negative retained earnings balance was mitigated through a deficit repayment plan that began in Fiscal Year 2012-2013. The most recent three years have seen incremental increases to retained earnings due to savings in the cost of claims and settlements.

- ◆ Medical Self-Insurance (Purchased Insurance) – The initial negative retained earnings balance resulted from rates that were set too low and continued to increase until a savings-generating medical plan configuration was implemented on January 1, 2015. This strategy succeeded in slowing down retained earnings usage in Fiscal Year 2014-2015, while gradually rebuilding the retained earnings balance in subsequent years.
- ◆ Professional Liability – This program experienced retained earnings growth until Fiscal Year 2015-2016 when the Department began to use retained earnings to offset costs and align the balance with SCO guidelines.
- ◆ Unemployment Insurance – The rate per employee per month was reduced from \$310 in Fiscal Year 2012-2013 to \$50 in Fiscal Year 2013-2014 to spend down and align retained earnings with SCO guidelines. Effective July 1, 2018, rates were increased to \$100 per employee per month to rebuild retained earnings and meet increased program costs.
- ◆ Vision Care Insurance – A steady decrease in the retained earnings balance resulted from a 50% reduction in rates in Fiscal Year 2012-2013 that was carried through Calendar Year 2014 to spend down retained earnings to align with SCO guidelines. Rates were restored in 2015 to neutralize the use of retained earnings.
- ◆ Workers’ Compensation Insurance – Between July 1, 2013 and July 1, 2015, the program compiled a large increase in retained earnings balance to build up assets to a targeted confidence level that could provide funding should unforeseen growth in future claims and costs occur. In Fiscal Year 2016-2017, the fund experienced a decrease in retained earnings due to an unexpected increase in insurance premiums.

Department Success Measures

The County has implemented Performance Visioning to promote a focus on outcomes and community impact. Departments with a primary mission to provide services to internal customers utilize an annual Customer Experience Questionnaire to measure progress on a variety of success measures. These critical success measures include how well the department listens and responds to customer requests; how timely, accurate and efficient the department work products are; and ultimately, identifies whether the service Department is

strongly agree, identified as the "best" or top score, and one rating as strongly disagree, as the lowest score.

The chart below displays the results of the Fiscal Year 2017-2018 Customer Experience Questionnaire for the Chief Executive Office – Risk Management Division, with an overall positive score of 3.3 based on 41 responses. This score is consistent with that earned in Fiscal Year 2016-2017 when the division received an overall rating of 3.3 based on a review of 26 questionnaire survey responses.

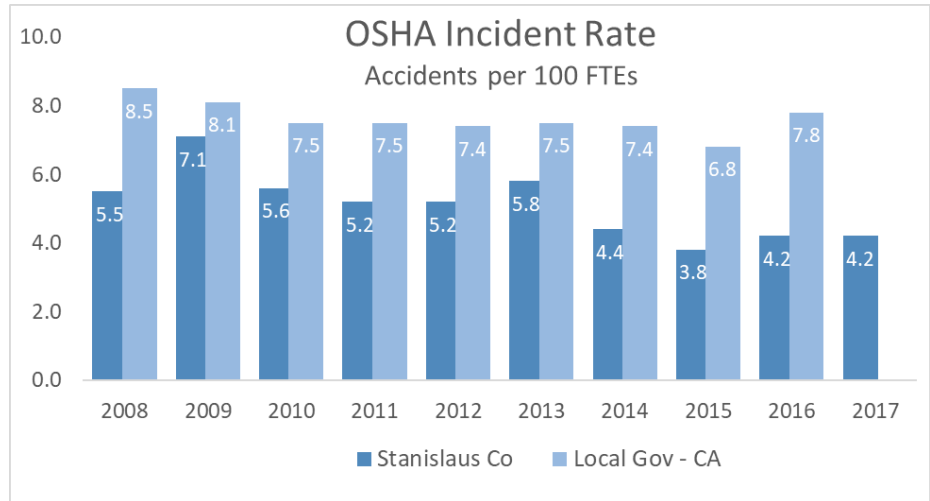


CEO - Risk Management staff is committed to providing excellent customer service and will continue to focus on improving the customer experience by providing timely and accurate work products to assist department in achieving their respective mission.

progressing on their mission while assisting the customer in achieving his or her own mission. Customers were asked to rate the services provided in ten specific metrics, on a scale of one to four, with four rating as

As well, the team will demonstrate effective listening skills, clear communications and courteous behavior in all business interactions.

Stanislaus County is committed to keeping its employees, its most valuable asset, safe and well. The Occupational Safety and Health Administration (OSHA) Incident Rate is used as a tracking tool to gauge and evaluate the effectiveness of the County’s workplace safety program. It also provides a benchmark comparison of the number of OSHA reportable injuries or illnesses that occurred in Stanislaus County versus other local governments in the State. The following chart identifies the trends over the past nine years, comparing the OSHA Incident rate for all self-insured California local governments to the Stanislaus County rate. An incident rate of 7.0 means that for each 100 equivalent employees who worked during the year, seven of them experienced an OSHA recordable injury or illness. A recordable injury or illness is one that requires medical



treatment beyond basic first aid. Stanislaus County has consistently rated below the local government benchmark, and in the past four years has experienced one of the lowest rates in the State. Stanislaus County continues to strive to reduce the number of injuries and illnesses and support employee safety and wellness.

Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ Employee Benefits – increase awareness and knowledge of all employee benefits and wellness initiatives to motivate employees to adopt healthier habits by providing opportunities and a supportive environment to create positive lifestyle changes
- ◆ Liability and Insurance – finalize the development of the Contract and Insurance Management System (CIMS) and roll out to all County departments to streamline the vendor insurance approval process and greatly reduce the time spent verifying whether a vendor is currently approved to do business with the County
- ◆ Safety – establish a safety audit schedule rotation plan and implement a comprehensive compliance audit tool that allows departments to identify areas that are out of compliance and identify steps for improved safety in all work areas
- ◆ Workers Compensation – leverage the expertise of the new local Third-Party Administrator to increase the timeliness and frequency of file review, to benefit customer support for employees and enhance communication with departments

Budgets Contained within the Department

- ◆ Risk Management Division (General Fund)
- ◆ Dental Self-Insurance (Internal Service Fund)
- ◆ General Liability (Internal Service Fund)
- ◆ Medical Self-Insurance (Internal Service Fund)
- ◆ Other Employee Benefits (Internal Service Fund)
- ◆ Professional Liability (Internal Service Fund)
- ◆ Unemployment Insurance (Internal Service Fund)
- ◆ Vision Care Insurance (Internal Service Fund)
- ◆ Workers Compensation (Internal Service Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

CEO - Risk Management Division and Self-Insurance Funds						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$191,346	\$444,237	\$491,800	\$491,800	\$0	\$506,554
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$73,095,752	\$75,283,636	\$82,859,314	\$82,859,314	\$0	\$85,345,093
Miscellaneous Revenue	(\$3,915)	\$104,139	\$98,500	\$98,500	\$0	\$101,455
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$73,283,183	\$75,832,012	\$83,449,614	\$83,449,614	\$0	\$85,953,102
Use of Fund Balance/Retained Earnings	(\$2,946,159)	\$2,375,790	\$330,894	\$330,894	\$0	\$752,130
Total Funding Sources	\$70,337,024	\$78,207,802	\$83,780,508	\$83,780,508	\$0	\$86,705,232
Salaries and Benefits	\$1,424,361	\$1,485,778	\$1,623,315	\$1,710,276	\$86,961	\$1,780,166
Services and Supplies	\$68,320,090	\$75,991,207	\$81,246,960	\$81,246,960	\$0	\$84,090,604
Other Charges	\$937,963	\$1,010,440	\$1,221,713	\$1,221,713	\$0	\$1,264,472
Fixed Assets						
Equipment	\$0	\$18,308	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$22	\$45	\$31	\$31	\$0	\$31
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$70,682,436	\$78,505,778	\$84,092,019	\$84,178,980	\$86,961	\$87,135,273
General Fund Contribution	\$345,412	\$297,976	\$311,511	\$398,472	\$86,961	\$430,041
Total Allocated Positions	-	-	12	13	1	13

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$83.4 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Total Revenue for the 2018-2019 Proposed Budget is estimated at \$83.4 million, an increase of \$5.2 million from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by various methods, including:
 - ◆ Rates set using actuarial studies for the Dental, Vision, Medical and Other Employee Benefits Self-Insurance Funds;
 - ◆ Cost Allocation Plan (CAP) charges to benefitting departments and outside agencies in the amounts projected to cover the costs for Risk Management Administration, General and Professional Liability claims, and employee Unemployment and Workers' Compensation Self-Insurance programs; and
 - ◆ Historical trends and retained earnings balances are used to project other revenues such as miscellaneous reimbursements and interest earned.
- ◆ The Department has a total of \$7.9 million in available retained earnings as of July 1, 2018, of which \$330,894 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Dental Self-Insurance retained earnings balance is \$849,118 with a budgeted use of \$202,735.
 - ◆ General Liability Self-Insurance retained earnings balance is \$1.3 million.

- ◆ Medical Self-Insurance retained earnings balance is \$3 million with a budgeted contribution of \$225,000.
- ◆ Other Employee Benefits retained earnings balance is \$217,190 with a budgeted use of \$130,452.
- ◆ Professional Liability Insurance retained earnings balance is \$495,193 with a budgeted use of \$250,000.
- ◆ Unemployment Self-Insurance retained earnings balance is a negative \$31,115 with a budgeted contribution of \$57,293.
- ◆ Vision Care Self-Insurance retained earnings balance is \$91,843 with a budgeted use of \$30,000.
- ◆ Workers' Compensation Self-Insurance retained earnings balance is \$2.1 million.
- ◆ The 15% variance in 2017-2018 Adopted Final Budget compared to 2018-2019 Proposed Budget's Revenue from Use of Assets is the additional amount of interest the Department anticipates earning on retained earnings balances. Significant variances in the budget units with planned use of, or add to, retained earnings are due to various factors as described below:
 - ◆ The Dental, Medical, and Vision Care Self-Insurances Fiscal Year 2017-2018 Adopted Final Budget Charges for Service revenues included a 7.5% rate increase effective January 1, 2018. The actual rate adjustments are a decrease of 2.63% for Dental, an increase of 5.2% for Medical, and a decrease of 7.5% for Vision Care resulting in overstated revenues for the second six months in each of these budget units. The 2018-2019 Proposed Budget revenue reflects the right sizing of these rates for the first six months and adds a 5% rate increase effective January 1, 2019.
 - ◆ The General Liability Self-Insurance and Professional Liability Insurance variances are due to a strategy to spend down the retained earnings balances to align with the State Controller's Office recommended amount and provide lower CAP charges to County departments and benefitting external agencies.
 - ◆ The difference in Other Employee Benefits is a result of the fee charged to County departments for administering employee benefits; it is outdated and no longer sufficient to cover staff costs. Several options to remedy this shortfall for the future are being explored for implementation in Budget Year 2019-2020.
 - ◆ The primary source of revenue in the Unemployment Self-Insurance fund is the per-employee rate charged to County departments and benefitting external agencies. A rate of \$100 per employee was used for the 2017-2018 Adopted Final Budget in combination with the use of \$100,000 in retained earnings to spend down the balance. The 2018-2019 Proposed Budget includes an increased rate of \$150 per employee to rebuild the retained earnings balance, which is anticipated to be a negative amount effective July 1, 2018.

Budget and Operations

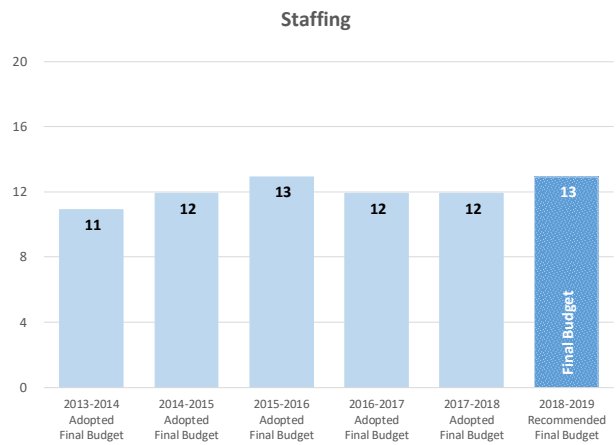
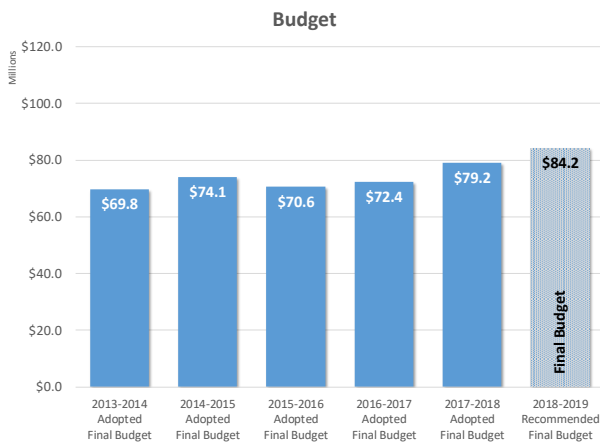
- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$84.2 million, an increase of \$86,961 from the 2018-2019 Adopted Proposed Budget.
 - ◆ An increase of \$32,861 is a technical adjustment for the salary and benefits increases related to recently approved labor agreements.
 - ◆ An increase of \$54,100 is for the restoration of one Confidential Assistant IV position, funded by a General Fund Contribution.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$84.1 million, an increase of \$4.9 million from the 2017-2018 Final Adopted Budget, requiring a General Fund Contribution of \$311,511.
 - ◆ Note that the Fiscal Year 2017-2018 Adopted Final Budget does not include \$2.8 million in adjustments approved subsequent to its adoption that increased the 2017-2018 Operating Budget. These adjustments relied on the use of \$2.8 million in additional retained earnings.
- ◆ The Proposed Budget includes a \$2.1 million increase due to the cost of doing business in employee benefit claims, contracted services, and CAP charges to maintain current service levels; there is no impact to the County General Fund.
- ◆ No service level adjustments are recommended at this time.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 13 positions, an increase of one from the 2018-2019 Adopted Proposed Budget.
- ◆ The Final Budget includes a recommendation for an increase of one to the Total Allocated Positions.
 - ◆ A classification study was completed with the resulting recommendation to restore one unfunded Confidential Assistant IV to support the Employee Benefits team.

- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of 12 positions, consistent with the 2017-2018 Adopted Final Budget allocation.
- ◆ The Proposed Budget includes a technical adjustment that does not affect the position allocation.
 - ◆ A classification study of a restoration of one Confidential Assistant IV reclassified to a Confidential Assistant V is recommended.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors’ action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan is not adjusted in the 2018-2019 Final Budget.
- ◆ Total Revenue for the 2019-2020 Spending Plan is estimated at \$86 million, an increase of \$2.5 million from the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined primarily by using a standard escalation factor of 3% with adjustments for: an estimated 5% medical, dental and vision care rate increase; increases/decreases in retained earnings; and adjustments to CAP charges to balance to costs.
- ◆ The Spending Plan relies on the use of \$752,130 in departmental retained earnings; based on use of retained earnings identified in the 2018-2019 Proposed Budget, the Department anticipates there will be \$7.6 million in available retained earnings on July 1, 2019.
 - ◆ Dental Self-Insurance retained earnings balance is estimated at \$646,383 with a budgeted use of \$231,645.
 - ◆ General Liability Self-Insurance retained earnings balance is estimated at \$1.3 million with a budgeted use of \$27,603.
 - ◆ Medical Self-Insurance retained earnings balance is estimated at \$3.2 million with a budgeted use of \$90,529.
 - ◆ Other Employee Benefits retained earnings balance is estimated at \$86,738 with a budgeted use of \$137,562.
 - ◆ Professional Liability Insurance retained earnings balance is estimated at \$245,193 with a budgeted use of \$259,885.
 - ◆ Unemployment Self-Insurance retained earnings balance is estimated at \$26,178 with a budgeted add of \$55,922.
 - ◆ Vision Care Self-Insurance retained earnings balance is estimated at \$61,843 with a budgeted use of \$34,710.
 - ◆ Workers’ Compensation Self-Insurance retained earnings balance is estimated at \$2.1 million with a budgeted use of \$26,118.

Budget and Operations Plan

- ◆ Gross Costs for the 2019-2020 Spending Plan are increased to \$87.1 million for ongoing adjustments in the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$87 million, an increase of \$2.9 million from the 2018-2019 Proposed Budget, requiring a General Fund Contribution of \$324,030.
- ◆ 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:
 - ◆ Salaries and benefits increase of 3.5%
 - ◆ Group health insurance increase of 5%.
 - ◆ Services and supplies increase of 3.5%.
 - ◆ CAP charge increase of 3.5%.
- ◆ The Spending Plan includes department-specific assumptions that are reasonably expected to affect the 2019-2020 budget year:
 - ◆ An 8% increase for various insurance premiums in the General Liability Self-Insurance budget based on a five-year historical trend added \$155,801.
 - ◆ Removal of the 3.5% assumption for the medical Health Saving Accounts projections in the amount of \$151,554 is based on the assumption that these rates will remain the same.
 - ◆ The removal of one-time run out costs for the Anthem medical plan in the amount of \$310,500. The United HealthCare medical plan replaced Anthem for out of area participants effective January 1, 2018. The run out costs are for medical claims incurred but not paid by December 31, 2017. Medical providers have up to one year to submit claims for payment.
 - ◆ A \$561 decrease for supplemental benefit costs paid 100% by employees to equal the amounts in the employee contribution revenue accounts.
 - ◆ A \$20,279 decrease to vision care claims and contracts to balance costs to revenue and preserve retained earnings.
 - ◆ An \$11,928 decrease to equal the Workers' Compensation actual year two contract amount.

Staffing Plan

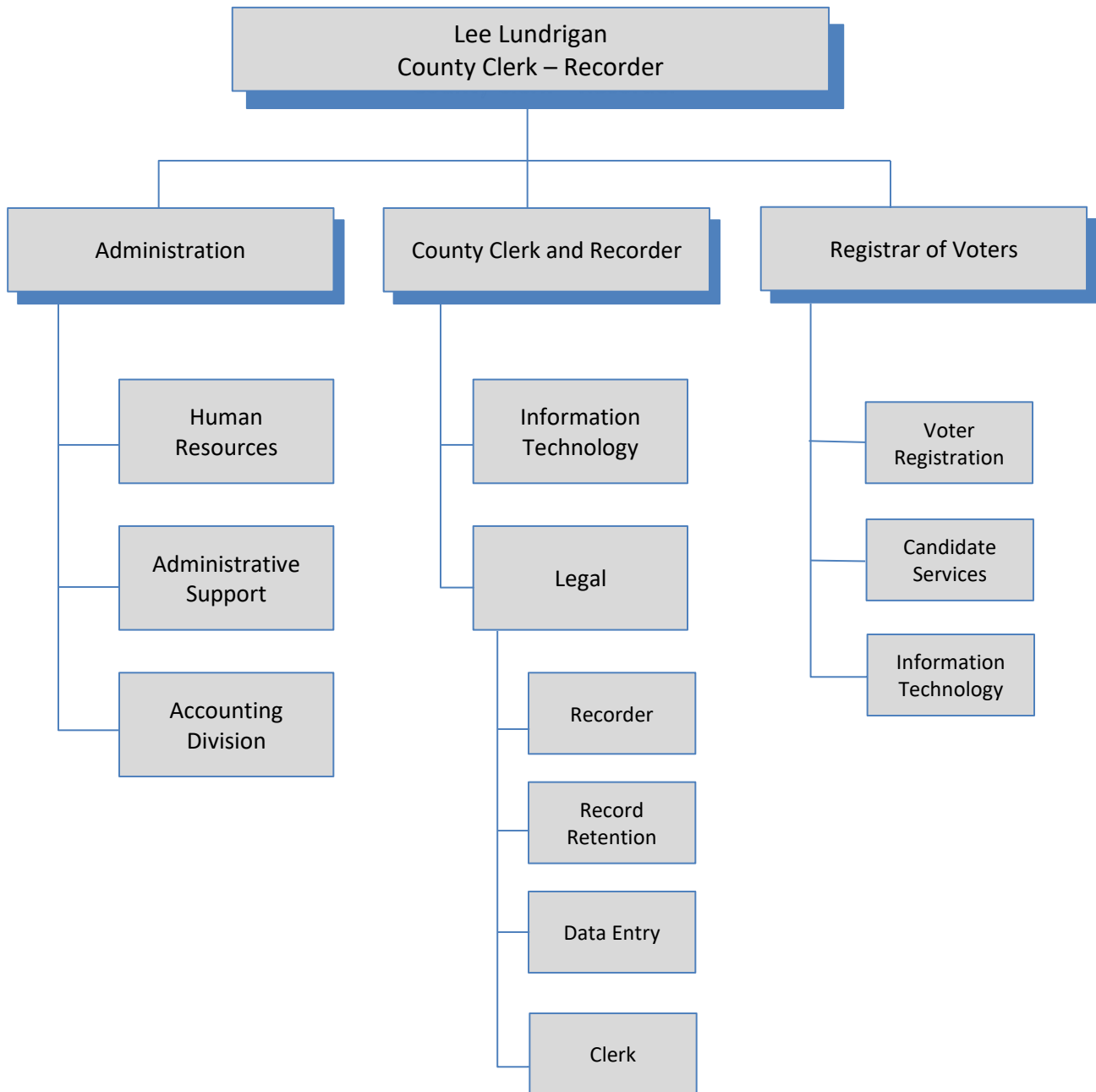
- ◆ The 2019-2020 Spending Plan includes a staffing level of 13, an increase of one since the 2018-2019 Adopted Proposed Budget allocation and consistent with the 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 12 consistent with the 2018-2019 Proposed Budget allocation.

Key Challenges and Opportunities

- ◆ Maintaining quality medical, dental, and vision care plan access to participants at affordable rates.
- ◆ Educating, encouraging, and engaging employees and other County medical plan participants in information sharing, training opportunities, and activities that will ultimately lead to healthier lifestyles, improved wellness, and happier lives.
- ◆ Providing additional support to department safety officers in preventing on-the-job injuries by visiting worksites throughout the County to provide training, ergonomic assessments, and safety compliance inspections.
- ◆ Automating and streamlining administrative processes to maximize efficiencies and provide time for thoughtful strategic planning, compliance audits, and implementation of process improvements.
- ◆ The Department continues to watch for any legislative changes to the Affordable Care Act, occupational safety and health, and Workers' compensation.

Related Links

For additional information about the Chief Executive Office – Risk Management Division, refer to the division's website at: <http://www.stancounty.com/riskmgmt>



1021 I Street, Modesto, CA 95354 Tel: (209) 525-5250
www.stancounty.com/clerkrecorder, www.stanvote.com
County Clerk – Recorder Suite 101, Registrar of Voters Suite 102

County Clerk – Recorder

Budget in Brief:	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Total Revenue	\$3,163,550	\$3,768,306
Use of Fund Balance/ Retained Earnings	\$1,825,219	\$1,724,719
Gross Costs	\$7,857,287	\$8,704,436
General Fund Contributions	\$2,868,518	\$3,211,411
% Funded by General Fund	36.5%	36.9%
Total Allocated Positions	48	48

Department Services and Programs

The **Administration** division of the County Clerk Recorder Department provides administrative support for the Department and is responsible for personnel administration, including all human resource functions, finance and budget preparation, the collection and payment of fees to outside governmental agencies and other internal County departments, accounts payable and receivable, and contracts administration. Administration is responsible for working with management and key staff to oversee and analyze staffing, budget adherence, statutory and legal changes and how those changes affect policies and procedures. Administration also works with staff and management to implement changes to business practices, policies and procedures.

The **County Clerk and Recorder** division includes processing, filing and indexing documents including fictitious business name statements, marriage licenses, domestic partnerships, notary certificates, oaths of office, environmental impact reports, registration of professional photocopiers and process servers and various permits. As Commissioner of Civil Marriages, the County Clerk also performs marriage ceremonies. The Recorder function provides recordation, indexing and maintenance of

property ownership documents, such as deeds, deeds of trust, liens, maps and official records as well as birth, death and marriage licenses. The office maintains, preserves and safeguards public access to records by providing quality documents. The Modernization Trust fund and Vital and Health Statistics budgets also fall under the County Clerk and Recorder division.

The **Registrar of Voter’s** division provides Stanislaus County citizens the ability to exercise their constitutional right to vote. The Registrar of Voters registers voters, processes candidate applications and filings, and conducts elections. This includes administering Federal, State, County, and local district elections within Stanislaus County and involves designing precincts, identifying polling places, recruiting election officers, maintaining voter registration records, processing vote-by-mail ballot applications, managing candidate and campaign filings, providing guidance and information pertaining to election laws, verifying petitions, interfacing with State and Federal elections agencies, and conducting voter outreach programs. For more information visit www.stanvote.com or call (209) 525-5200.

Board of Supervisors Priority Area



The County Clerk – Recorder supports the following Board of Supervisors priority:

Priority	<i>Delivering efficient public services to benefit our residents and businesses</i>	
Mission Statement	To serve Stanislaus County by providing essential records management and election services in a fair, accessible and transparent manner	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Uniform District Election Law (UDEL) Election	Statewide Direct Primary Election

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments
<ul style="list-style-type: none"> ◆ Successfully conducted the 2017 Uniform District Election Law Election ◆ Successfully conducted the 2018 Gubernatorial Primary Election ◆ Continue placing Vital Record images from 1940 through 1993 into electronic viewing status

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Clerk-Recorder							
0100 0020001 General Fund							
Total Revenue	\$1815,037	\$1,874,626	\$2,013,614	\$2,251,438	\$2,314,694	\$2,107,515	109.83%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$2,042,551	\$1,787,940	\$1,877,792	\$1,929,911	\$2,487,670	\$2,841,399	87.55%
Net County Cost	\$227,514	(\$86,686)	(\$135,822)	(\$321,527)	\$172,976	\$733,884	23.57%

- ◆ The five-year reporting period shows modest increases in revenue. The revenues are largely based on recorded documents and copy requests. A division renovation project has been approved by the Board of Supervisors. It is anticipated that actual construction will begin in Fiscal Year 2018-2019. The Department will continue to monitor market trends in an attempt to forecast future recordings and associated revenue.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Clerk-Recorder - Elections							
0100 0020299 General Fund							
Total Revenue	\$847,143	\$465,261	\$677,938	\$529,265	\$876,337	\$864,119	101.41%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$2,424,172	\$1,855,976	\$2,806,623	\$2,455,407	\$2,801,114	\$3,280,331	85.39%
Net County Cost	\$1,577,029	\$1,390,715	\$2,128,685	\$1,926,142	\$1,924,777	\$2,416,212	79.66%

- ◆ The Election Division revenue and costs have remained consistent with factoring the number of elections per fiscal year and standard cost increases during the five-year reporting period.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Clerk-Recorder Modernization							
1723 0020500 Special Revenue Fund							
Total Revenue	\$744,276	\$782,121	\$841,283	\$901,809	\$814,107	\$793,034	102.66%
Use of Fund Balance	\$391,207	\$277,310	\$262,027	\$35,318	\$67,401	\$2,638,143	2.55%
Gross Costs	\$1,135,483	\$1,059,431	\$1,103,310	\$937,127	\$881,508	\$3,431,177	25.69%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Modernization revenues are collected as a percentage of a recorded document and the department will continue to monitor market forecasts. Funding has been reserved for ongoing projects that are anticipated to be completed in the near future. It is also anticipated the Department will upgrade its document retrieval system with Modernization funds.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Clerk-Recorder - Vital & Health Statistics							
1786 0020601 Special Revenue Fund							
Total Revenue	\$47,730	\$54,690	\$46,281	\$55,591	\$58,815	\$52,000	113.11%
Use of Fund Balance	\$44,461	(\$54,690)	(\$46,281)	(\$55,591)	(\$58,815)	\$93,561	-62.86%
Gross Costs	\$92,191	\$0	\$0	\$0	\$0	\$145,561	0.00%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Vital and Health Statistics revenue has maintained relatively consistent over the past five years. This is due to the steady inflow of revenue that has increased the fund balance over the noted period.

Fund Balance Trends

The following table identifies five-year historical data of actual fund balance by individual budget unit along with a Department total for each fiscal year.

Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
Clerk-Recorder Modernization	\$3,478,606	\$3,087,398	\$2,810,088	\$2,548,061	\$2,512,743
Clerk-Recorder - Vital & Health Statistics	\$244,471	\$200,010	\$254,700	\$300,981	\$356,572
Total Fund Balance	\$3,723,077	\$3,287,408	\$3,064,788	\$2,849,042	\$2,869,315

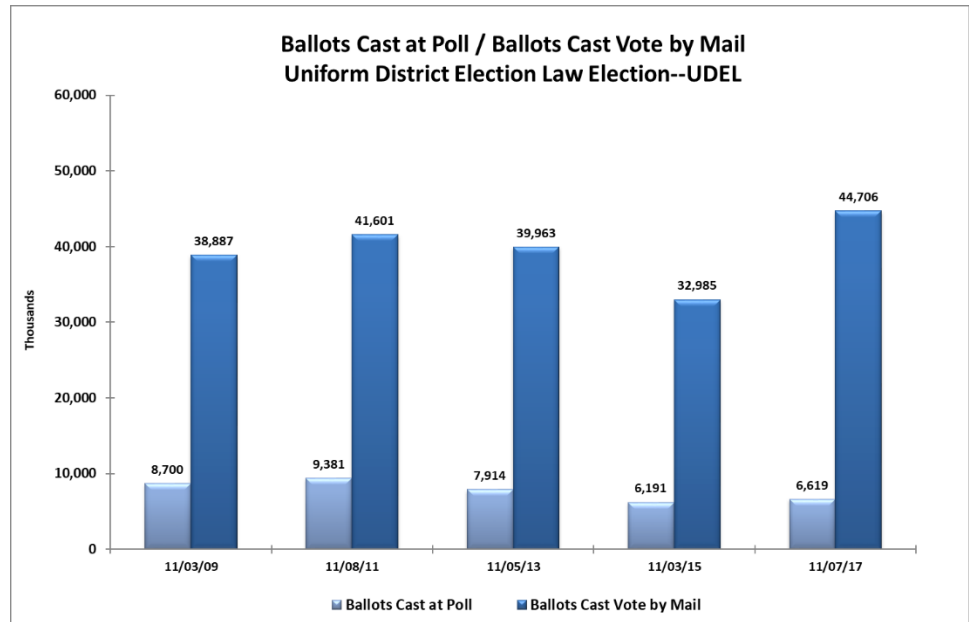
*Note: Only Listed for Non-General Fund Units

- ◆ The Modernization fund balance shows a decline due to the Department’s commitment to convert from film to a more modern and accessible digital format. Future projects include an upgrade to the Department’s document retrieval system.
- ◆ The Vital and Health Statistics fund balance shows a steady increase in revenue over the five-year history. Future expenditures may include payment of the vital document portion of the upgraded document retrieval system.

Department Success Measures

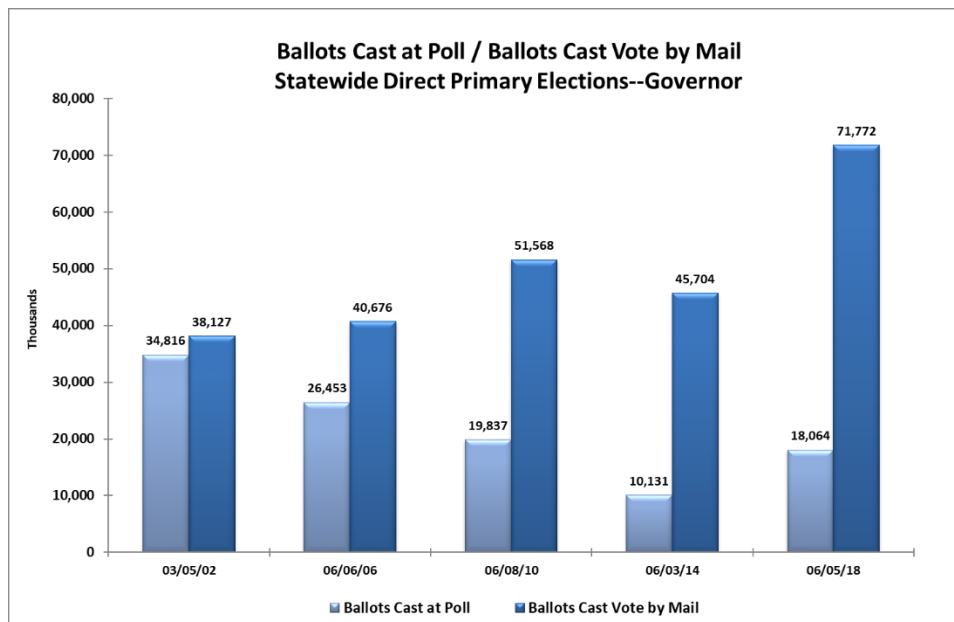
The Department successfully conducted the November 17, 2017 Uniform District Election Law (UDEL) election. As indicated in the chart to the right, 44,706 ballots were cast by mail in the 2017 UDEL election, an increase of approximately 15% from the 2009 UDEL election where only 38,887 ballots were cast by mail. During the same time period, ballots cast at polling locations decreased 24%.

The Department also successfully conducted the June 5, 2018 Gubernatorial Primary Election. As evidenced in the chart below, 71,772 ballots were cast by mail, an increase of 88% from the 2002 Gubernatorial Primary where only 38,127 ballots were cast by mail. During this same time, ballots cast at polling locations decreased 48%.



Vote by mail numbers continue to increase. Additional vote by mail submissions, comprised of two-card ballots in 2018, double the labor and budget impact on the Department as each ballot card must be individually prepared for the final count. Both charts indicate voter participation in the vote by mail process continues to increase when compared to past, similar elections.

AB 1461, California’s “Motor Voter Law,” automatically registers to vote those individuals who visit the Department of Motor Vehicles to make changes to their driver’s license. Increase in the vote by mail process will likely continue.



The Department anticipates the 2020 General Presidential Election will escalate voter participation and corresponding budget and labor requirements.

Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ Obtain and implement a new software system to access official public records
- ◆ Install an online application and Department kiosk system to enable the public to request official public records
- ◆ Conduct the November 2018 Statewide General Election as mandated by State and Federal law
- ◆ Conduct the November 2019 Uniform District Election Law election
- ◆ Conduct the March 2020 Presidential Primary Election as mandated by State and Federal law

Budgets Contained within the Department

- ◆ Recorder Division (General Fund)
- ◆ Elections Division (General Fund)
- ◆ Modernization Trust Fund (Special Revenue Fund)
- ◆ Vital Health Statistics (Special Revenue Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Clerk-Recorder						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$147,448	\$137,452	\$134,947	\$134,947	\$0	\$139,670
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$210,503	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$3,021,753	\$3,437,664	\$2,657,425	\$2,657,425	\$0	\$3,255,277
Miscellaneous Revenue	\$358,399	\$488,837	\$371,178	\$371,178	\$0	\$373,359
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$3,738,103	\$4,063,953	\$3,163,550	\$3,163,550	\$0	\$3,768,306
Use of Fund Balance/Retained Earnings	(\$20,273)	\$8,586	\$1,825,219	\$1,825,219	\$0	\$1,724,719
Total Funding Sources	\$3,717,830	\$4,072,539	\$4,988,769	\$4,988,769	\$0	\$5,493,025
Salaries and Benefits	\$3,323,492	\$3,481,156	\$4,161,373	\$4,261,831	\$100,458	\$4,396,980
Services and Supplies	\$1,593,653	\$1,864,756	\$2,992,404	\$2,992,404	\$0	\$3,687,887
Other Charges	\$366,866	\$377,151	\$451,913	\$451,913	\$0	\$467,730
Fixed Assets						
Equipment	\$36,776	\$0	\$150,000	\$150,000	\$0	\$150,000
Other Financing Uses	\$0	\$446,709	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$1,658	\$520	\$1,139	\$1,139	\$0	\$1,839
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$5,322,445	\$6,170,292	\$7,756,829	\$7,857,287	\$100,458	\$8,704,436
General Fund Contribution	\$1,604,615	\$2,097,753	\$2,768,060	\$2,868,518	\$100,458	\$3,211,411
Total Allocated Positions	-	-	48	48	0	48

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$3.2 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Total Revenue for the 2018-2019 Proposed Budget is estimated at \$3.2 million, a decrease of \$486,418 from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by forecasting recordable documents based on local property transfers and reimbursement for election costs.
- ◆ The Department has a total of \$2.9 million in available fund balance as of July 1, 2018 of which \$1,825,219 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ The Modernization budget unit has a fund balance of \$2.4 million. A total of \$1.7 million will be used for the purchase of necessary system upgrades and staffing costs.
 - ◆ The Vital & Health Statistics budget unit has a fund balance of \$415,387. A total of \$127,539 will be used for the purchase of necessary system upgrades.

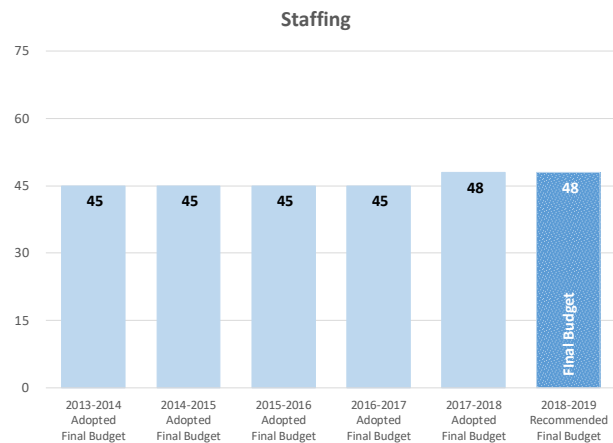
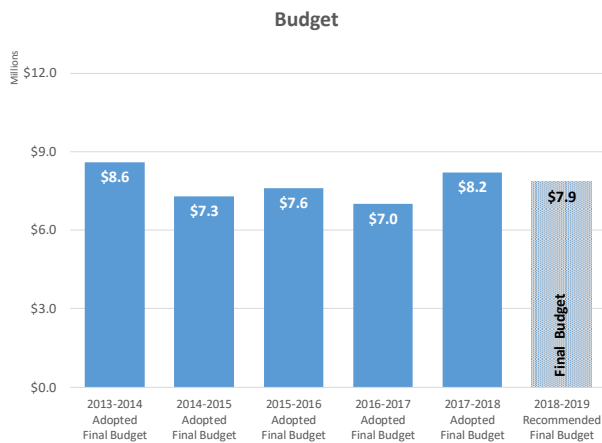
Budget and Operations

- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$7.9, an increase of \$100,458 from the 2018-2019 Adopted Proposed Budget.
 - ◆ An increase of \$100,458 is a technical adjustment for the salary and benefits increases related to recently approved labor agreements.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$7.8 million, a decrease of \$451,941 from the 2017-2018 Adopted Final Budget, requiring General Fund Contribution of \$2.8 million.
- ◆ The Proposed Budget at base includes a \$451,941 decrease due to a reduction in of the number of elections which has been factored into the County General Fund contribution.
 - ◆ The Department will continue to utilize the Modernization Trust Fund to fund 30% of the Clerk-Recorder staffing costs associated with overall division modernization costs. The remainder, 70% of Clerk-Recorder staffing costs, will continue to reside in the main department budget unit and be funded by General Fund Contribution. The Department and CEO staff will continue to monitor and evaluate the effect of this allocation on the Modernization Trust Fund.
- ◆ No service level adjustments are recommended at this time.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 48, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of 48, consistent with the 2017-2018 Adopted Final Budget allocation.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors’ action.

Estimation of Revenue and Funding Sources

- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$3.8 million, consistent with the 2018-2019 Adopted Proposed Budget and the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$3.8 million, an increase of \$604,756 from the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by forecasting recordable documents based on local property transfers and reimbursable election costs.

Budget and Operations Plan

- ◆ Gross Costs identified in the 2019-2020 Spending Plan increased to \$8.7 million for technical adjustment for salary and benefits increases to recently approved labor agreements in the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$8.6 million, an increase of \$843,633 from the 2018-2019 Proposed Budget.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:
 - ◆ Salaries and benefits increase of 3.5%
 - ◆ Group Health Insurance increase of 5%
 - ◆ Services and supplies increase of 3.5%
 - ◆ CAP increase of 3.5%
 - ◆ Two elections during Fiscal Year 2019-2020, one of which is a Presidential Primary.
 - ◆ Implementation of Assembly Bill 1461, the California “Motor Voter Act,” automatically registers all applicants for a driver’s license or state ID, to vote. It is anticipated this will greatly increase the voter rolls and associated costs in Stanislaus County.

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of 48, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.

- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 48, consistent with the 2018-2019 Proposed Budget Allocation.

Key Challenges and Opportunities

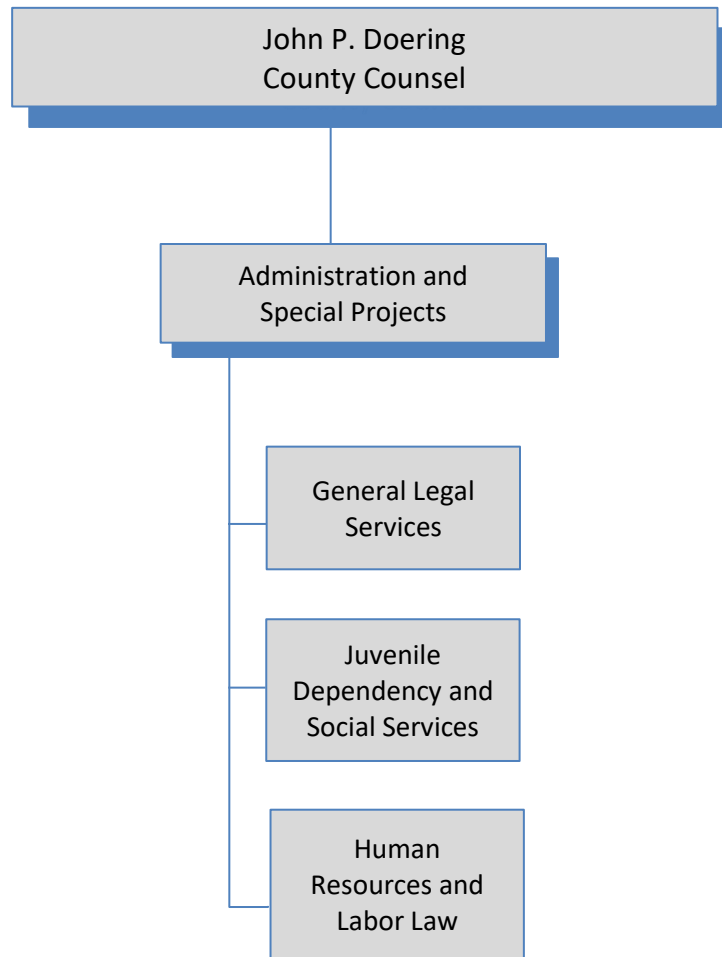
- ◆ Purchase and install a new system to record, store and maintain vital documents during 2018-2019. The vendor of the existing system is no longer in operation.
- ◆ Install an online application and department Kiosk system to enable the public to request official public records.
- ◆ Conduct the November 2018 Statewide General Election as mandated by Federal and State law.
- ◆ AB 1461, which automatically registers to vote all driver's license or State ID applicants, will greatly increase voter rolls and associated costs such as mandated notices and county voter information guides and ballots.

Related Links

For additional information about the County Clerk – Recorder, please refer to the division's website at:

www.stancounty.com/clerkrecorder

For additional information about the Registrar of Voters, refer to the division's website at: www.stanvote.com



1010 Tenth Street, Suite 6400, Modesto, CA 95354 Tel: (209) 525-6376
www.stancounty.com/counsel

County Council

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$1,591,667	\$1,639,417
Use of Fund Balance/ Retained Earnings	\$0	\$0
Gross Costs	\$3,315,160	\$3,416,917
General Fund Contributions	\$1,723,493	\$1,777,500
% Funded by General Fund	52.0%	52.0%
Total Allocated Positions	16	16

Department Services and Programs

The office of the County Council serves as principal legal counsel for the Board of Supervisors and provides legal services to all County departments, offices, agencies, and commissions.

The office provides legal advice on all matters that impact the overall operation of County government. The office renders legal advice and litigation support on issues such as health care, public safety, child welfare, social services, land development, environmental protection, public finance, taxation, and elections.

The County Council also provides legal services on a fee basis to other public entities where it is obligated to provide legal services such as special districts, joint powers authorities, and the Civil Grand Jury. County Council also supports the Stanislaus County Local Agency Formation Commission (LAFCO).

The office provides legal services through four core program areas: **Administration and Special Projects**, **General Legal Services**, **Juvenile Dependency and Social Services**, and **Human Resources and Labor Law**.

The **Administration and Special Projects** area provides departmental administration, planning, fiscal management, and personnel service; provides supervision of all litigation and advisory efforts; and aligns services to available resources to maintain fiscal stability and to provide quality, accurate, effective, and timely legal advice to all County departments so that they may fulfill their missions and objectives and to reduce the risk of liability.

The area of **General Legal Services** serves as the primary legal services program provided by County Council. The program provides general legal advice and litigation representation to the Board of Supervisors, all County

departments, and includes advice and representation regarding contracting, public safety and health, land use development, public facilities and resources, tax and finance, Lanterman - Petris - Short Act / Probate / mental health, and government claims. Attorneys provide a variety of services in this program area, including research and preparation of ordinances and legal opinions, litigation pleadings, and preparation of contracts for providing essential government services. Attorneys also provide legal advice and services to special districts within this area. The County has historically contracted with outside counsel for specialized legal services, such as worker's compensation, most torts, and capital projects.

The **Juvenile Dependency and Social Services** area provides all court representation for the Community Services Agency in child dependency cases from detention hearings through termination of parental rights, including all appeals and petitions for extraordinary writs arising out of such matters. Attorneys meet with Social Workers to assist with case management strategy and the presentation of matters to the court. Training is provided to (1) Social Workers in all aspects of providing child dependency services; (2) prospective foster parents as part of the Foster Pride Program; and (3) for community programs such as Court Appointed Special Advocate (CASA). Attorneys also analyze new legislation and provide opinions to the Department, including assistance in preparing contracts necessary for providing child dependency services.

The area of **Human Resources and Labor Law** provides all legal support, advice, and representation before State and Federal courts and administrative agencies regarding labor relations and personnel matters involving County employees. In addition, it provides primary counsel for Human Resources countywide. Services include drafting

and review of personnel and salary ordinances, advice regarding labor arbitrations, unfair labor practices, discrimination complaints, and investigations.

our clients in a timely manner consistent with the highest ethical standards. Achieving these goals requires experienced and dedicated attorneys and staff who are able to adjust to the changing regulatory, legislative, and judicial environment in which the County operates.

The primary goal of the office of the County Council is to provide high quality and cost-effective legal services to

Board of Supervisors Priority Area



The County Council supports the following Board of Supervisors priority:

Priority	<i>Delivering efficient public services to benefit our residents and businesses</i>
Mission Statement	To provide high quality and cost-effective legal services to our clients in a timely manner consistent with the highest ethical standards
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results.
Success Measures	Customer Experience

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments	
◆	Presented a commercial cannabis business regulation and fee ordinance to the board for adoption and provided advice and counsel on the implementation of commercial cannabis business licensing
◆	Provided training to the Municipal Advisory Council members on Public Records Act, Brown Act, and general meeting procedures for more than 80 attendees
◆	Provided advice and counsel to Behavioral Health and Recovery Services on the development of a program to implement Laura's Law in the County
◆	Provided legal counsel for development and implementation of the Community Assessment, Response, and Engagement project, including development of a multi-disciplinary team memorandum of understanding
◆	Provided legal guidance for implementation of the Health Services Agency Strategic Plan

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

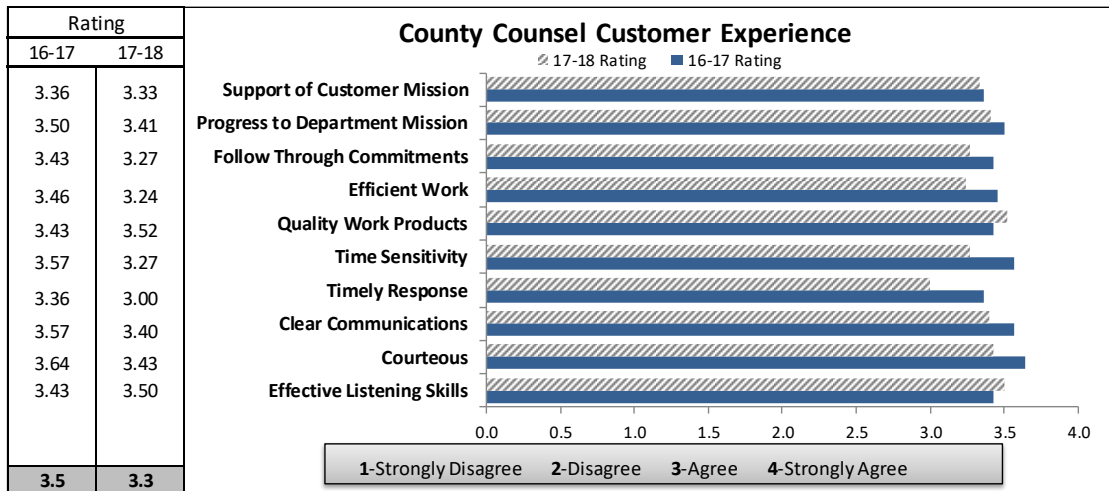
Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
County Council							
0100 0022000 General Fund							
Total Revenue	\$1,044,765	\$1,206,254	\$1,195,442	\$1,458,682	\$1,732,411	\$1,400,000	123.74%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$2,231,100	\$2,385,648	\$2,316,545	\$2,505,034	\$2,692,820	\$3,055,250	88.14%
Net County Cost	\$1,186,335	\$1,179,394	\$1,121,103	\$1,046,352	\$960,409	\$1,655,250	58.02%

- ◆ Department expenses and revenues fluctuate depending on client department needs and department staffing levels
- ◆ The recent trend of increases in total revenue can be attributed to a change in accounting methods for charging client departments beginning in FY 2016-2017 to more accurately track labor and time to projects to better recover expenses

Department Success Measures

The County has implemented Performance Visioning to promote a focus on outcomes and community impact. Departments with a primary mission to provide services to internal customers utilize an annual Customer Experience Questionnaire to measure progress on a variety of success measures. These critical success measures include how well the department listens and responds to customer requests, how timely, accurate and efficient the department work products are, and ultimately if the service department is progressing on their own mission, while assisting the department customer in achieving their own mission. Customers were asked to rate the services provided in ten specific metrics, on a scale of one to four, with four -

strongly agree identified as the "best" or top score, and one - strongly disagree, as the lowest score. The chart below displays the results of the Customer Experience Questionnaire for the County Council Department, for 2017-2018, with an overall positive score of 3.3 based on 32 responses. This is slightly lower than the 2016-2017



rating of 3.5 based on 14 responses. The Department will continue to focus on providing exemplary professional customer service.

Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ Provide highly competent legal advice to clients on matters related to their duties and responsibilities, aligning services to available resources to maintain fiscal stability
- ◆ Deliver legal services to client departments in as efficient and economical manner as possible
- ◆ Maximize revenue and interfund reimbursements by focusing on full cost recovery through accurate billable rates to chargeable client departments and by streamlining timekeeping tasks
- ◆ Provide modern document management and storage infrastructure to increase productivity and ensure superior service to County Council customers
- ◆ Provide State mandated training on ethics for elected and appointed officials and the prevention of workplace harassment and bullying

Budgets Contained within the Department

- ◆ County Counsel (General Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

County Counsel						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$195,009	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$4,747	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$1,455,371	\$1,532,448	\$1,591,667	\$1,591,667	\$0	\$1,639,417
Miscellaneous Revenue	\$3,311	\$207	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,458,682	\$1,732,411	\$1,591,667	\$1,591,667	\$0	\$1,639,417
Use of Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$1,458,682	\$1,732,411	\$1,591,667	\$1,591,667	\$0	\$1,639,417
Salaries and Benefits	\$2,250,106	\$2,445,687	\$2,795,915	\$2,882,723	\$86,808	\$2,969,345
Services and Supplies	\$81,763	\$94,153	\$218,415	\$218,415	\$0	\$226,060
Other Charges	\$173,095	\$152,813	\$213,992	\$213,992	\$0	\$221,482
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$70	\$167	\$30	\$30	\$0	\$30
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$2,505,034	\$2,692,820	\$3,228,352	\$3,315,160	\$86,808	\$3,416,917
General Fund Contribution	\$1,046,352	\$960,409	\$1,636,685	\$1,723,493	\$86,808	\$1,777,500
Total Allocated Positions	-	-	16	16	0	16

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$1.6 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Total Revenue for the 2018-2019 Proposed Budget is estimated at \$1.6 million, an increase of \$191,667 from the 2017-2018 Adopted Final Budget.
- ◆ Estimated Revenue for the 2018-2019 Proposed Budget is determined by historical staffing levels and resulting revenue generated from services provided to clients. Charges for services are limited to the number of productive hours available to be charged by attorneys to departments and further limited to charges for allowable/allocable activities.

Budget and Operations

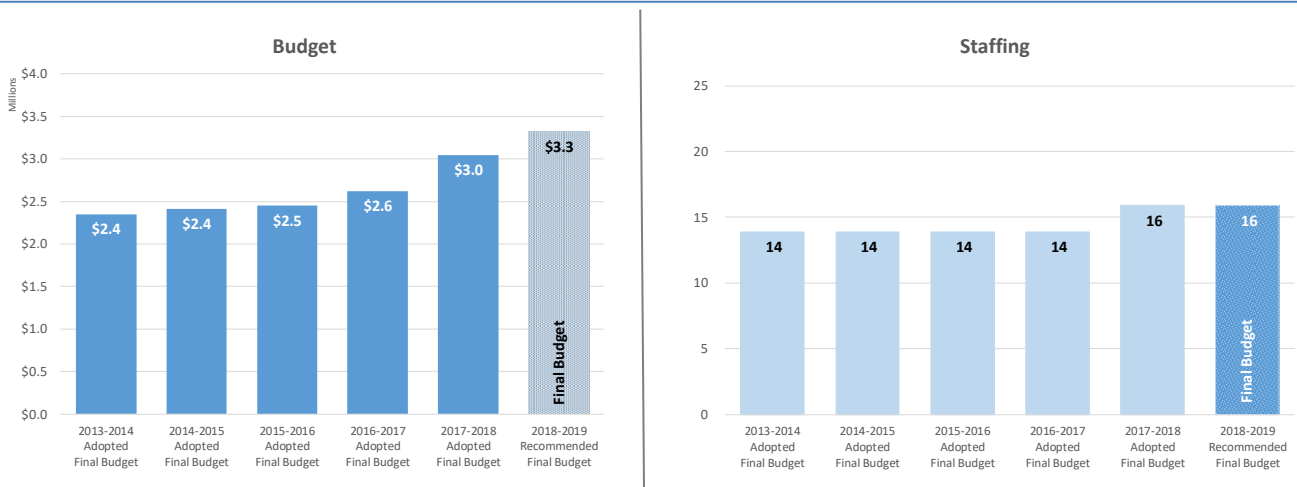
- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$3.3 million, an increase of \$86,808 from the 2018-2019 Adopted Proposed Budget.
 - ◆ The increase of \$86,808 is a technical adjustment for the salary and benefits increases related to recently approved labor agreements.

- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$3.2 million, an increase of \$179,779 from the 2017-2018 Adopted Final Budget, requiring a General Fund Contribution of \$1.6 million.
- ◆ The Proposed Budget at base includes a \$179,779 increase due to the cost of doing business in Salaries and Benefits, Services and Supplies, Cost Allocation Plan (CAP) charges and restoration of a 5% vacancy factor to maintain current service levels; there is no impact to the County General Fund.
- ◆ No service level adjustments are recommended at this time.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 16, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of 16, consistent with the 2017-2018 Adopted Final Budget allocation.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors’ action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan is not adjusted in the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$1.6 million, an increase of \$47,750 from the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by estimated increases of 3% and analysis of historical revenue trends.

Budget and Operations Plan

- ◆ Gross Costs for the 2019-2020 Spending Plan are increased to \$3.4 million for ongoing adjustments in the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$3.3 million, an increase of \$98,719 from the 2018-2019 Proposed Budget.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:

- ◆ Salaries and benefits increase of 3.5%
- ◆ Group health insurance increase of 5%
- ◆ Services and supplies increase of 3.5%
- ◆ CAP increase of 3.5%

Staffing Plan

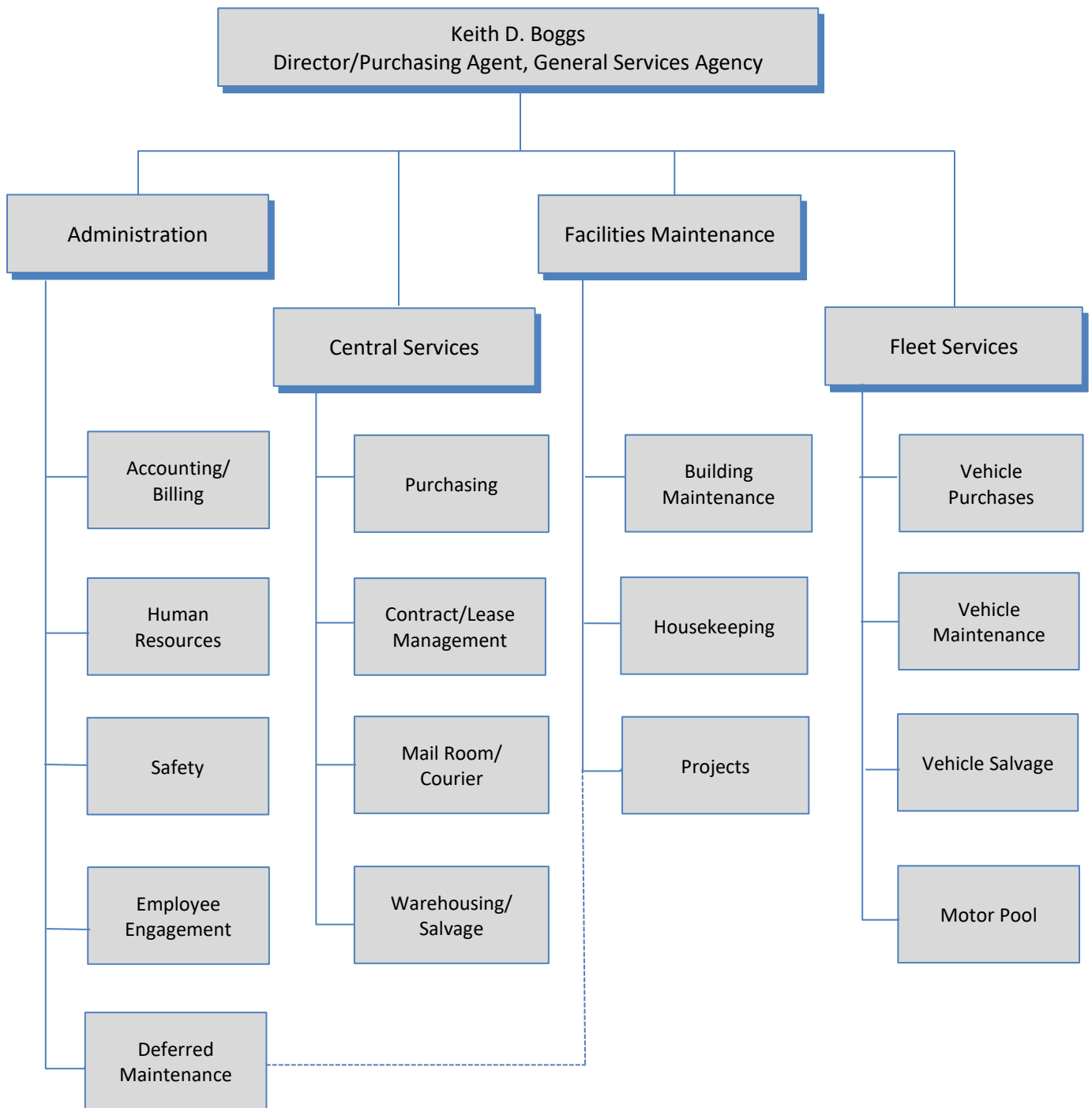
- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of 16, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 16, consistent with the 2018-2019 Proposed Budget allocation.

Key Challenges and Opportunities

- ◆ Research, purchase, and implement a document management and storage infrastructure system. This type of system will increase productivity and efficiency by reducing/eliminating the need for hard copy files to be stored both on and off site.
- ◆ Provide State mandated training on ethics for elected and appointed officials and the prevention of workplace harassment and bullying.
- ◆ Balance increased demand for legal services with existing staffing levels. Increased demands for service include State and local licensing and enforcement of cannabis businesses, increase in number of children in Foster Care and significant increase in number and complexity of Public Records Act Requests and Subpoenas.
- ◆ Existing County Counsel office space does not provide sufficient individual offices for allocated attorney positions; the department will analyze options for office reconfiguration to meet space needs and may convert a conference room to an office to accommodate one new attorney (vacant position).

Related Links

For additional information about County Counsel, refer to the division's website at: <http://www.stancounty.com/counsel>



1010 10th Street, Suite 5400, Modesto, CA 95354 Tel: (209) 525-7640
www.stancounty.com/gsa

General Services Agency

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$17,694,000	\$18,510,300
Use of Fund Balance/ Retained Earnings	\$506,600	\$127,200
Gross Costs	\$18,220,700	\$18,658,400
General Fund Contributions	\$20,100	\$20,900
% Funded by General Fund	0.1%	0.1%
Total Allocated Positions	62	62

Department Services and Programs

The General Services Agency (GSA) provides centralized services over a broad spectrum of support areas, including maintenance and housekeeping of County-owned facilities, contract and purchasing assistance, and vehicle maintenance services to County departments, Animal Services, and 12th Street Office Building. These activities are funded through fees that are charged to client departments and customers.

The **Administration Division** provides oversight and direction for the Agency, which includes Central Services, Fleet Services, and Facilities Maintenance divisions. Administration ensures that all GSA Divisions are achieving operational efficiency and exceptional service standards. Additionally, Administration oversees the GSA Human Resources function and the 12th Street Office Building and Utilities budgets.

The **Central Services Division** is responsible for acquiring goods and services, negotiating contracts, leasing property and equipment, providing consultation on procurement needs and contract facilitation to County departments, in addition to the sale and/or disposal of surplus County property, mailroom, messenger, and salvage services. As an Internal Service Fund, the costs of these services are charged to all County departments based on the level of service provided.

The **Facilities Maintenance Division** is comprised of two main programs, Maintenance Services and Custodial Services. The Maintenance Services unit maintains and operates building systems and equipment for 1.96 million square feet of County-owned facilities, while the Custodial Services unit ensures that County-owned facilities within the County core service area are maintained to a professional standard for all users to work and interact with customers in a safe and healthy environment. Additionally, Facilities Maintenance administers contract custodial services for County facilities outside the core service area. Facilities Maintenance is an Internal Service Fund, charging out costs associated with providing maintenance and custodial services to County departments.

The **Fleet Services Division** provides preventative and prescriptive maintenance for over 948 County vehicles and other pieces of specialized equipment. Fleet Services provides full vehicle maintenance services, including assistance with vehicle acquisition, vehicle registration, preventative maintenance, accident management, vehicle repair, motor pool services, and salvage/auction. Fleet Services complies with State and Federal regulatory requirements including vehicle smog inspection, OSHA vehicle safety standards, and EPA hazardous waste standards.

Board of Supervisors Priority Area



The General Services Agency supports the following Board of Supervisors priority:

Priority	<i>Delivering efficient public services to benefit our residents and businesses</i>	
Mission Statement	The General Services Agency provides a wide range of internal services for our customer departments. Supporting their good works with our own – so that they may each successfully deliver for our community. Service, after all, is our middle name...	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Customer Experience	Negotiated Savings of Procurement Services

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments
<ul style="list-style-type: none"> ◆ General Services Agency (GSA) Fleet Services installed Global Positioning System (GPS) equipment on 55% (261 out of 476) of County vehicles which will help to ensure that County vehicles are properly maintained and effectively utilized ◆ GSA Facilities Maintenance Division completed an Arc Flash Study of the County Library branches utilizing deferred maintenance funding. The results of the Study are currently being analyzed. Once completed, staff will identify and prioritize the list of recommended repairs for each branch, along with a phased funding strategy. Study goals are to remove or mitigate known electrical hazards, to label and provide safe work zones and personal protective equipment (PPE) in compliance with federal regulations ◆ GSA Central Services has made significant progress in revising Purchasing Policies and Procedures. Staff have completed revising 16 of the 17 chapters. Staff anticipate submitting the final document to the Board of Supervisors for approval in Fiscal Year 2018-2019

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance/retained earnings, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
General Services Agency - Administration							
0100 0019010 General Fund							
Total Revenue	\$508,518	\$574,744	\$602,846	\$604,489	\$644,390	\$726,647	88.68%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$508,523	\$573,460	\$601,623	\$604,489	\$644,389	\$726,766	88.67%
Net County Cost	\$5	(\$1,284)	(\$1,223)	\$0	(\$1)	\$119	-0.84%

- ◆ Administration has recognized slight increases in revenue and expenditures due to increases in service costs. Fiscal Year 2017-2018 actuals were below budget due to lower than budgeted payroll costs.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
General Services Agency - Central Services Division							
5001 0018210 Internal Service Fund							
Total Revenue	\$1,068,059	\$1,154,803	\$1,328,767	\$1,304,946	\$1,395,256	\$1,456,043	95.83%
Use of Fund Balance	(\$10,571)	(\$93,084)	(\$11,608)	(\$66,493)	(\$36,985)	\$78,566	-47.08%
Gross Costs	\$1,057,488	\$1,061,719	\$1,317,159	\$1,238,453	\$1,358,271	\$1,534,609	88.51%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Central Services has experienced slight increases in revenue and cost over the last 5-years. In Fiscal Year 2014-2015 the Division restored an unfunded Manager III to oversee procurement and logistical services. In Fiscal Year 2015-2016 costs rose due to an increase in payroll and compensated absences. Use of fund balance has been strategic to reduce costs to County departments and planned vehicle purchases.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
General Services Agency - Facilities Maintenance Division							
5170 0018700 Internal Service Fund							
Total Revenue	\$4,399,644	\$4,592,416	\$4,845,119	\$5,677,215	\$6,359,183	\$6,526,756	97.43%
Use of Fund Balance	(\$204,213)	(\$48,565)	\$326,810	(\$354,694)	(\$44,189)	\$325,985	-135.56%
Gross Costs	\$4,195,431	\$4,543,851	\$5,171,929	\$5,322,521	\$5,917,292	\$6,852,741	86.35%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Facilities Maintenance has experienced a gradual and steady increase in expenses and revenue during the last 5-years. In Fiscal Year 2016-2017 and Fiscal Year 2017-2018, revenue in Maintenance Labor increased due to additional staffing available, continued demand for services by County departments, and closing work orders within 15 days of receipt. Use of fund balance has supported the planned purchase of vehicles, shop equipment, and to equalize expenses to departments.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
General Services Agency - Fleet Services Division							
5021 0018500 Internal Service Fund							
Total Revenue	\$2,690,322	\$2,861,205	\$2,745,708	\$2,773,017	\$3,086,057	\$3,196,455	96.55%
Use of Fund Balance	(\$172,287)	(\$213,538)	\$264	\$193,374	\$1,881	\$205,267	5.79%
Gross Costs	\$2,518,035	\$2,647,667	\$2,745,972	\$2,966,391	\$3,097,938	\$3,401,722	91.07%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Fleet Services has experienced slight fluctuations in expenses and revenue over the last 5-years, which reflect a series of accounting changes over the years. Fiscal Year 2017-2018 actuals were below budget due to delayed implementation of training staff on new software.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
General Services Agency - 12th Street - Office Building							
171A 0016200 Special Revenue Fund							
Total Revenue	\$ 15,030	\$ 11,767	\$ 13,026	\$ 20,234	\$ 20,307	\$ 20,500	99.06%
Use of Fund Balance	\$ 854	\$ 13,672	(\$ 145)	\$ 157	(\$ 6,837)	\$ 0	0.00%
Gross Costs	\$ 32,741	\$ 33,986	\$ 26,235	\$ 42,421	\$ 32,155	\$ 41,000	78.43%
Net County Cost	\$ 16,857	\$ 8,547	\$ 13,354	\$ 22,030	\$ 18,685	\$ 20,500	91.15%

- ◆ 12th Street Office Building has experienced normal increase in expenses over the period and will generally carry a zero Fund Balance. In Fiscal Year 2016-2017 costs increased due to one-time expenses; only actual costs are billed to building tenants.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
General Services Agency - Utilities							
5170 0018720 Internal Service Fund							
Total Revenue	\$ 4,159,818	\$ 4,144,606	\$ 4,190,938	\$ 4,292,801	\$ 4,726,539	\$ 4,725,882	100.01%
Use of Fund Balance	(\$ 17,344)	\$ 0	\$ 0	\$ 34,017	(\$ 945)	\$ 0	0.00%
Gross Costs	\$ 4,142,474	\$ 4,144,606	\$ 4,190,938	\$ 4,326,818	\$ 4,725,594	\$ 4,725,882	99.99%
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

- ◆ Utilities has experienced slight fluctuations due to price increases. In Fiscal Year 2017-2018, utilities charges increased approximately 9.2% as a result of changes in building inventory including the addition of the Veterans Center and opening of the REACT Center.

Fund Balance Trends

The following table identifies five-year historical data of actual fund balance/retained earnings by individual budget unit and along with a department total for each fiscal year.

Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
General Services Agency - Central Services Division	\$ 89,356	\$ 99,927	(\$ 432,839)	\$ 204,618	\$ 271,111
General Services Agency - Facilities Maintenance Division	\$ 1,129,569	\$ 1,351,126	(\$ 276,067)	\$ 1,072,881	\$ 1,393,557
General Services Agency - Fleet Services Division	\$ 900,281	\$ 1,072,568	\$ 653,897	\$ 1,285,842	\$ 1,092,468
General Services Agency - 12th Street - Office Building	\$ 7,807	\$ 6,952	(\$ 6,720)	(\$ 6,574)	(\$ 6,732)
Total Retained Earnings	\$ 2,127,013	\$ 2,530,573	(\$ 61,729)	\$ 2,556,767	\$ 2,750,404

*Note: Only Listed for Non-General Fund Units

The table above has been updated to reflect revised fund balances for Central Services, Facilities Maintenance and Fleet Services as of July 1, 2018.

- ◆ Central Services Retained Earnings experienced a decrease in Fiscal Year 2014 – 2015 due to the implementation of GASB 68 and subsequent reversal of entries. Use of Fund Balance has been limited to reducing costs to County departments and planned vehicle purchases.
- ◆ Facilities Maintenance Retained Earnings experienced a decrease in Fiscal Year 2014 – 2015 due to the implementation of GASB 68 and subsequent reversal of entries. GSA – Facilities Maintenance manages revenue to ensure that Fund Balance does not exceed 16.67% of annual expenses. Use of Fund Balance has supported the planned purchase of vehicles, shop equipment, and to equalize expenses to departments.

- ◆ Fleet Services Retained Earnings experienced a decrease in Fiscal Year 2014 – 2015 due to the implementation of GASB 68 and subsequent reversal of entries. GSA – Fleet Services manages revenue to ensure that Fund Balance does not exceed 16.67% of annual expenses.
- ◆ 12th Street Office Building will not generally carry a Fund Balance. The building is structured as a condominium association, with each member contributing annually to reserves. Reserves may be used to offset the cost of major projects, such as replacement of HVAC units, at some future date.

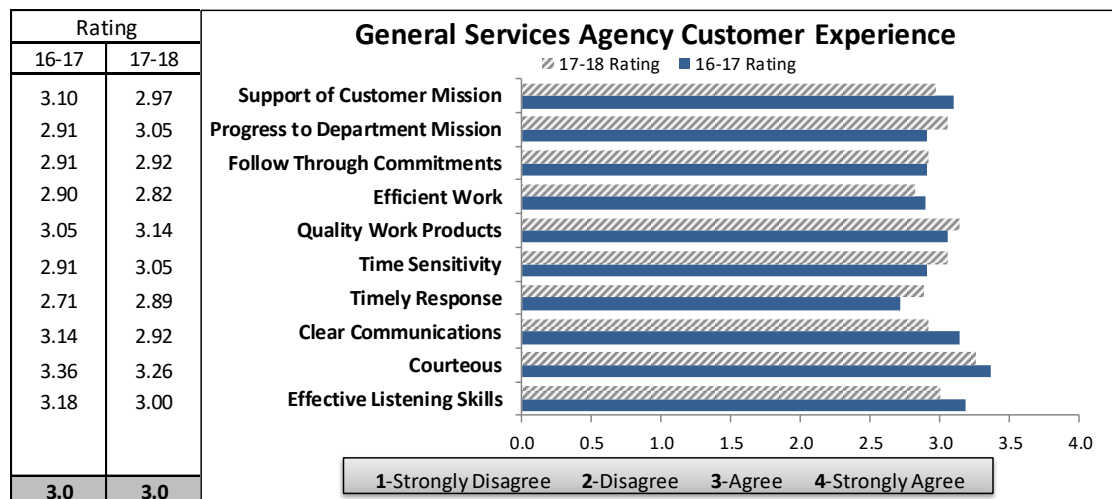
Department Success Measures

The County implemented Performance Visioning in Fiscal Year 2017-2018 to promote a focus on outcomes and community impact. Departments with a primary mission to provide services to internal customers have utilized an annual Customer Experience Questionnaire to measure progress on a variety of success measures. These critical success measures include how well the department listens and responds to customer requests, how timely, accurate and efficient the department work products are, and ultimately if the department is progressing on their own mission, while assisting the customer in achieving their own mission. Customers were asked to rate the services provided in ten specific metrics, on a scale of one to four, with four-strongly agree identified as the “best” or top score, and one-strongly disagree, as the lowest score.

The adjacent chart displays the results of the Fiscal Year 2017-2018 Experience Questionnaire for General Services Agency, with an overall positive

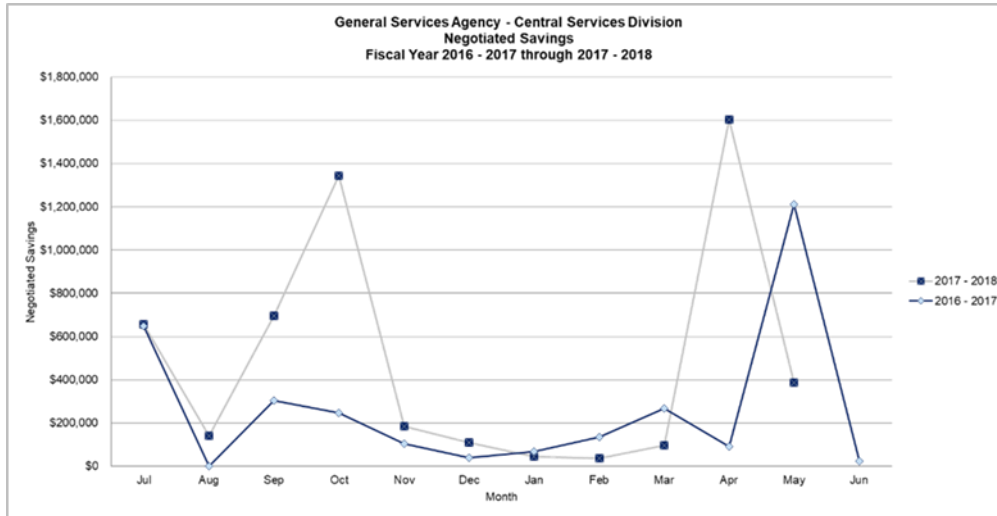
score of 3.0 based on 39 responses, it remains consistent with the prior fiscal year based on 22 responses.

General Services Agency remained vigilant this past year and strategically focused its efforts to compile baseline data for work order requests and turnaround times in two of its divisions. Facilities Maintenance completed 74.7% of routine work orders within 15 days from receipt. Fleet Services completed 82% of its routine work orders within three days. In Fiscal Years 2018-2019/2019-2020, the Department will continue to focus its efforts on reducing the turnaround time for routine work orders with the goal of increasing overall customer satisfaction.



GSA-Central Services is responsible for acquiring goods and services, negotiating contracts, leasing property and equipment, providing consultation on procurement needs and contract facilitation to County departments, in addition to the sale and/or disposal of surplus County property, mailroom, messenger, and salvage services. The success measure for Central Services is the efficient

delivery of procurement services that provide overall value to the County, including a targeted increase of 10% in negotiated savings achieved through the competitive procurement process for Fiscal Years 2018-2019/ 2019-2020. In order to quantify success, staff will use base line negotiated savings data from Fiscal Year 2016-2017/2017-2018 and compare those with future fiscal years.



Negotiated savings is calculated by taking the total average of all vendor bids received, minus the actual low bid. Staff will maintain bid results in spreadsheet format and analyze the results of negotiated savings for each of the competitive procurement processes. In Fiscal Year 2017-2018, Central Services achieved \$4.9 million in negotiated savings.

Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ Administration: Submit billing reports to Strategic Business Technology for posting on the County Billing Website within five business days of Oracle close by the end of June 2019, providing more timely information to County departments
- ◆ Central Services: Efficient delivery of procurement services that provide overall value to the County, including a target of increasing cost savings by 10% from the start of Fiscal Year 2018-2019 through the end of Fiscal Year 2019-2020, as measured by existing Purchasing reporting practices
- ◆ Facilities Maintenance: To provide maintenance services to county Departments, and handle any and all emergency calls for service and to complete routine calls for service within 15 days from receipt
- ◆ Fleet Services: Remove obsolete smog test equipment and relocate 4-post vehicle lift for quicker and safer access, which will reduce vehicle setup time by 5-10 minutes per service activity

Budgets Contained within the Department

- ◆ Administration (General Fund)
- ◆ Central Services Division (Internal Service Fund)
- ◆ Facilities Maintenance Division (Internal Service Fund)
- ◆ Fleet Services Division (Internal Service Fund)
- ◆ 12th Street Office Building (Special Revenue Fund)
- ◆ Utilities (Internal Service Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

General Services Agency						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$10,196	\$10,562	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$14,469,262	\$16,146,950	\$17,647,600	\$17,647,600	\$0	\$18,510,300
Miscellaneous Revenue	\$169,802	\$60,307	\$43,900	\$43,900	\$0	\$0
Other Financing Sources	\$26,442	\$16,913	\$2,500	\$2,500	\$0	\$0
Total Revenue	\$14,675,702	\$16,234,732	\$17,694,000	\$17,694,000	\$0	\$18,510,300
Use of Fund Balance/Retained Earnings	(\$199,639)	(\$480,777)	\$506,600	\$506,600	\$0	\$127,200
Total Funding Sources	\$14,476,063	\$15,753,955	\$18,200,600	\$18,200,600	\$0	\$18,637,500
Salaries and Benefits	\$4,911,115	\$5,309,410	\$6,383,400	\$6,383,400	\$0	\$6,590,000
Services and Supplies	\$8,223,365	\$9,100,357	\$9,845,200	\$9,845,200	\$0	\$10,215,000
Other Charges	\$1,190,390	\$1,280,904	\$1,651,500	\$1,651,500	\$0	\$1,708,400
Fixed Assets						
Equipment	\$176,223	\$84,968	\$340,600	\$340,600	\$0	\$145,000
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$14,501,093	\$15,775,639	\$18,220,700	\$18,220,700	\$0	\$18,658,400
General Fund Contribution	\$25,030	\$21,684	\$20,100	\$20,100	\$0	\$20,900
Total Allocated Positions	-	-	62	62	0	62

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is \$17.7 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Revenue for the 2018-2019 Proposed Budget is estimated at \$17.7 million, an increase of \$1.7 million from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by a review of projected expenses and historical trend analysis. General Services Agency is projecting an overall increase of 10% due to increasing costs combined with an increasing demand for services.
- ◆ The Department has a total of \$3.2 million in available retained earnings balance as of July 1, 2018, excluding the GASB 68 retirement liability, of which \$506,600 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ The Central Services Division had a negative balance of (\$274,327) in retained earnings as of July 1, 2018. Note, the July 1, 2018 retained earnings balance has been decreased due to the posting of a prior period adjustment for the unfunded pension liability specific to this department in accordance with the requirements of Governmental Accounting Standards Board (GASB) Statement No. 68 in the amount of \$575,134. This was an accounting entry for purposes of financial statement reporting and was not of department operations. In the absence of GASB 68 the retained earning balance would be \$300,807. The Department has budgeted the use of \$81,500 in Fiscal Year 2018-2019.
 - ◆ Central Services Division has a positive cash balance of \$423,157; this is a variance of \$697,485 between the Fund's Cash Balance and Fund Balance. This is due to the timing of non-cash items listed on the balance sheet, such as compensated absences, depreciation and fixed assets.
 - ◆ The Facilities Maintenance Division had a positive balance of \$324,558 in retained earnings as of July 1, 2018. Note, the July 1, 2018 retained earnings balance has been decreased due to the posting of a prior period

adjustment for the unfunded pension liability specific to this department in accordance with the requirements of Governmental Accounting Standards Board (GASB) Statement No. 68 in the amount of \$1,491,664. This was an accounting entry for purposes of financial statement reporting and was not of department operations. In the absence of GASB 68 the retained earning balance would be \$1,816,222. The Department has budgeted the use of \$320,100 in Fiscal Year 2018-2019.

- ◆ Facilities Maintenance Division has a positive cash balance of \$2,491,032; this is a variance of \$2,166,474 between the Fund's Cash Balance and Fund Balance. This is due to the timing of non-cash items listed on the balance sheet, such as compensated absences, depreciation and fixed assets.
- ◆ GSA-Fleet Services Division had a positive balance of \$532,462 in retained earnings as of July 1, 2018. Note, the July 1, 2018 retained earnings balance has been decreased due to the posting of a prior period adjustment for the unfunded pension liability specific to this department in accordance with the requirements of Governmental Accounting Standards Board (GASB) Statement No. 68 in the amount of \$540,704. This was an accounting entry for purposes of financial statement reporting and was not of department operations. In the absence of GASB 68 the retained earning balance would be \$1,073,166. The Department has budgeted the use of \$105,000 in Fiscal Year 2018-2019.
 - ◆ GSA-Facilities Maintenance Division has a positive cash balance of \$757,322; this is a variance of \$224,859 between the Fund's Cash Balance and Fund Balance. This is due to the timing of non-cash items listed on the balance sheet, such as compensated absences, depreciation and fixed assets.
- ◆ GSA-12th Street Office Building had a positive balance of \$105 in retained earnings as of July 1, 2018. The Department has not budgeted for use in Fiscal Year 2018-2019.
- ◆ The Department has budgeted an increase in the use of department retained earnings of \$80,727 above Fiscal Year 2017 – 2018 Adopted Final Budget, to support planned operations and service levels.

Budget and Operations

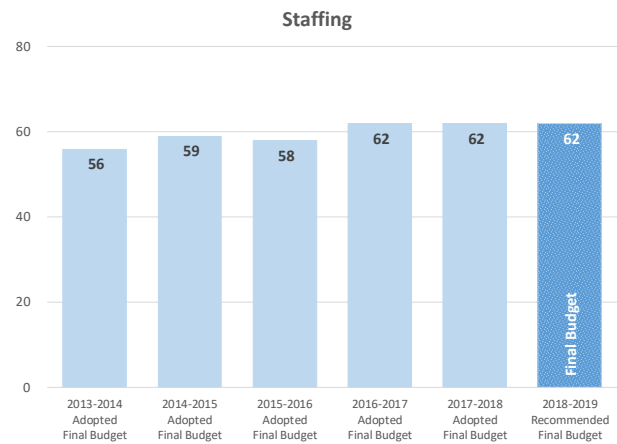
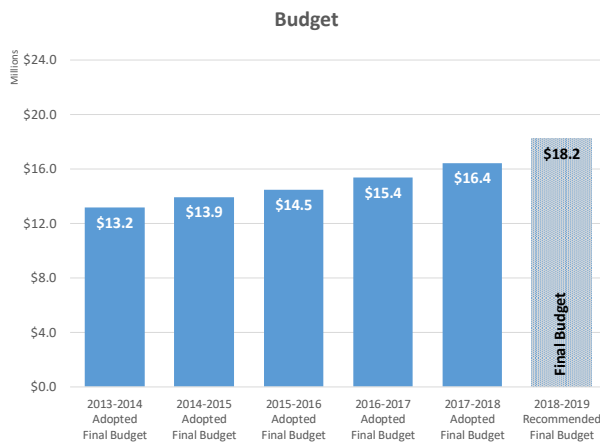
- ◆ Gross Costs identified in the 2018-2019 Final Budget is \$18.2 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$18.2 million, an increase of \$1.8 million from the 2017-2018 Adopted Final Budget.
- ◆ The Proposed Budget at base includes a \$1.8 million increase, of which \$241,397 is due to the cost of doing business in salaries and benefits, \$1,179,623 in services and supplies, \$251,834 in intrafund charges and \$118,100 in fixed assets to maintain current service levels; there is no impact to the County General Fund.
 - ◆ The Proposed Budget includes six replacement vehicles: three for Facilities Maintenance, one for Central Services Mail Room and two for Fleet Services Motor Pool. The full cost is estimated to be \$183,900, which is funded by departmental fund balance, and is included in the base.
 - ◆ The Proposed Budget includes the purchase of one new vehicle for Facilities Maintenance and one forklift for use in the Warehouse. The total cost is estimated to be \$79,700, which is funded by departmental fund balance, and is included in the base.
 - ◆ The Proposed Budget includes the refurbishment of one vehicle bay and improving storm water legislation compliance for Fleet Services. The cost is estimated to be \$77,000, which is funded by departmental fund balance, and is included in the base.
 - ◆ The General Services Agency has 40 vehicles in divisions supporting daily work and 25 in Motor Pool for the use by all County departments, for a total of 65 vehicles. Of the 40 GSA division vehicles, 24 meet the minimum age requirement to be considered for replacement under the Fleet Services Policy. Of the 25 Motor Pool Vehicles, all vehicles meet the minimum age requirement to be considered for replacement under the Fleet Services Policy.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 62, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The Final Budget includes a technical adjustment that does not affect the position allocation.

- ◆ One Storekeeper I position is recommended to be reclassified upward to a block-budgeted Storekeeper II to maintain classification consistency County-wide.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of 62, consistent with the 2017-2018 Adopted Final Budget allocation.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors’ action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan was not adjusted in the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$18.5 million, an increase of \$816,300 from the 2018-2019 Proposed Budget
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by an estimated increase of 3% in service costs and a historical trend analysis.
- ◆ The Spending Plan relies on the use of \$127,200 in departmental fund balance; based on use of retained earnings identified in the 2018-2019 Proposed Budget, the Department anticipates there will be \$2.7 million in available retained earnings, exclusive of the GASB 68 retirement liability, on July 1, 2019.
 - ◆ The Central Services Division anticipates \$219,307 in retained earnings as of July 1, 2019.
 - ◆ The Facilities Maintenance Division anticipates a balance of \$1,496,122 in retained earnings as of July 1, 2019, of which \$145,000 is budgeted for use in Budget Year 2019-2020.
 - ◆ GSA-Fleet Services Division anticipates a balance of \$968,166 in retained earnings as of July 1, 2019, and expects adding an additional \$17,800 in Budget Year 2019-2020.
 - ◆ GSA-12th Street Office Building anticipates a balance of \$105 in retained earnings as of July 1, 2019.

Budget and Operations Plan

- ◆ Gross Costs for the 2019-2020 Spending Plan were not adjusted in the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$18.7 million, an increase of \$437,700 from the 2018-2019 Proposed Budget.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:

- ◆ Salaries and benefits increase of 3.5%
- ◆ Group health insurance increase of 5%
- ◆ Services and Supplies increase of 3.5%
- ◆ Cost Allocation Plan (CAP) increase of 3.5%
- ◆ The Spending Plan includes department-specific assumptions that are reasonably expected to affect the 2019-2020 budget year:
 - ◆ Utility rate increases are estimated to increase 4.0% on average
 - ◆ Gasoline costs are estimated to increase 3.5%

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of 62, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 62, consistent with the 2018-2019 Proposed Budget allocation.

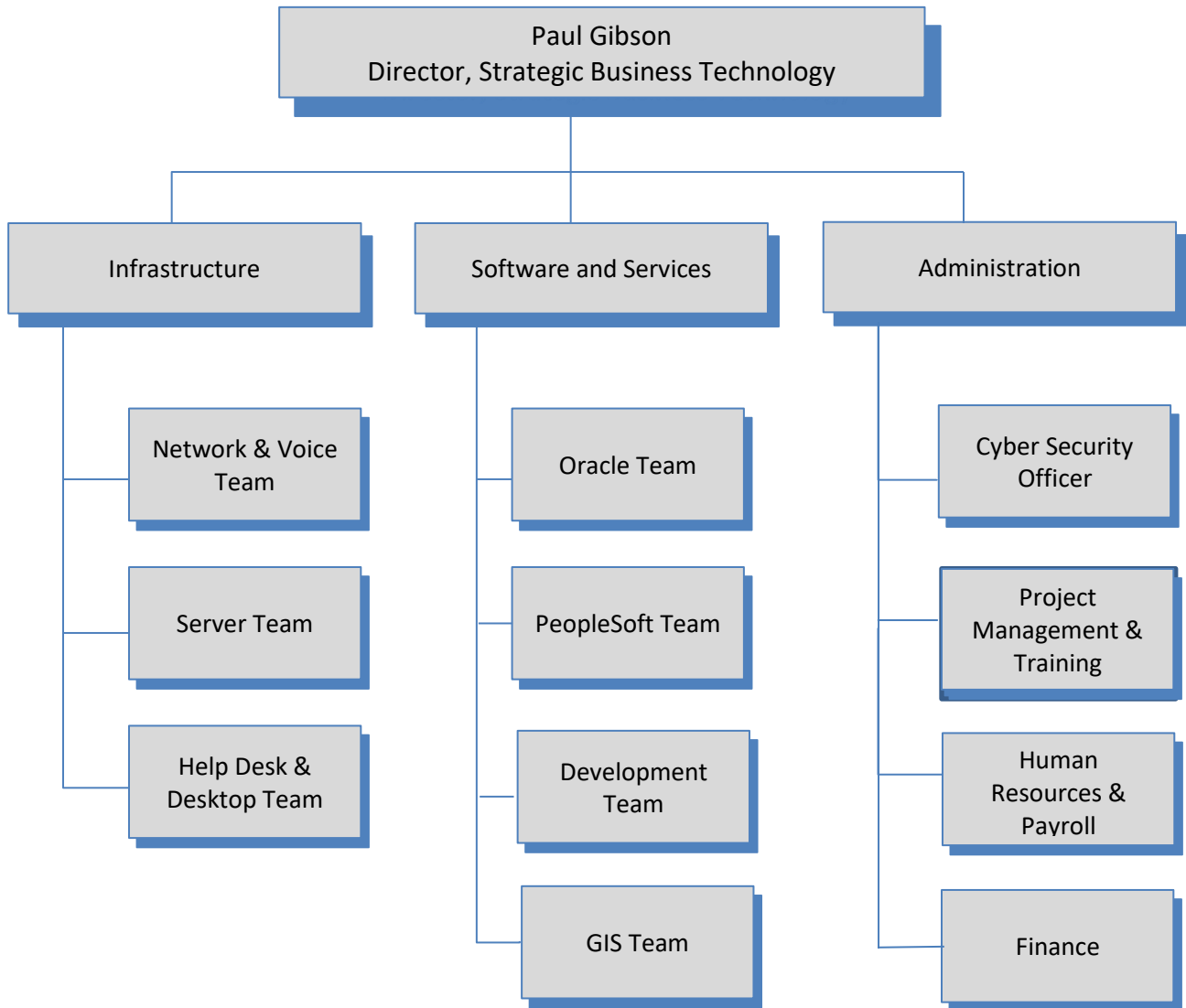
Key Challenges and Opportunities

- ◆ Maintenance of aging buildings and equipment continue to be a challenge for the Department.
- ◆ The expanding footprint of County buildings challenges the staffing levels and requires new ways to approach preventative and routine maintenance.

Related Links

For additional information about the General Services Agency, refer to the division's website at:

<http://www.stancounty.com/gsa/>



801 11th Street, Modesto, CA 95354 Tel: (209) 525-4357
www.stancounty.com/sbt

Strategic Business Technology

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$8,331,928	\$9,331,460
Use of Fund Balance/ Retained Earnings	\$721,050	\$0
Gross Costs	\$9,052,978	\$9,331,460
General Fund Contributions	\$0	\$0
% Funded by General Fund	0.0%	0.0%
Total Allocated Positions	31	31

Department Services and Programs

The Department provides information technology services and support for County departments. Collectively, Strategic Business Technology (SBT) manages the County’s financial management system, the County’s human resource management system, the County website and the County intranet.

The **Administration** division oversees the day-to-day operations of the department. This division manages human resources, payroll, accounts payable, accounts receivable, procurement and performance measurements. Also, the Project Management Office, Training and the Cyber Security Office are components of the Administration division.

The **Infrastructure** division manages the physical components of the County’s technology systems. This includes the routers and switches that make up the wide area network, the file servers, storage and backup systems that reside in our redundant, secure data center. The infrastructure team also provides direct support for

desktop and mobile computer hardware. The Help Desk staff are customer service specialists who act as the conduit between our customers and department staff. Our dedicated network and voice engineers manage the Voice over IP (VoIP) telephone system. Wireless networking and Internet access are other services supported by the Infrastructure division.

The **Software and Services** division includes developers, analysts and other specialists who focus on the digital elements of technology. This division develops and enhances custom code designed to meet specific departmental requirements. Software & Services staff has developed and continue to maintain such critical County systems as Check Reconciliation and Budget Monitoring, as well as many other systems on behalf of departments. The Geographical Information System (GIS) provided both internally and to the public is managed in this division. Other services include software development and database administration.

Board of Supervisors Priority Area



The Strategic Business Technology supports the following Board of Supervisors priority:

Priority	<i>Delivering efficient public services to benefit our residents and businesses</i>	
Mission Statement	To help departments successfully implement and manage technologies that address their business challenges in a responsive, progressive and friendly way	
Two-Year Strategies	Strategies are defined in the Department’s two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Customer Experience	Total System Down Time

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments

- ◆ Implemented a County-wide Single Sign On solution via the Microsoft Azure Active Directory system
- ◆ Worked with County departments to migrate to Office 365 as the enterprise email platform, to be fully complete fall of 2018
- ◆ Completed the implementation of Voice over Internet Telephony (Voice over IP) at 10th Street Place.
- ◆ Hired the County's first Cybersecurity Officer
- ◆ Implemented a County-wide email security training and testing platform, KnowBe4

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Strategic Business Technology							
5031 0048100 Internal Service Fund							
Total Revenue	\$3,878,052	\$4,273,395	\$4,525,741	\$4,861,619	\$4,966,889	\$5,035,824	98.63%
Use of Fund Balance	(\$69,660)	(\$321,179)	(\$108,383)	(\$836,876)	\$2,323,571	\$3,655,282	63.57%
Gross Costs	\$3,808,392	\$3,952,216	\$4,417,358	\$5,985,088	\$7,290,460	\$8,691,106	83.88%
Net County Cost	\$0	\$0	\$0	\$1,960,345	\$0	\$0	0.00%

- ◆ SBT continues its initiative to simultaneously align the value of retained earnings with State Controller's Office guidelines and to set service rates such that they cover departmental costs without the use of retained earnings to artificially reduce charges. As a result, retained earnings, which had been on a growth trajectory, are now being spent down as charges for services have increased.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
S.B.T. - Telecommunications							
5011 0048200 Internal Service Fund							
Total Revenue	\$825,503	\$844,145	\$888,251	\$928,235	\$1,006,738	\$951,165	105.84%
Use of Fund Balance	\$38,210	(\$45,562)	(\$25,423)	\$35,871	\$122,455	\$446,120	27.45%
Gross Costs	\$863,713	\$798,583	\$862,828	\$964,106	\$1,129,193	\$1,397,285	80.81%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ SBT Telecommunications continues its initiative to simultaneously align the value of retained earnings with State Controller's Office guidelines and to set service rates such that they cover departmental costs without the use of retained earnings to artificially reduce charges. As a result, retained earnings, which had been on a growth trajectory, are now being spent down as charges for services have increased.

Fund Balance Trends

The following table identifies five-year historical data of actual fund balance by individual budget unit and along with a department total for each fiscal year.

Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
Strategic Business Technology	\$2,570,547	\$2,640,207	\$690,640	\$3,069,769	\$3,906,645
S.B.T. - Telecommunications	\$847,410	\$809,200	\$630,796	\$880,186	\$844,315
Total Retained Earnings	\$3,417,957	\$3,449,407	\$1,321,436	\$3,949,955	\$4,750,960

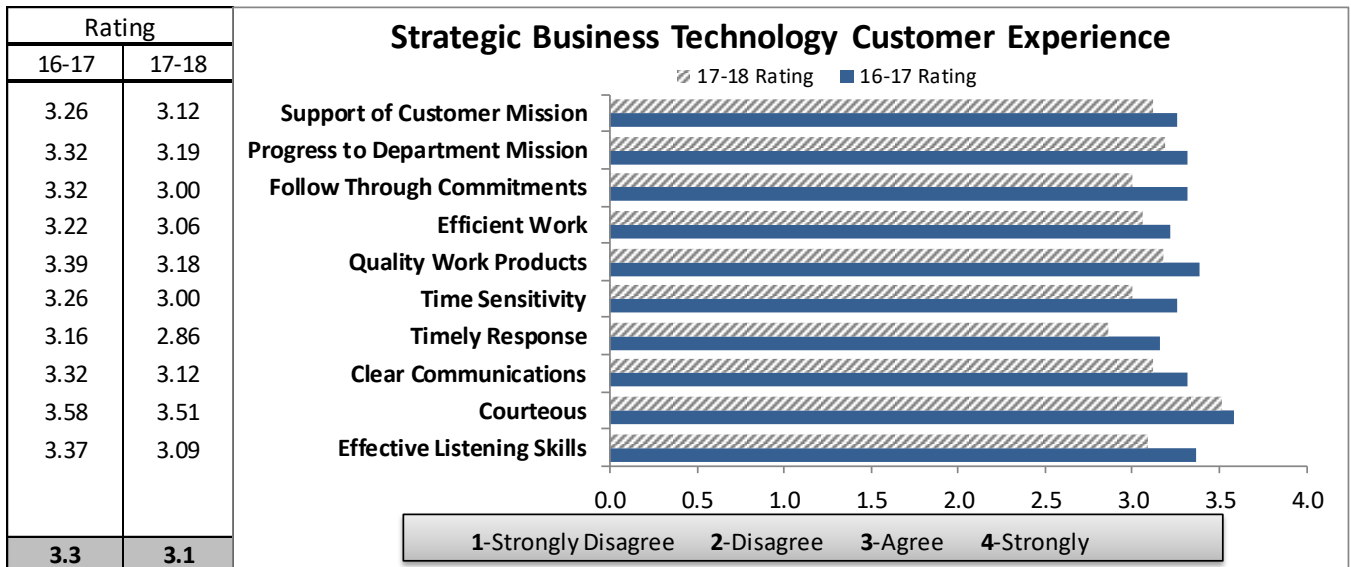
*Note: Only Listed for Non-General Fund Units

- ◆ SBT Strategic Business Technology has continued to increase Fund Balance over the past five years to set aside funds for significant expenditures associated with data center improvements, contingency funding and to comply with Auditor/Controller guidance. The July 1, 2015 retained earnings balance was decreased due to the posting of a prior period adjustment for the unfunded pension liability specific to this department in accordance with the requirements of Governmental Accounting Standards Board (GASB) Statement No. 68 in the amount of \$1.6 million. This was an accounting entry for purposes of financial statement reporting and was not representative of department operations.
- ◆ SBT – Telecommunications Fund Balance has remained relatively flat in recent years.

Department Success Measures

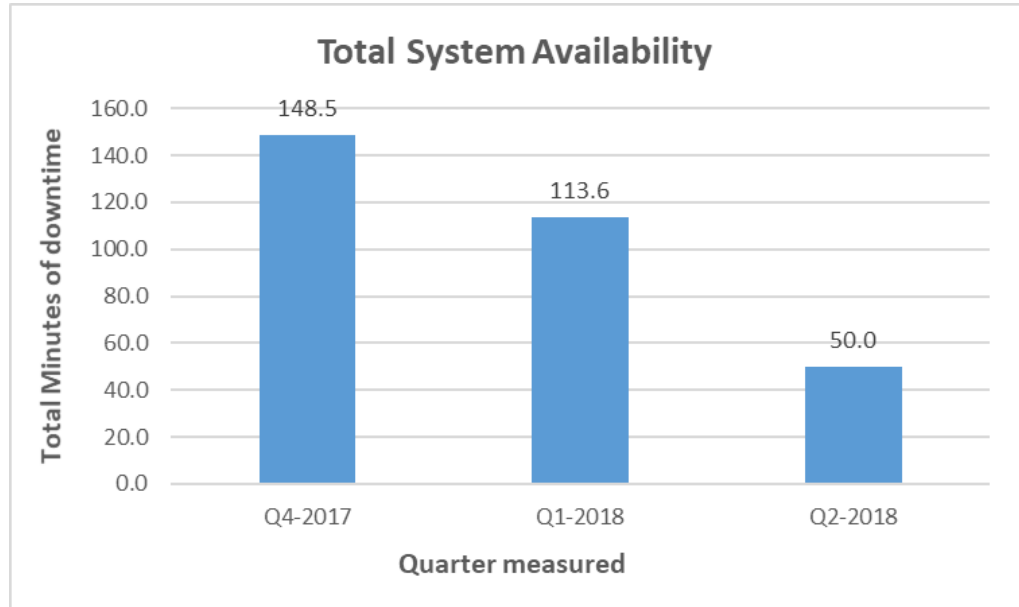
The County has implemented Performance Visioning to promote a focus on outcomes and community impact. Departments with a primary mission to provide services to internal customers utilize an annual Customer Experience Questionnaire to measure progress on a variety of success measures. These critical success measures include how well the Department listens and responds to customer requests, how timely, accurate and efficient the Department work products are, and ultimately if the service department is progressing on their own mission, while assisting the Department customer in achieving their own mission. Customers were asked to rate the services provided in ten specific metrics, on a scale of one to four, with four - strongly

agree identified as the "best" or top score, and one - strongly disagree, as the lowest score. The following chart displays the results of the Customer Experience Questionnaire for the Strategic Business Technology Department, for 2017-2018, with an overall positive score of 3.1 based on 35 responses. This is lower than the 2016-2017 rating of 3.3 based on 19 responses. The department’s focus on implementing Office 365 has been a significant drain on resources over the past 12 months, and has lead at times to atypical delays in customer response. As the Office 365 email migration draws to a close, SBT will be able to return to a level of customer response that is as robust as that to which our customers have grown accustomed.



The adjacent chart shows total system availability, measured in total minutes of downtime for all systems under SBT management which are customer-facing. This is based on SBT’s performance measurement goal of minimizing disruptions to staff and public caused by outages of systems. As the chart shows, system downtime since the period October-December 2017 has decreased substantially (148.5 minutes) to the most current period, April-June 2018 (50 minutes). This result is primarily due to an increased focus on minimizing downtime overall, as well as resolving

chronic issues with a few systems that had experienced higher than normal downtime.



Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ Implement a County-wide IT security training program led by the Cyber Security Officer
- ◆ Develop a County Intranet based on Office 365 technologies
- ◆ Inventory all entry-points to the County network and conduct an external IT Security Audit
- ◆ Work with County departments and the Information Technology (IT) Steering Committee to update the IT Strategic Plan, to be finalized no later than June 2020
- ◆ Implement a comprehensive internal software catalog

Budgets Contained within the Department

- ◆ Strategic Business Technology (Internal Service Fund)
- ◆ SBT – Telecommunication (Internal Service Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Strategic Business Technology						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$5,791,189	\$5,973,331	\$8,281,928	\$8,281,928	\$0	\$9,279,960
Miscellaneous Revenue	\$323	\$296	\$50,000	\$50,000	\$0	\$51,500
Other Financing Sources	(\$1,658)	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$5,789,854	\$5,973,627	\$8,331,928	\$8,331,928	\$0	\$9,331,460
Use of Fund Balance/Retained Earnings	(\$801,005)	\$2,446,026	\$721,050	\$721,050	\$0	\$0
Total Funding Sources	\$4,988,849	\$8,419,653	\$9,052,978	\$9,052,978	\$0	\$9,331,460
Salaries and Benefits	\$3,106,154	\$3,433,478	\$4,173,350	\$4,173,350	\$0	\$4,301,170
Services and Supplies	\$3,091,719	\$3,863,000	\$3,888,978	\$3,888,978	\$0	\$4,025,092
Other Charges	\$533,935	\$606,447	\$415,650	\$415,650	\$0	\$430,198
Fixed Assets						
Equipment	\$217,386	\$516,728	\$575,000	\$575,000	\$0	\$575,000
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$6,949,194	\$8,419,653	\$9,052,978	\$9,052,978	\$0	\$9,331,460
General Fund Contribution	\$1,960,345	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	31	31	0	31

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$8.3 million consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Total Revenue for the 2018-2019 Proposed Budget is estimated at \$8.3 million, an increase of \$2.3 million from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by reviewing historical activity and applying relevant escalators.
- ◆ The Department had a total of \$117,476 in available retained earnings as of July 1, 2018, of which \$721,050 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ SBT General (MIS) had a negative balance of \$410,683 in retained earnings as of July 1, 2018, of which \$407,050 is budgeted for use in Fiscal Year 2018-2019. Note, the July 1, 2018 retained earnings balance has been decreased due to the posting of a prior period adjustment for the unfunded pension liability specific to this department in accordance with the requirements of Governmental Accounting Standards Board (GASB) Statement No. 68 in the amount of \$1.9 million. This was an accounting entry for purposes of financial statement reporting and was not representative of department operations. In the absence of GASB 68 the retained earning balance would be \$1.5 million.
 - ◆ SBT General (MIS) has a positive cash balance of \$1,430,162; this is a variance of \$1,840,845 between the Fund's Cash Balance and Fund Balance. This is a result of planned end-of-Fiscal Year expenditures, including the renewals of maintenance and support for enterprise systems such as Office 365 and the Oracle products used by all County departments.

- ◆ SBT Telecommunications had a total of \$528,159 in available retained earnings as of July 1, 2018, of which \$314,000 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ SBT Communications has a variance of \$65,943 between the Fund’s Cash Balance and its Fund Balance. This is a result of planned end-of-Fiscal Year expenditures, including the renewals of maintenance and support for enterprise voice systems used by all County departments.
- ◆ Estimated revenue is increasing by \$2.3 million in Fiscal Year 2018-2019. The increase in charges to departments is due to the deployment of Office 365, ongoing costs associated with the addition of the Cyber Security Officer in Fiscal Year 2017-2018, and the application of relevant cost escalators.
- ◆ The planned use of retained earnings is decreasing by \$1.1 million in Fiscal Year 2018-2019, in an effort to preserve retained earnings and comply with State Auditor’s Office recommended levels of excess reserve.

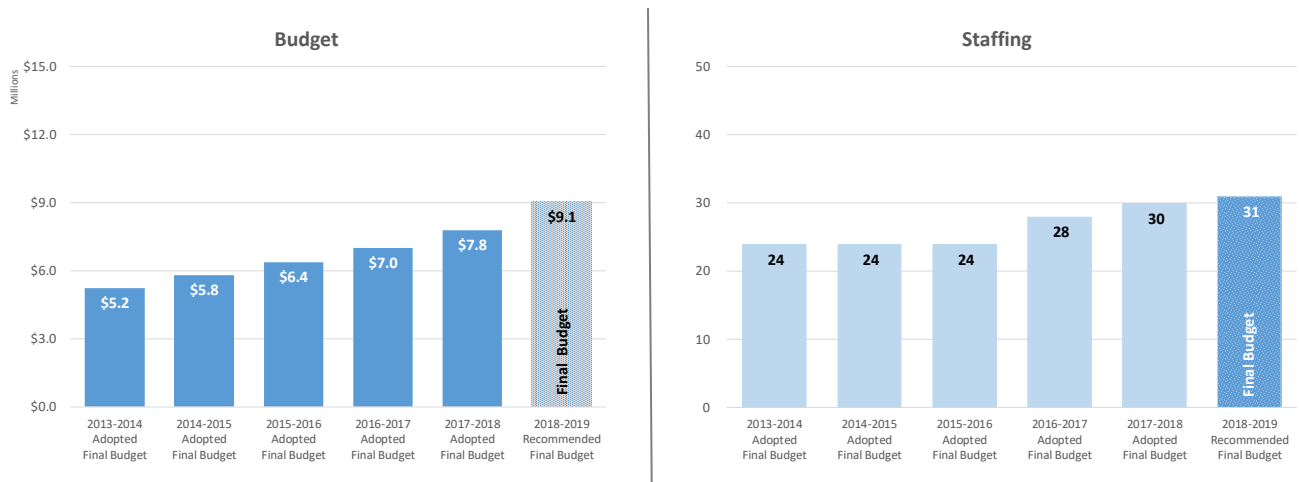
Budget and Operations

- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$9.1 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$9.1 million, an increase of \$1.3 million from the 2017-2018 Adopted Final Budget.
 - ◆ Note that the Fiscal Year 2017-2018 Adopted Final Budget does not include \$1.7 million in adjustments approved subsequent to its adoption that increased the 2017-2018 Operating Budget.
- ◆ The Proposed Budget includes a \$1.3 million increase due to the cost of doing business in Salaries and Benefits and Services and Supplies to maintain current service levels and a full year’s cost of countywide Office 365 licenses; there is no direct impact to the County General Fund.
- ◆ No service level adjustments are recommended.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 31, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of 31, an increase of one over the 2017-2018 Adopted Final Budget allocation.
 - ◆ Subsequent to the 2017-2018 Adopted Final Budget, one position was added to the Department staffing allocation.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors' action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan is not adjusted in the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$9.3 million, an increase of \$1 million from the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by applying the standard 3% escalator to 2018-2019 estimated revenue and increasing charges for service to offset the use of retained earnings.
- ◆ The Spending Plan relies on the use of \$0 in departmental retained earnings; the Department anticipates there will be \$1.3 million in available retained earnings on July 1, 2019.
 - ◆ SBT General (MIS) anticipates a total of \$1.1 million in available retained earnings as of July 1, 2019, of which \$0 is budgeted for use in Fiscal Year 2019-2020.
 - ◆ SBT Telecommunications anticipates a total of \$214,159 in available retained earnings as of July 1, 2019, of which \$0 is budgeted for use in Fiscal Year 2019-2020.

Budget and Operations Plan

- ◆ Gross Costs for the 2019-2020 Spending Plan are not adjusted in the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$9.3 million.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business.
 - ◆ Salaries and Benefits increased by 3.5%
 - ◆ Health Insurance increased by 5%
 - ◆ Services and Supplies increased by 3.5%
 - ◆ Other charges increased by 3.5%

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of 31, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 31, consistent with the 2018-2019 Proposed Budget allocation.

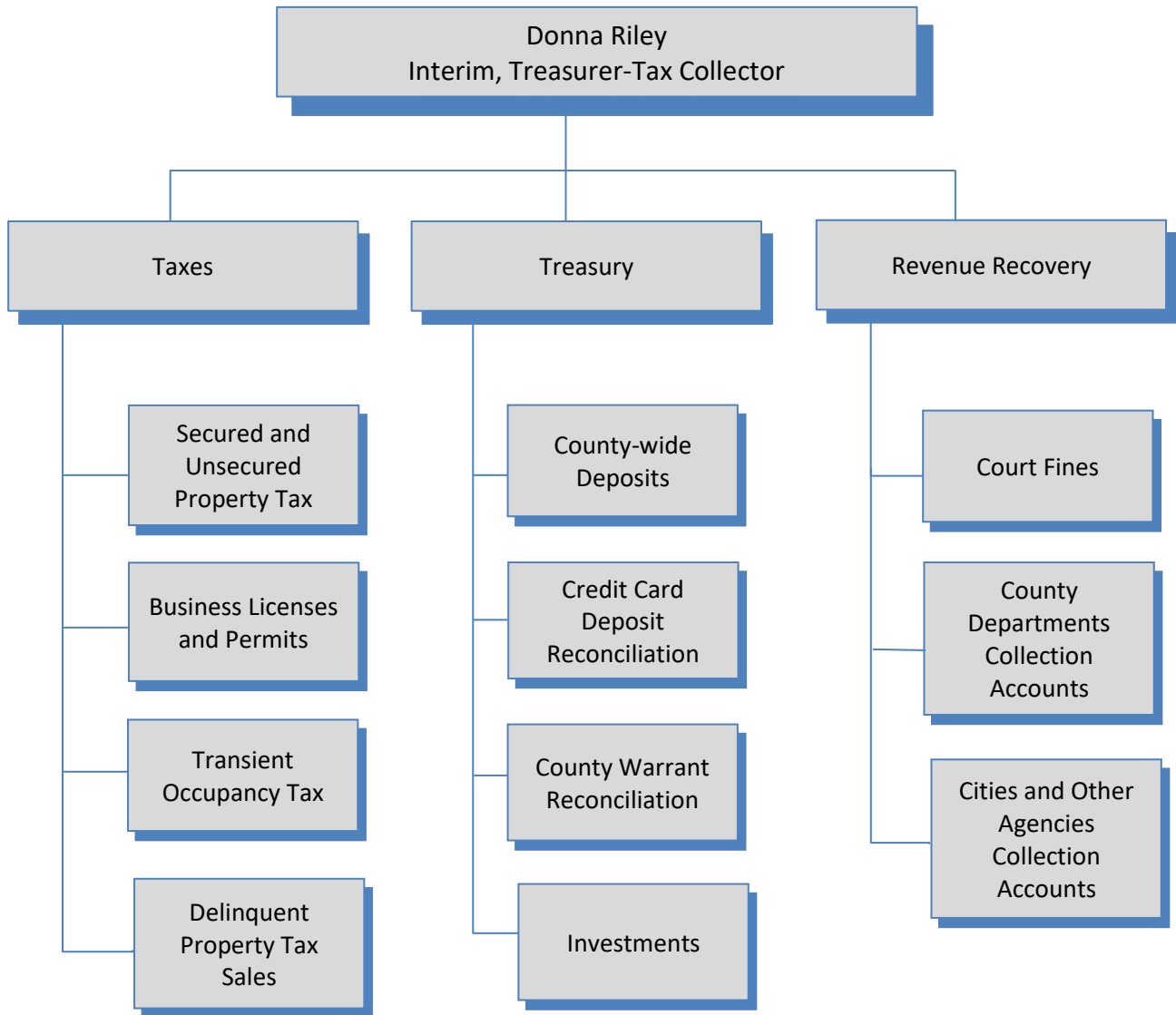
Key Challenges and Opportunities

- ◆ In recent history, the Department has used retained earnings as a strategy in balancing the budget and in reducing charges to departments. However, this strategy has resulted in the Department depleting its cash reserves. The Department must move to a model whereby operating costs for the Department are completely covered by charges for service. Additionally, the State Auditor's Office guidelines recommend that Internal Service Fund agencies maintain approximately 60 days (16.6%) of operating capital in retained earnings. The Department will comply with these recommendations. As a result, charges for service going forward will have to increase in order to cover the Departments operational costs.

Related Links

For additional information about the Strategic Business Technology, refer to the division's website at:

<http://www.stancounty.com/sbt/>



1010 10th Street, Suite 2500 & 5700, Modesto, California 95354
Taxes (209) 525-6388, Treasury (209) 525-6524, Revenue Recovery (209) 525-4450
www.stancounty.com/tr-tax/

Treasurer-Tax Collector

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$2,882,896	\$2,935,396
Use of Fund Balance/ Retained Earnings	\$0	\$0
Gross Costs	\$4,012,184	\$3,996,682
General Fund Contributions	\$1,129,288	\$1,061,286
% Funded by General Fund	28.1%	26.6%
Total Allocated Positions	33	33

Department Services and Programs

The Treasurer – Tax Collector Department is comprised of three divisions.

The **Taxes** Division collects secured and unsecured property taxes along with other revenues to help a variety of public agencies meet their financial goals. The Department also issues licenses for various types of businesses.

The **Treasury** Division accepts deposits for all County departments, school districts and special districts, processes deposits for county-wide over the counter credit card payments and receives absent heir funds to be held in trust before distribution to the State of California. Staff ensures accurate payment and reconciliation of approved check disbursements and wire transfers, processes forged warrant claims to recover funds and ensure that there are adequate funds available to cover liquidity needs of the Treasury and invest any

excess temporarily idle funds in the Stanislaus County Treasury Pool as well as maintaining the Tobacco Endowment funds.

The **Revenue Recovery** Division provides a centralized collection, billing and debt resolution service to all County departments and interagency participants. The division utilizes well-qualified, knowledgeable staff to collect on outstanding debts using professional collection and billing services for the resolution of debts owed to the County and other partnering agencies. The Revenue Recovery clients consist of over 20 County departments, several city agencies and the Superior Courts of Stanislaus County. There are four major collection programs within the Revenue Recovery Division consisting of the Courts, Health Services Agency, unsecured tax, and other miscellaneous department collections.

Board of Supervisors Priority Area



The Treasurer-Tax Collector supports the following Board of Supervisors priority:

Priority	<i>Delivering efficient public services to benefit our residents and businesses</i>	
Mission Statement	To serve the citizens of Stanislaus County by collecting property tax and other revenues to help a variety of public agencies meet their financial goals.	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Revenue Recovery Outstanding Fees Balance Collection	Treasury Pool Earnings Rate

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments

- ◆ Procured equipment to establish remote electronic deposits between the Treasury Division and its primary bank; final testing is underway
- ◆ Cross-trained Accountant I positions among all three divisions to promote succession planning
- ◆ Established a process for licensing and collection of taxes for Cannabis operations; procured equipment to manage additional funds; completed staff training
- ◆ Completed a Request for Proposal of new collection software; implementation is in process

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Treasurer - Admin/Taxes							
0100 0030001 General Fund							
Total Revenue	\$446,225	\$461,834	\$430,635	\$534,812	\$518,177	\$459,250	112.83%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$1,264,305	\$1,270,064	\$1,309,444	\$1,392,295	\$1,390,423	\$1,693,978	82.08%
Net County Cost	\$818,080	\$808,230	\$878,809	\$857,483	\$872,246	\$1,234,728	70.64%

- ◆ Treasurer – Admin/Taxes revenues were higher in Fiscal Year 2016-2017 due to increased Salaries and Benefit costs, offset by use of prior year carryforward. Prior year carryforward has been exhausted and will not impact future budgets.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Treasurer - Revenue Recovery							
0100 0030002 General Fund							
Total Revenue	\$852,253	\$984,980	\$1,109,961	\$1,100,738	\$1,197,793	\$1,296,920	92.36%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$846,492	\$976,096	\$1,109,056	\$1,094,192	\$1,189,151	\$1,296,920	91.69%
Net County Cost	(\$5,761)	(\$8,884)	(\$905)	(\$6,546)	(\$8,642)	\$0	0.00%

- ◆ Treasurer – Revenue Recovery revenues continue to maintain pace with expenses and there has been little change in General Fund Contribution.

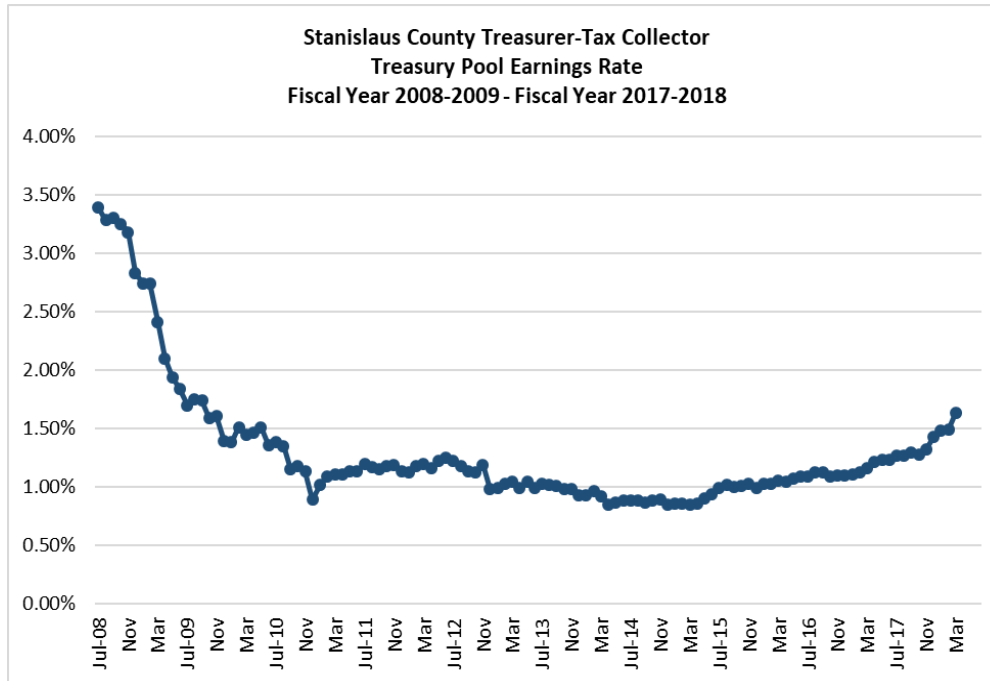
Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Treasurer - Treasury							
0100 0030004 General Fund							
Total Revenue	\$534,868	\$550,770	\$569,825	\$566,376	\$783,187	\$822,470	95.22%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$525,271	\$525,141	\$566,417	\$558,082	\$775,074	\$822,470	94.24%
Net County Cost	(\$9,597)	(\$25,629)	(\$3,408)	(\$8,294)	(\$8,113)	\$0	0.00%

- ◆ Treasurer – Treasury revenues and expenses increased in Fiscal Year 2017-2018 due to recognition of bank fees as a cost.

Department Success Measures

The Treasury Division completes banking and investment activity for the County, schools, and other agencies.

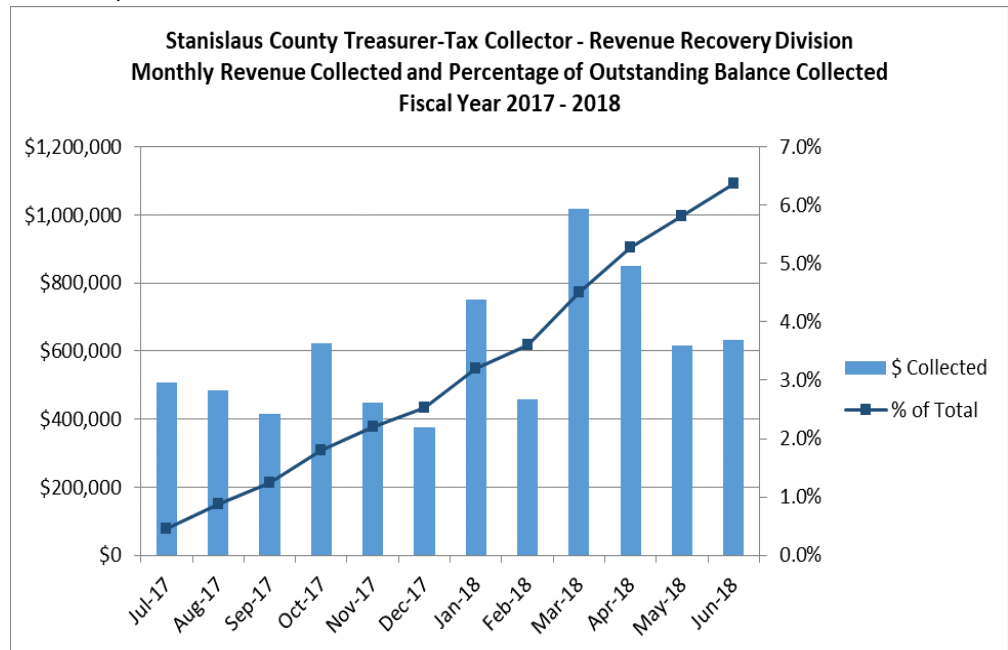
Understanding that each County’s cash flow and needs are unique, the Earnings Rate will be compared to other



similar levels of return to ensure that the portfolio is neither too risky nor too conservative. Moving forward, the monthly earnings rate will be benchmarked against similar portfolios at the county and State level. The data source will be the Monthly Investment Report from Stanislaus and other benchmark Counties/State funds. County data is available monthly starting Fiscal Year 2008-2009; comparison data will be available beginning Fiscal Year 2018-2019.

The Revenue Recovery division collects court fines and other fees using cost effective, efficient practices. Revenue Recovery identifies success based on the efficiency with which the division collects these fines and fees. Collections for Fiscal Year 2017-2018 have been plotted to show the monthly dollar amount collected as a percentage of outstanding receivables, \$118 million as of July 1, 2017. This serves as a baseline measurement for comparison in future years and helps the division to identify a goal percentage of receivables at year end.

Note total collections in 2017-2018 were \$7.2 million. For every \$1 spent on collections activities, Revenue Recovery generates \$5.54 for county and court customers.



Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ Improve banking efficiencies in Treasury through Check 21 electronic remote deposit to the County bank and positive pay services
- ◆ Increase the interest rate of return on the Treasury pool through strategic investment purchases and the addition of a sweep investment account and increase the number of broker/dealers
- ◆ Reconfigure second floor office layout to provide a more efficient and conducive working environment
- ◆ Implement new collection software purchased in Fiscal Year 2017-2018 to enhance collection efforts
- ◆ Explore the e-payable process for property tax collections and provide on-line property tax bills for property owners on the County website thereby providing efficiencies and conveniences to Stanislaus County taxpayers

Budgets Contained within the Department

- ◆ Admin/Taxes (General Fund)
- ◆ Treasury Division (General Fund)
- ◆ Revenue Recovery (General Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Treasurer-Tax Collector						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$62,454	\$65,529	\$65,000	\$65,000	\$0	\$66,950
Fines, Forfeitures, Penalties	\$14,590	\$100,030	\$65,000	\$65,000	\$0	\$66,950
Revenue from use of Assets	\$592,916	\$790,771	\$781,268	\$793,268	\$12,000	\$834,541
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$1,388,645	\$1,494,616	\$1,810,925	\$1,907,478	\$96,553	\$1,913,190
Miscellaneous Revenue	\$33,291	\$37,779	\$37,150	\$37,150	\$0	\$38,315
Other Financing Sources	\$10,030	\$10,432	\$15,000	\$15,000	\$0	\$15,450
Total Revenue	\$2,201,926	\$2,499,157	\$2,774,343	\$2,882,896	\$108,553	\$2,935,396
Use of Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$2,201,926	\$2,499,157	\$2,774,343	\$2,882,896	\$108,553	\$2,935,396
Salaries and Benefits	\$2,806,580	\$2,703,896	\$3,041,516	\$3,067,067	\$25,551	\$3,250,545
Services and Supplies	\$433,056	\$652,048	\$933,412	\$1,071,360	\$137,948	\$896,353
Other Charges	\$342,131	\$313,858	\$374,611	\$378,495	\$3,884	\$387,723
Fixed Assets						
Equipment	\$0	\$163,668	\$0	\$10,000	\$10,000	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$537,198)	(\$478,822)	(\$514,738)	(\$514,738)	\$0	(\$537,939)
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$3,044,569	\$3,354,648	\$3,834,801	\$4,012,184	\$177,383	\$3,996,682
General Fund Contribution	\$842,643	\$855,491	\$1,060,458	\$1,129,288	\$68,830	\$1,061,286
Total Allocated Positions	-	-	33	33	0	33

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$2.9, an increase of \$108,553 from the 2018-2019 Adopted Proposed Budget.
- ◆ Total Revenue for the 2018-2019 Proposed Budget is estimated at \$2.8 million, an increase of \$484,565 from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by cost allocation for services provided to department customers, earned income, charges for services to Revenue Recovery clients and interest earnings from the Treasury pooled cash account. Estimated revenue has increased primarily in the Revenue Recovery and Treasury divisions and is primary due to the establishment of a new methodology to recognize bank fees and allocation of administrative fees among the Department's three divisions.

Budget and Operations

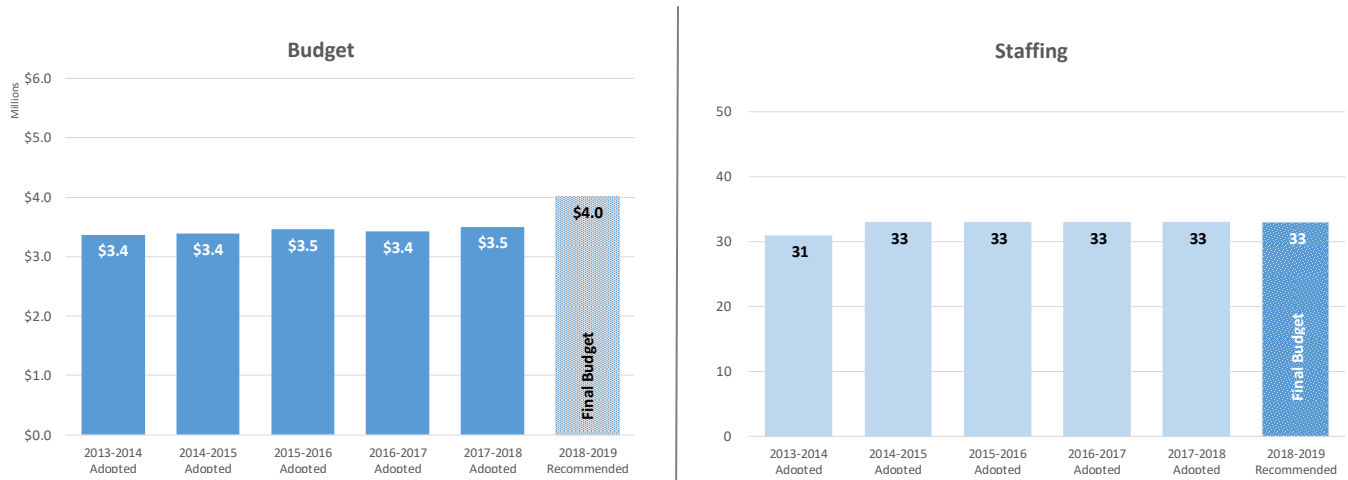
- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$4 million, an increase of \$177,383 from the 2018-2019 Adopted Proposed Budget.
 - ◆ An increase of \$25,551 is a technical adjustment for the salary and benefits increases related to recently approved labor agreements.
 - ◆ An increase of \$129,832 for office reconfiguration in Treasurer-Admin/Taxes and Revenue Recovery Divisions. The existing configuration has not changed since 1999 and is inefficient.
 - ◆ An increase of \$22,000 for additional Collection Software Licenses, remittance processor's maintenance and two sit-stand work stations.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$3.8 million, an increase of \$336,095 from the 2017-2018 Adopted Final Budget, requiring a General Fund Contribution of \$1.1 million.
- ◆ The Proposed Budget at base includes a \$166,145 increase due to the cost of doing business in salaries and benefits, services and supplies, Cost Allocation Plan (CAP) charges and restoration of a 5% vacancy factor to maintain current service levels; there is no impact to the County General Fund.
- ◆ The Proposed Budget includes a recommendation to increase service levels.
- ◆ The Proposed Budget includes \$169,950 to accommodate the increased costs associated with the recommended service level adjustment to meet the unmet needs of the Department; there is no impact to the County General Fund.
 - ◆ \$15,000 in the Administration division and \$45,000 in the Revenue Recovery division to supplement an underway office reconfiguration. The existing 1999 configuration is inefficient and many cubicle spaces do not provide sufficient work space for employees.
 - ◆ \$9,000 to purchase two currency counter machines for the Treasury division. The Department's existing machines have exceeded their useful lives.
 - ◆ \$100,950 to allow the Treasury division to appropriately account for bank fees. Historically, the County would have a nightly balance in its bank account and would earn minimal interest. In March 2018, the County began using a sweep account. Each day, after daily deposits and payments are made, funds are "swept" from the bank account and invested. The County is realizing greater earning capacity with the sweep account. Treasury Pool interest earnings will offset the increased banking costs.
 - ◆ The recommended adjustment includes \$69,000 in one-time costs and \$100,950 in ongoing costs.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 33, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The Final Budget includes a technical adjustment that does not affect the position allocation.
 - ◆ A classification study of one Manager II position was recommended in the 2017-2018 Midyear Financial Report. The study has been completed and it is recommended that one Manager II position be reclassified upward to a block-budgeted Manager I-II-III.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of 33, consistent with the 2017-2018 Adopted Final Budget allocation.

- ◆ The Proposed Budget includes technical adjustments that do not affect the position allocation.
 - ◆ A classification study of two new Accountant II positions, two new Accounting Technician positions, and one new Manager II position are recommended.
 - ◆ One unfunded Account Clerk III position and one unfunded Software Developer/Analyst III is recommended to be deleted.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors' action.

Estimation of Revenue and Funding Sources

- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$2.9 million, consistent with the 2018-2019 Adopted Proposed Budget and the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$2.9 million, an increase of \$161,053 from the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by using the standard escalation factors used in the Long Range Model.

Budget and Operations Plan

- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$4.0 million, consistent with the 2018-2019 Adopted Proposed Budget and the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$4.0 million, an increase of \$135,436 from the 2018-2019 Proposed Budget.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:
 - ◆ Salaries and benefits increase of 3.5%
 - ◆ Retirement increase of 4.9%
 - ◆ Group health insurance increase of 5%
 - ◆ Services and supplies increase of 3.5%
 - ◆ CAP increase of 3.5%

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of 33, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 33, consistent with the 2018-2019 Proposed Budget allocation.

Key Challenges and Opportunities

- ◆ The Department has engaged in a series of business improvements over the past year including office reconfiguration and updating policies and procedures to enhance operational efficiency. A Department reorganization plan is being studied by the Chief Executive Office - Human Resources division and implementation may occur over the next several years.

Related Links

For additional information about the Treasurer-Tax Collector, refer to the website at: <http://www.stancounty.com/tr-tax>

Delivering Community Infrastructure to Benefit our Residents and Businesses

Community-Wide Indicators

A well-planned community infrastructure system is essential to the quality of life for the residents of Stanislaus County, and to the maintenance and expansion of a robust economy. A clean water source is imperative for community health, and sustaining agricultural and industrial economies as well as for the natural environment. Improving air quality, water quality/availability, and promoting effective liquid and solid waste disposal are key priorities. Developing a regional approach to transportation circulation will help improve residents' ability to navigate through the community and support the movement of goods and services. Finally, infrastructure needs include access to available housing to support basic needs for living.

Two community-wide indicators that were identified that are capable of the County's ability to deliver community infrastructure are: Housing Affordability Index and Air Quality Index. These indicators address housing affordability and the general air quality to which residents are exposed.

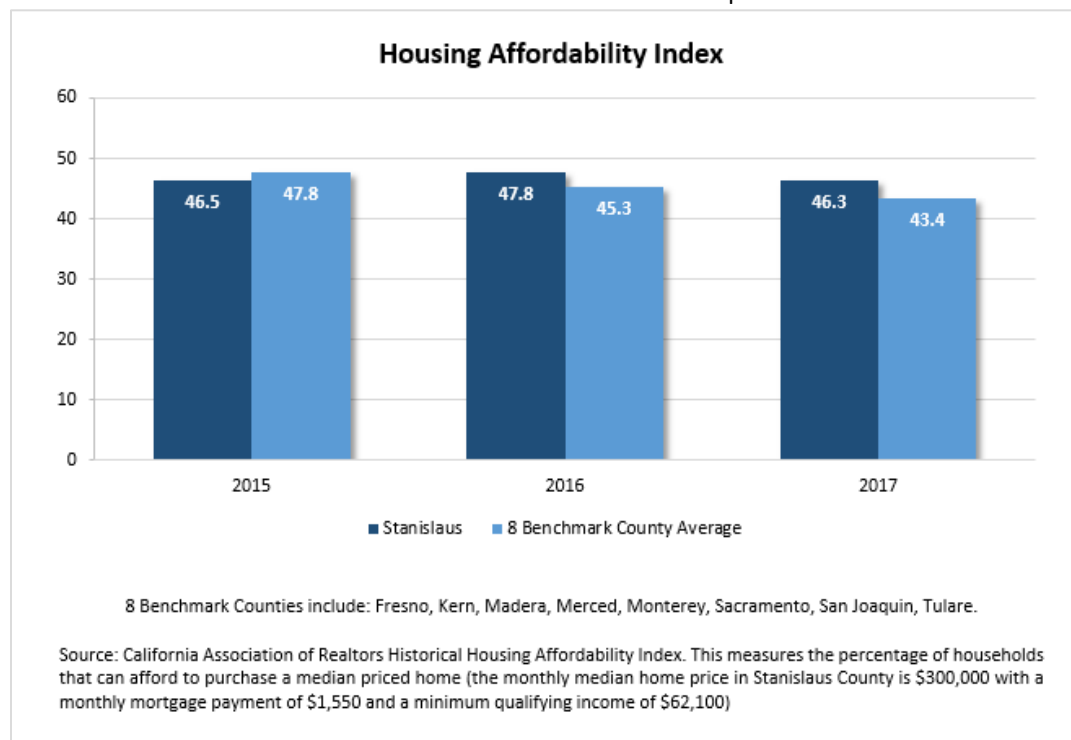
Housing Affordability Index

Community infrastructure is inclusive of both public and privately provided facilities and services, including

government facilities, which are required to accommodate and support community services, programs, activities, and a person's access to them. It is essential that community infrastructure be effectively and efficiently configured so that service providers can respond to changing local community needs flexibly over time.

Housing affordability is one of the most concerning issues in the County. Being able to afford and purchase a home is the cornerstone of working toward financial stability and advancement. There are numerous factors that can influence the affordability of a home not the least of which include lack of income, personal debt, job availability, and the economy. These factors on whether a home is affordable are not directly related to any one County department, but rather, taken together, the County seeks to make a positive contribution in this regard alongside the many other macro-level influences.

While housing affordability can be defined in numerous ways, the California Association of Realtors Historical Housing Affordability Index is an appropriate community indicator, as it measures housing affordability at the county level over time based on those who want to purchase a home.



This index measures the percentage of households that can afford to purchase a median-priced home (the monthly median home price in Stanislaus County is \$300,000 with a monthly mortgage payment of \$1,550 and minimum qualifying income of \$62,100).

Data available are from 2015 to 2017 and compare Stanislaus County with the eight benchmark counties—Fresno, Kern, Madera, Monterey, Merced, Sacramento, San Joaquin, and Tulare. According to the index, the County’s housing affordability has remained relatively stable: 46.5% in 2015, 47.8% in 2016, and 46.3% in 2017 could afford a home.

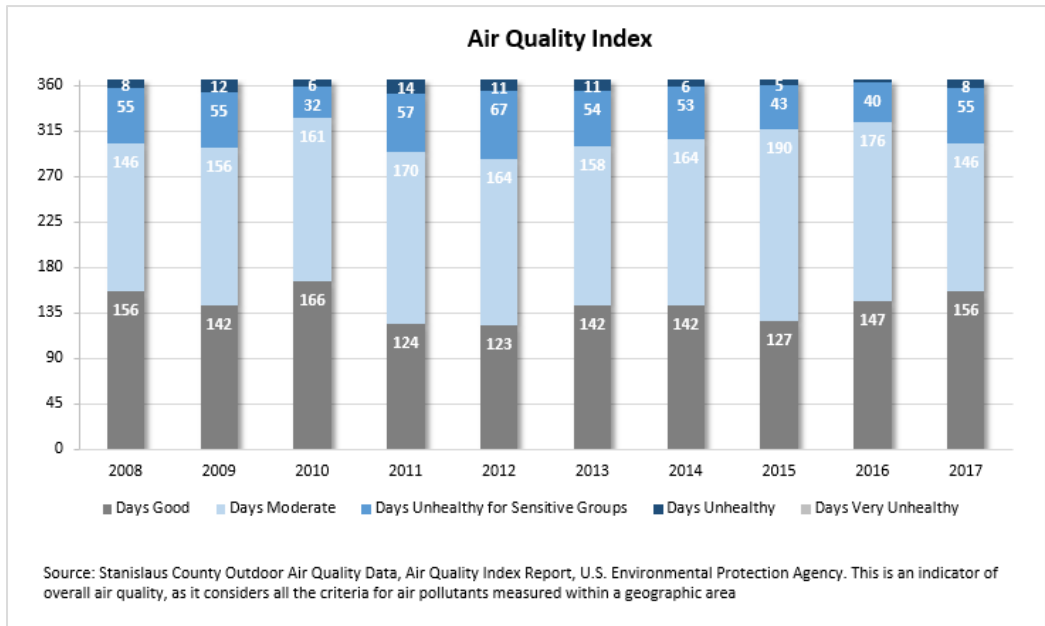
During this same period, only Monterey and San Joaquin County experienced less affordability whereas Fresno, Kern, Merced, Sacramento, and Tulare consistently showed a higher percentage of housing affordability. As is evident, the housing affordability crisis not only has affected Stanislaus County, but also other counties throughout the State of California.

Air Quality Index

The various facilities operated and services delivered in Stanislaus County contribute to and have collateral effects on its residents. One of the most basic elements of navigating and using community infrastructure concerns the air residents breathe. Clearly, county government operations and its community infrastructure do not have a direct causal relationship to overall air quality, but they can have a role regarding pollutants in the air.

The U.S. Environmental Protection Agency provides county-level outdoor air quality data, in the form of the Air Quality Index Report. For Stanislaus County, it has remained fairly consistent, as indicated by 156 “days good” in 2008 and the same number (156) in 2017 with the highest reported “days good” occurring in 2012 and the lowest from 2011 to 2012.

As the chart indicates, in 2008, County residents experienced more days defined as good than days moderate; whereas, from 2009 to 2016, there were more days of moderate air quality than good, but in 2017 the reverse was true. The overall County air quality was good to moderate from 2008 to 2017.



Both the housing affordability index and air quality index are selective indicators that provide a very cursory assessment of quality of life as residents navigate the County’s community infrastructure. That is, it is vitally important that the County deliver community infrastructure in a way that is cognizant of residents’ daily lives. Although delivering community infrastructure does not directly affect housing affordability or air quality, it *does* and *can* play a necessary role in facilitating how County residents navigate and are satisfied with County services.

Future Directions

The indicators used in this section represent some of the most reliable and up-to-date data available. Moving forward, the County will work with the local Public Works Department to determine the best mechanisms to measure road and bridge quality. As for housing affordability, local lenders and financial institutions should be included in future analyses. As water quality is essential to County infrastructure, consulting with the California Water Science Center and the U.S. Geological Survey will help to determine the most accurate mechanism to measure water quality in Stanislaus County.

Delivering Community Infrastructure

Introduction

Departments contained within this section support the Board of Supervisors' priority of *Delivering efficient public services and community infrastructure to benefit our residents and businesses*, with the primary focus on delivering community infrastructure. Departments within this priority area meet the infrastructure needs of the community and protect natural resources to improve the quality of life for County residents while enabling expansion of a robust economy.

Some of the supportive functions provided by this priority area include protecting and promoting the health, safety, and welfare of persons and property throughout the County.

The following departments support the delivery of efficient public services through their daily operations:

- ◆ Environmental Resources promotes a safe and healthy environment and improves the quality

of life in our community through a balance of science, education, partnerships and environmental regulation.

- ◆ Parks and Recreation manages a variety of parks and recreation facilities, including five regional parks and ten community parks that provide the community an opportunity to enjoy the outdoors at a reasonable cost.
- ◆ Planning and Community Development promote economic development through diverse land use enhancing community infrastructure and public services, and providing streamlined permit processing services.
- ◆ Public Works facilitates the safe and efficient movement of people, goods and services throughout the County by designing, building and maintaining a regional public transportation system.



Priority Highlights

Departments delivering efficient community infrastructure continually work to improve County residents' experiences while utilizing public venues, services and the transportation system. Public Works anticipates 32 projects over the next two fiscal years related to road maintenance and improvements with funding from Measure L, a local transportation tax, Senate Bill 1, a State Transportation Tax, and Public Facilities Fees obligations. Parks and Recreation recently updated their master plan and will continue to work to enhance public facilities and community and regional

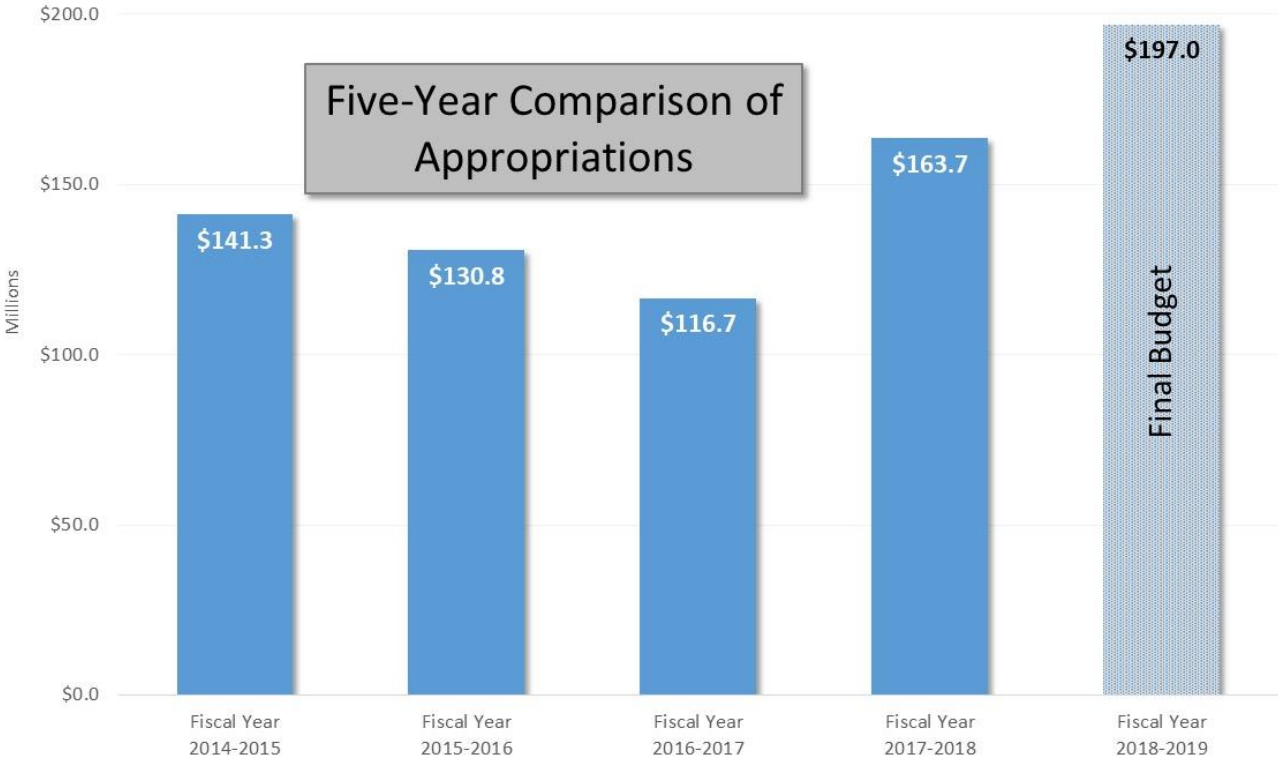
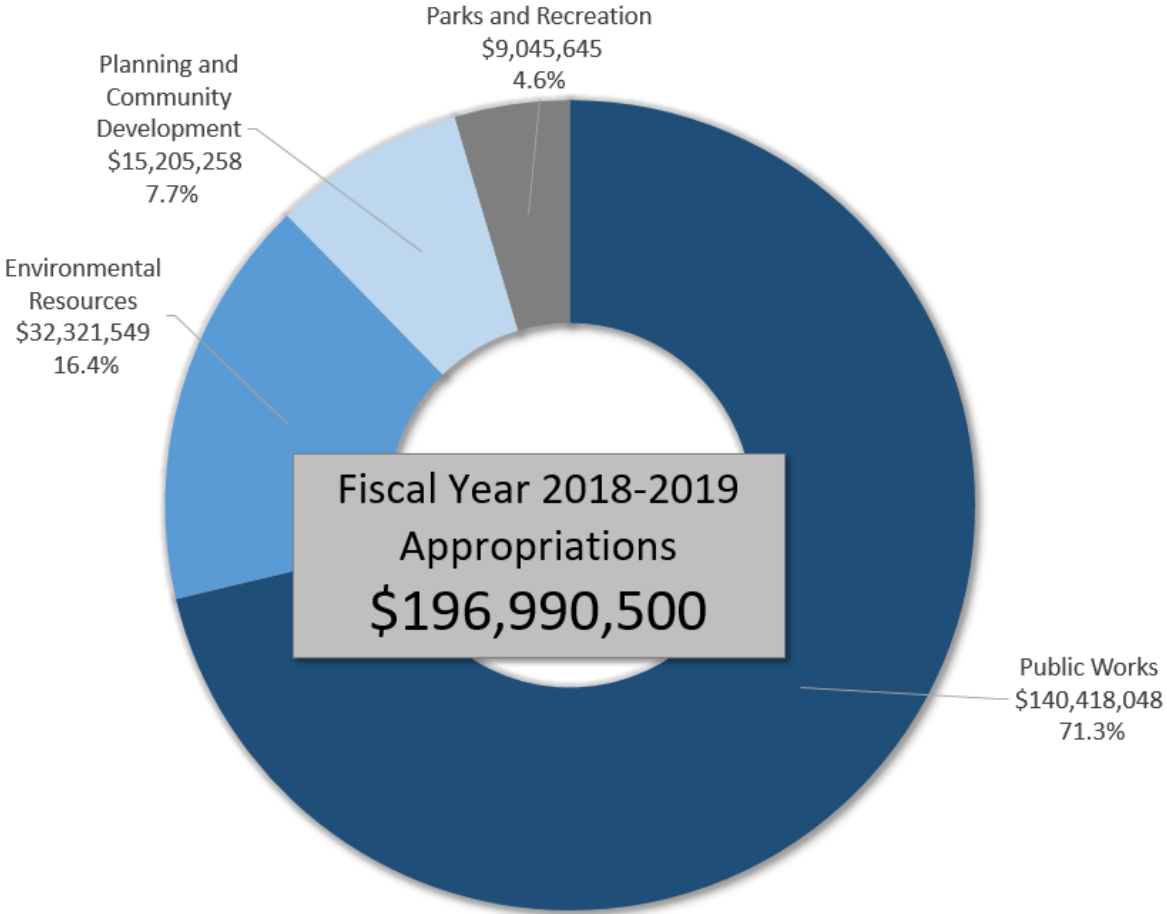
parcs. Planning and Community Development funding will go towards a variety of projects including the West Modesto Sewer Infrastructure Improvement Project, Housing Projects, and continuing to improve customer service with respect to permit processing times. Environmental Resources continues to improve the quality of life for the community through education, investigation and inspection services in Hazardous Materials, Solid Waste Management, Landfill Operations, Environmental Health and Milk and Dairy.



Priority Appropriations and Trends

Fiscal Year 2018-2019 appropriations total \$197 million for the priority of Delivering Community Infrastructure. Public Works makes up 71.3% of this priority budget with a key focus on transportation system maintenance and improvement projects. Environmental Resources accounts for 16.4% of this priority budget focused on finalizing the Programmatic Environmental Impact Report which facilitates the implementation of the Groundwater Ordinance and Groundwater Sustainability Plans under the Sustainable Groundwater Management Act and various projects at both the Fink Road and Geer Road Landfills. The remaining 12.3% of the appropriations are dedicated to Planning and Community Development and Parks and Recreation.

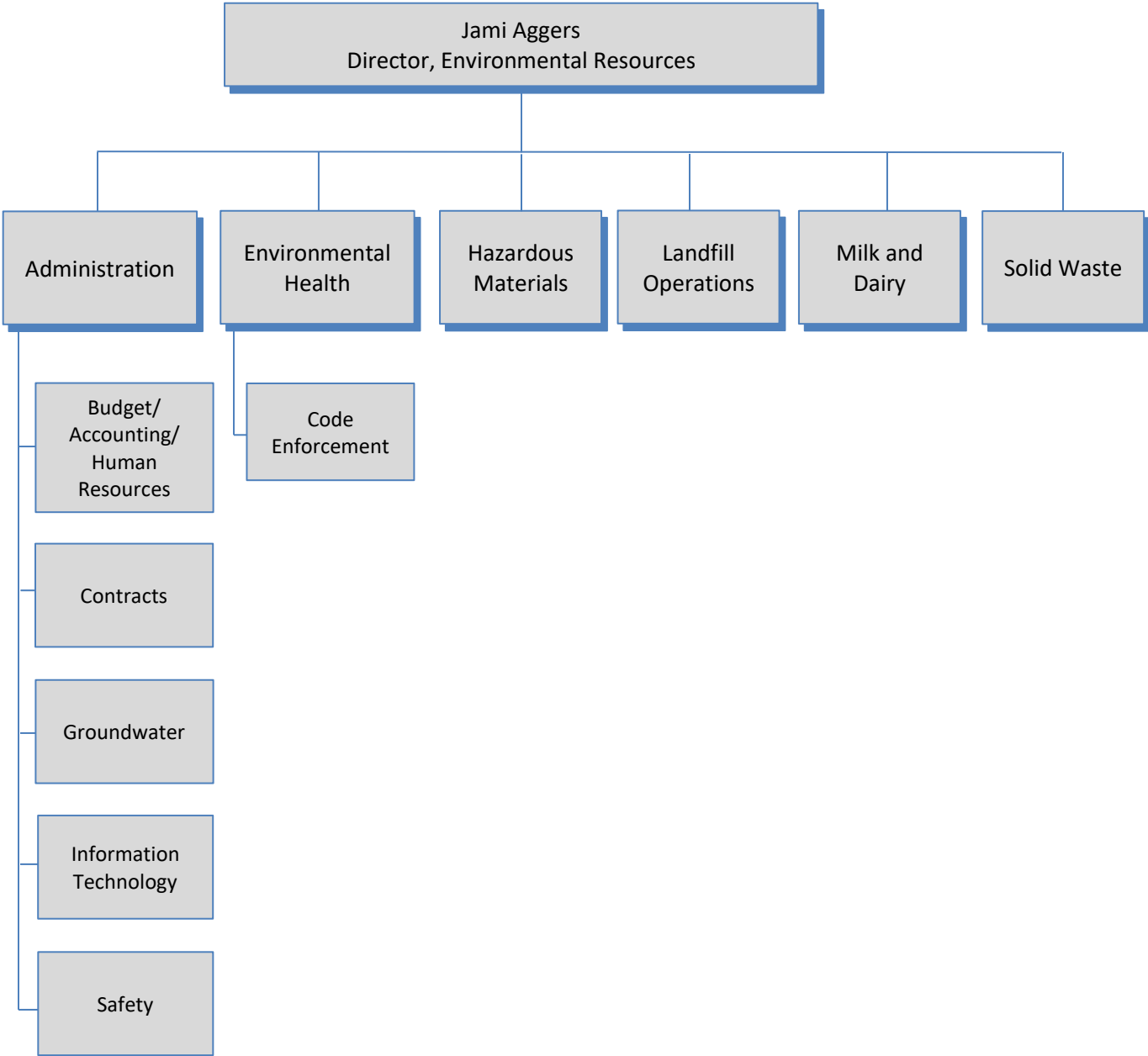
Five-year historical trends show a 7.4% dip in Fiscal Year 2015-2016 and a 10.8% dip in Fiscal Year 2016-2017 primarily due to a reduction in appropriations in the Public Works Road and Bridge budget due to the timing and completion of large projects. Subsequently, growth in this priority area surged in Fiscal Year 2017-2018 with a 40.3% uptick overall primarily due to increased revenue for Road and Bridge from State, Federal, and local sources for multiple road and bridge projects. The 2018-2019 Final Budget represents a 20.3% increase attributable to Public Works Road and Bridge funded projects.



Delivering Community Infrastructure Summary of Budget Appropriations

Page	Fund	Org		Recommended 2018-2019	Spending Plan 2019-2020
419	Environmental Resources			\$32,321,549	\$35,704,061
	1001	0034100	Environmental Resources	\$10,049,414	\$10,523,668
	1004	0034204	AB 939 - Source Reduction and Recycle	\$923,600	\$923,600
	1014	0034234	Abandoned Vehicle Abatement	\$56,694	\$64,251
	1010	0034211	Beverage Container Recycling	\$30,000	\$30,900
	1016	0034237	Code Enforcement Abatement	\$20,000	\$20,000
	1005	0034205	Disclosure Program	\$447,500	\$462,550
	1015	0034236	E-Waste Collection Facility	\$0	\$0
	4021	0041100	Fink Road Landfill	\$16,536,899	\$17,616,319
	4031	0041200	Geer Road Landfill	\$2,809,534	\$4,789,947
	1002	0034202	Household Hazardous Waste	\$1,163,608	\$982,196
	1009	0034209	Trust Fund	\$5,300	\$5,300
	1006	0034206	Underground Storage Tank Program	\$0	\$0
	1008	0034207	Used Oil Recycling	\$85,000	\$87,550
	1003	0034203	Vehicle Registration Fee Surcharge	\$68,000	\$68,000
	1012	0034200	Waste Tire Enforcement Grant	\$126,000	\$129,780
435	Parks and Recreation			\$9,045,645	\$7,681,392
	0100	0035110	Parks and Recreation	\$7,893,864	\$7,371,210
	1727	0035452	Fish and Wildlife	\$20,000	\$20,000
	1728	0035453	Modesto Reservoir Patrol	\$23,000	\$23,000
	1702	0035450	Off-Highway Vehicle Fund	\$843,926	\$0
	1694	0035701	Regional Water Safety Training Center	\$66,453	\$68,780
	0100	0035420	Tuolumne River Regional Park	\$198,402	\$198,402
446	Planning and Community Development			\$15,205,258	\$11,137,422
	0100	0025101	Planning and Community Development	\$2,554,248	\$2,634,626
	1206	0040400	Building Permits	\$2,764,814	\$2,827,640
	1746	0043290	Dangerous Building Abatement	\$48,000	\$48,000
	179A	0025521	General Plan Maintenance	\$316,000	\$327,060
	1717	0025450	Special Revenue Grants	\$9,522,196	\$5,300,096

Page	Fund	Org	Recommended 2018-2019	Spending Plan 2019-2020	
457	Public Works		\$140,418,048	\$111,036,918	
	1201	0040001	Administration	\$1,241,770	\$1,291,720
	1202	0040249	Engineering	\$5,935,120	\$6,110,400
	4001	0041510	Local Transit System	\$16,779,850	\$14,573,920
	5121	0042100	Morgan Shop	\$4,675,299	\$4,647,409
	1101	0040399	Road and Bridge	\$111,786,009	\$84,413,469
Delivering Community Infrastructure Total			\$196,990,500	\$165,559,793	



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Environmental Resources

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$20,572,546	\$22,506,209
Use of Fund Balance/ Retained Earnings	\$10,714,492	\$12,163,341
Gross Costs	\$32,321,549	\$35,704,061
General Fund Contributions	\$1,034,511	\$1,034,511
% Funded by General Fund	3.2%	2.9%
Total Allocated Positions	106	106

Department Services and Programs

The Department provides for State and local mandated education, investigation, inspection services, and operations in the following programs: Environmental Health; Hazardous Materials; Solid Waste Management; Code Enforcement; Landfill Operations; Milk and Dairy; and Water Resources Management. For more information, call (209) 525-6700 or visit www.stancounty.com/er

The **Administration** division provides central administrative support for the department and is responsible for safety, finance and budget preparation, administration, human resource management, contracts administration, information technology and water resource management. Administration is responsible for working with key staff to identify, analyze, and monitor regulatory and legal changes; understand the implications of these changes to County policies and procedures; communicate business process changes to staff; and implement new processes and policies as needed.

The **Environmental Health** division performs routine inspections of retail food facilities, including mobile food facilities and Cottage Food Operations, for compliance with health and safety codes and responds to complaints of improper food handling, alleged food poisoning, unsanitary conditions and vermin infestations. This division is also responsible for the enforcement of the Safe Body Art Act which includes permitting body artists and inspecting body art facilities. As a component of the Housing Program, the division conducts investigative inspections of residential single and multiple family units on a complaint basis to determine whether housing violations exist. The division also inspects for compliance with State codes and issues permits for the operations of detention facilities, organized camps and employee housing. Additionally, this division investigates complaints regarding environmental concerns such as

rodents, flies and other insects as well as complaints concerning failed sewage disposal systems; it conducts inspections of new and rehabilitated private sewage disposal systems for compliance with health and safety codes and inspects septic tank/chemical toilet pumper trucks. As a State-delegated Local Primary Agency, the division is responsible for regulatory oversight of local public water systems with less than 200 service connections. Staff ensures compliance with the California Safe Drinking Act and provides information on contaminants found in drinking water supplies and remedial alternatives. The division is also responsible for issuing permits for the installation, construction, and destruction of private wells. The Recreational Health program ensures acceptable water quality, structural safety, and the availability of life-saving equipment at all public pools and spas to determine suitability for human contact.

The **Hazardous Materials** division oversees the Disclosure Program which provides for the State mandated inspection, enforcement and reporting required for businesses that store hazardous materials. Each applicable business must complete and submit a Business Plan and certify an annual inventory of chemicals stored onsite. Emergency response personnel are provided access to this information and it is continuously updated. This division operates the Household Hazardous Waste (HHW) Program which provides for the diversion of HHW and electronic waste (E-Waste) from sewer systems, landfills, and roadside dumping through the operation of a permanent collection facility and temporary collection events. This division also provides public educational services and performs activities associated with the Oil Payment Program. Waste oil is a hazardous waste and these programs are intended to help prevent the improper release and contamination of soil and/or groundwater.

The **Code Enforcement** division investigates violations of zoning and vehicle abatement laws. It works to achieve voluntary compliance through notification and education. When necessary, the division uses legal procedures such as citation issuances and forced clean-ups to abate nuisances. Examples of abatements include: boarding structures, removing junk, rubbish, abandoned vehicles, graffiti removal, and securing vacant lands used for illegal dumping. The division’s goal is to eliminate blight and improve the quality of life for residents, visitors and business owners.

The **Solid Waste** division provides administration and enforcement of the County’s Refuse Ordinance, administration of the four refuse collection agreements for the unincorporated areas and administration of the Stanislaus County Recycling Market Development Zone program. Additionally, this division manages the permit process of refuse collectors, recycling facilities, and food processing by-product use sites; is responsible for the administration and enforcement of the Food Processing By-product Ordinance Codes and prepares and updates the County-wide Integrated Waste Management Plan for the County and its nine cities; provides educational resources and outreach materials to the public promoting source reduction, reuse and recycling, manages and administers two grants which provides the opportunity to develop and maintain used oil and beverage container recycling programs; and is

responsible for enforcing the California Tire Recycling Act.

The **Landfill** division operates the Fink Road Landfill that provides landfill services for Class III municipal solid waste for all of Stanislaus County. Landfill services are also provided for the combustion ash that results from the transformation of municipal solid waste at the adjacent Waste-to-Energy Facility. This division also oversees the closed Geer Road Landfill. The facility stopped accepting waste in 1990 and went through an official closure in accordance with State requirements in 1995. The facility is now in a post-closure monitoring and maintenance mode. In addition to daily operations, the landfill division addresses roadside dumping requests in the unincorporated areas of the County.

The **Milk and Dairy** division inspects market milk (“Grade A”) and manufacturing grade (“Grade B”) dairy farms for conformance with quality and sanitation requirements, samples milk at the producer level and conducts an analysis for bacterial content and the presence of contaminants to ensure safety; routinely collects samples of finished products from retail outlets and analyzes for compliance with standards; investigates consumer complaints and follows up with appropriate actions; and condemns milk and milk products that may be unfit or unsafe for human consumption.

Board of Supervisors Priority Area



The Environmental Resources supports the following Board of Supervisors priority:

Priority	<i>Delivering community infrastructure to benefit our residents and businesses</i>	
Mission Statement	The Department of Environmental Resources strives to promote a safe and healthy environment and improve the quality of life in our community through a balance of science, education, partnerships and environmental regulation	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Timely code enforcement compliance	Maintain and exceed the 50% waste diversion

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments

- ◆ Obtained approval from the State to construct the In-fill Project at the Fink Road Landfill
- ◆ Completed the construction of Ash Cell 4 at the Fink Road Landfill
- ◆ Formed the Groundwater Sustainability Agencies (GSA), which includes public and private water agencies and user groups within each of the groundwater sub-basins, to work together to implement the Sustainable Groundwater Management Act; each GSA has successfully obtained grant funds to help prepare the Groundwater Sustainability Plans for each sub-basin

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Environmental Resources							
1001 0034100 Special Revenue Fund							
Total Revenue	\$6,188,245	\$6,007,278	\$6,004,661	\$6,680,199	\$6,696,601	\$6,414,536	104.40%
Use of Fund Balance	(\$1,298,632)	(\$833,048)	\$440,372	\$258,913	\$1,146,718	\$2,887,151	39.72%
Gross Costs	\$5,383,571	\$5,893,067	\$7,597,482	\$7,850,702	\$9,002,818	\$10,461,186	86.06%
Net County Cost	\$493,958	\$718,837	\$1,152,449	\$911,590	\$1,159,499	\$1,159,499	100.00%

- ◆ The historical trend in Environmental Resources has been a gradual increase in expenditures primarily due to the increases in operational costs and program staffing levels, supported by gradual increases in revenue and fund balance use. The increases in Net County Cost funding are due to Board approved priorities in the Water and Code Enforcement Programs beginning in Fiscal Year 2014-2015.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Environmental Resources - AB 939 - Source Reduction and Recycle							
1004 0034204 Special Revenue Fund							
Total Revenue	\$796,287	\$785,085	\$748,849	\$636,610	\$403,591	\$939,440	42.96%
Use of Fund Balance	\$2,081	(\$1,816)	(\$433,847)	(\$34,957)	\$468,646	\$220,000	213.02%
Gross Costs	\$798,368	\$783,269	\$315,002	\$601,653	\$872,237	\$1,159,440	75.23%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ AB 939 - Source Reduction and Recycling trends vary annually based on tonnage received at the waste-to-energy facility and the timing of reimbursements. The decrease in costs in Fiscal Year 2015-2016 was due to a delay in year-end transfers for a portion of administrative services costs for the ten-year city Regional Solid Waste Memorandum of Understanding. In Fiscal Year 2017-2018, the decrease in revenue was due to decreased tonnage at the waste-to-energy facility and AB 939 services being provided to the cities at a reduced rate. The increase in costs is due to a delay in Fiscal Year 2016-2017 year-end transfers that were transferred in Fiscal Year 2017-2018 instead.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Environmental Resources - Abandoned Vehicle Abatement							
1014 0034234 Special Revenue Fund							
Total Revenue	\$51,310	\$52,212	\$55,014	\$59,063	\$60,673	\$50,000	121.35%
Use of Fund Balance	\$8,838	(\$7,535)	(\$7,249)	(\$16,110)	(\$1,222)	\$11,893	-10.27%
Gross Costs	\$60,148	\$44,677	\$47,765	\$42,953	\$59,451	\$61,893	96.05%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The historical revenue trend in Abandoned Vehicle Abatement is stable with fluctuating costs due to the requirement of a biennial audit that must be performed every other year.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Environmental Resources - Beverage Container Recycling							
1010 0034211 Special Revenue Fund							
Total Revenue	\$30,302	\$29,406	\$29,594	\$28,890	\$28,842	\$36,000	80.12%
Use of Fund Balance	\$1,700	(\$358)	(\$304)	\$662	\$5,172	\$0	0.00%
Gross Costs	\$32,002	\$29,048	\$29,290	\$29,552	\$34,014	\$36,000	94.48%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The historical trend in Beverage Container Recycling is stable and may vary annually based on project timelines, deliverables, and State funding for the grant.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Environmental Resources - Code Enforcement Abatement							
1016 0034237 Special Revenue Fund							
Total Revenue	\$125,000	\$0	\$0	\$0	\$0	\$0	0.00%
Use of Fund Balance	(\$125,000)	\$5,800	\$0	\$19,093	\$0	\$20,000	0.00%
Gross Costs	\$0	\$5,800	\$0	\$19,093	\$0	\$20,000	0.00%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The trend in Code Enforcement Abatement varies annually based on the need for expenditures that have a serious and immediate public health and safety implication as determined by the committee that oversees the use of this fund.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Environmental Resources - Disclosure Program							
1005 0034205 Special Revenue Fund							
Total Revenue	\$356,974	\$356,036	\$387,104	\$364,733	\$357,586	\$377,508	94.72%
Use of Fund Balance	(\$25,890)	\$16,343	(\$27,788)	\$38,187	\$9,022	\$5,547	162.65%
Gross Costs	\$331,084	\$372,379	\$359,316	\$402,920	\$366,608	\$383,055	95.71%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The trend in the Disclosure Program budget is stable and may vary annually based on revenue received from fees charged to businesses and the cyclical nature of expenditures related to administering the program, which reflects a corresponding increase in the use of fund balance as the need arises

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Environmental Resources - E-Waste Collection Facility							
1015 0034236 Special Revenue Fund							
Total Revenue	\$41,683	\$29,057	\$15,348	\$0	\$0	\$0	0.00%
Use of Fund Balance	\$206	(\$331)	\$125	\$0	\$0	\$0	0.00%
Gross Costs	\$41,889	\$28,726	\$15,473	\$0	\$0	\$0	0.00%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The E-Waste Collection Program budget was inactivated in Fiscal Year 2015-2016. This budget has since been combined with the Household Hazardous Waste budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Environmental Resources - Fink Road Landfill							
4021 0041100 Enterprise Fund							
Total Revenue	\$5,784,889	\$6,960,381	\$8,140,504	\$8,449,945	\$9,908,902	\$8,482,644	116.81%
Use of Fund Balance	(\$1,061,564)	(\$1,020,754)	(\$1,815,544)	(\$1,424,763)	\$5,350,694	\$11,490,092	46.57%
Gross Costs	\$4,723,325	\$5,939,627	\$6,324,960	\$7,025,182	\$15,259,596	\$19,972,736	76.40%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Fink Road Landfill enterprise fund reflects increases in expenditures primarily due to the cost of doing business and in implementing corrective action measures and related construction projects, supported by increased revenue from tipping fees charged for disposal of solid waste. The enterprise fund varies annually based on project timelines, deliverables, and unforeseen fluctuations in revenue from tipping fees charged for solid waste disposal. The \$5.3 million use of retained earnings in Fiscal Year 2017-2018 was primarily due to the construction of Ash Cell 4.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Environmental Resources - Geer Road Landfill							
4031 0041200 Enterprise Fund							
Total Revenue	\$1,055,818	\$1,494,031	\$2,132,972	\$1,412,618	\$4,173,210	\$4,764,231	87.59%
Use of Fund Balance	\$1,163	\$1,389	\$91,410	(\$1,412,618)	(\$146,166)	\$450,281	-32.46%
Gross Costs	\$1,056,981	\$1,495,420	\$2,224,382	\$0	\$4,027,044	\$5,214,512	77.23%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Geer Road Landfill enterprise fund reflects an increase in expenditures due to the implementation of corrective action measures and related construction projects at the site that are supported by post-closure funding. Due to a change in accounting practices, the \$1.5 million in expenditures incurred in Fiscal Year 2016-2017 are not reflected in the five-year history since they were transferred to the estimated cost of closure/post-closure account at fiscal year-end.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Environmental Resources - Household Hazardous Waste							
1002 0034202 Special Revenue Fund							
Total Revenue	\$786,957	\$818,977	\$786,583	\$794,963	\$774,638	\$757,920	102.21%
Use of Fund Balance	(\$157,225)	(\$226,308)	(\$149,400)	(\$142,378)	\$87,632	\$164,701	53.21%
Gross Costs	\$629,732	\$592,669	\$637,183	\$652,585	\$862,270	\$922,621	93.46%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- The historical trend in Household Hazardous Waste is stable and may vary annually primarily based on revenue from tonnage received at the waste-to-energy facility and the cyclical nature of expenditures to administer the program, which reflects a corresponding increase in the use of fund balance as the need arises. In Fiscal Year 2017-2018, the increase is primarily due to onsite improvements at the facility.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Environmental Resources - Trust Fund							
1009 0034209 Special Revenue Fund							
Total Revenue	\$488	\$274	\$432	\$161	\$2,625	\$0	0.00%
Use of Fund Balance	(\$488)	\$13,889	(\$432)	\$98	\$2,609	\$41,174	6.34%
Gross Costs	\$0	\$14,163	\$0	\$259	\$5,234	\$41,174	12.71%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- The historical trend in Trust Fund projects vary annually based on whether grant funds are awarded to eligible non-profit organizations and public agencies for local law enforcement environmental efforts and to support efforts of benefit to the enhancement of natural resources in Stanislaus County.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Environmental Resources - Underground Storage Tank Program							
1006 0034206 Special Revenue Fund							
Total Revenue	\$196,176	\$235,117	(\$11,835)	(\$233)	\$0	\$0	0.00%
Use of Fund Balance	\$9,159	\$20,944	\$99,825	\$233	\$0	\$0	0.00%
Gross Costs	\$205,335	\$256,061	\$87,990	\$0	\$0	\$0	0.00%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- The Underground Storage Tank Pilot Program budget was inactivated in Fiscal Year 2015-2016.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Environmental Resources - Used Oil Recycling							
1008 0034207 Special Revenue Fund							
Total Revenue	\$87,739	\$113,146	\$87,615	\$89,678	\$89,830	\$85,000	105.68%
Use of Fund Balance	\$96,073	(\$64,590)	(\$20,122)	(\$288)	(\$5,568)	\$0	0.00%
Gross Costs	\$183,812	\$48,556	\$67,493	\$89,390	\$84,262	\$85,000	99.13%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The historical trend in Used Oil Recycling is stable and may vary annually based on the amount of grant funds awarded, the timing of grant funds received, and the timing of State grant reimbursements, which reflects a corresponding increase in the use of fund balance as the need arises.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Environmental Resources - Vehicle Registration Fee Surcharge							
1003 0034203 Special Revenue Fund							
Total Revenue	\$3,073	\$2,296	\$4,037	\$1,461	\$3,493	\$4,000	87.33%
Use of Fund Balance	\$53,495	(\$2,296)	(\$4,037)	(\$1,461)	(\$3,493)	\$63,733	-5.48%
Gross Costs	\$56,568	\$0	\$0	\$0	\$0	\$67,733	0.00%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The historical trend in Vehicle Registration Fee Surcharge varies based on interest earned on the fund balance, which is the only source of revenue, and whether expenditures were necessary to cover mandated emissions upgrades or to assist with the purchase of alternative fuel vehicles.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Environmental Resources - Waste Tire Enforcement Grant							
1012 0034200 Special Revenue Fund							
Total Revenue	\$116,065	\$129,471	\$117,583	\$92,486	\$103,927	\$118,949	87.37%
Use of Fund Balance	\$40,289	\$0	(\$53,704)	(\$5,460)	(\$2,536)	\$0	0.00%
Gross Costs	\$156,354	\$129,471	\$63,879	\$87,026	\$101,391	\$118,949	85.24%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The historical trend in Waste Tire Enforcement Grant is stable and may vary annually based on the amount of grant funds awarded and the timing of state grant reimbursements, which reflects a corresponding increase in the use of fund balance as the need arises.

Fund Balance Trends

The following table identifies five-year historical data of actual fund balance by individual budget unit and along with a department total for each fiscal year.

Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
Environmental Resources	\$5,946,094	\$7,244,726	\$8,077,774	\$7,637,403	\$7,378,490
Environmental Resources - AB 939 - Source Reduction and Recycle	\$1,776	(\$304)	\$1,512	\$435,358	\$470,315
Environmental Resources - Abandoned Vehicle Abatement	\$118,329	\$109,491	\$117,026	\$124,274	\$140,384
Environmental Resources - Beverage Container Recycling	\$1,700	\$0	\$358	\$662	\$0
Environmental Resources - Code Enforcement Abatement	\$0	\$125,000	\$119,200	\$119,200	\$100,107
Environmental Resources - Disclosure Program	\$339,362	\$365,252	\$348,908	\$376,697	\$338,510
Environmental Resources - E-Waste Collection Facility	\$0	(\$206)	\$125	\$0	\$0
Environmental Resources - Fink Road Landfill	\$23,362,562	\$24,424,126	\$24,524,487	\$26,340,031	\$27,764,794
Environmental Resources - Geer Road Landfill	\$237,838	\$236,675	\$235,285	\$143,876	\$1,556,494
Environmental Resources - Household Hazardous Waste	\$454,664	\$6,118,889	\$838,196	\$987,596	\$1,129,974
Environmental Resources - Trust Fund	\$54,461	\$54,949	\$41,060	\$41,491	\$41,394
Environmental Resources - Underground Storage Tank Program	\$130,161	\$12,1002	\$100,057	\$233	\$0
Environmental Resources - Used Oil Recycling	\$96,072	\$0	\$64,590	\$84,712	\$85,000
Environmental Resources - Vehicle Registration Fee Surcharge	\$418,466	\$364,972	\$367,268	\$371,305	\$372,766
Environmental Resources - Waste Tire Enforcement Grant	\$40,289	\$0	\$0	\$53,704	\$59,164
Total Fund Balance/Retained Earnings	\$31,201,774	\$39,164,572	\$34,835,846	\$36,716,542	\$39,437,392

*Note: Only Listed for Non-General Fund Units

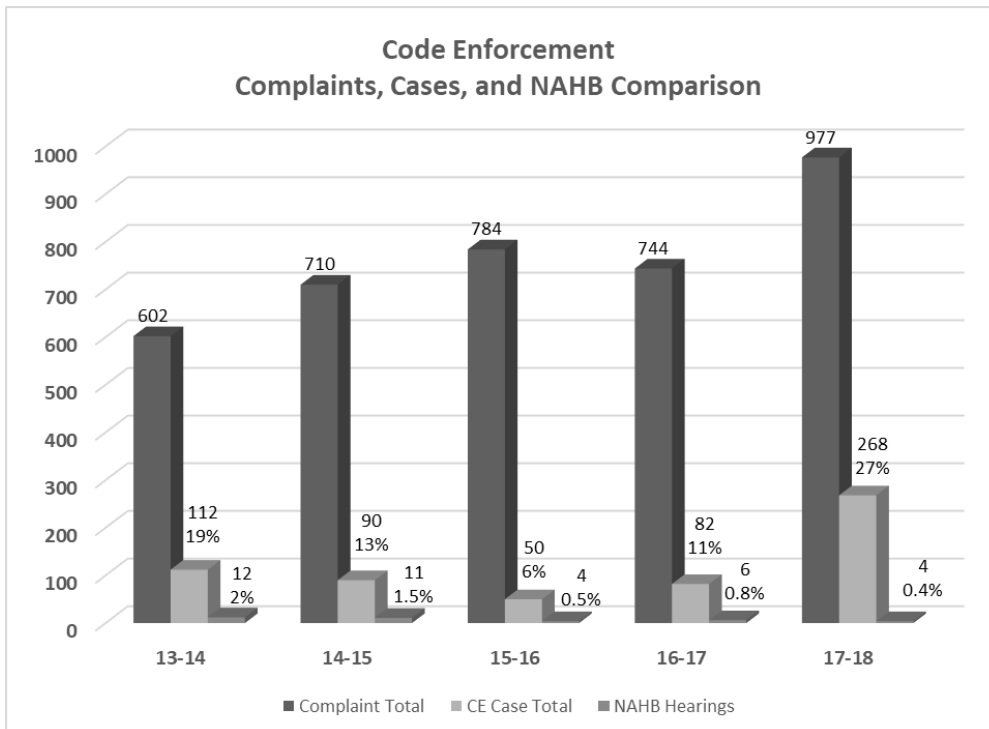
- ◆ The Environmental Resources Fund reflects an initial trend of fund balance growth due to conservative spending during the economic downturn, which resulted in savings generated from staff vacancies and a reduction in fixed asset and services and supplies expenditures, offset by increases in revenue from State grant funding, unanticipated hazardous materials settlement/civil penalty restricted funding, Net County Cost funding for Board approved priorities in the Water and Code Enforcement Programs, and fluctuating increases in revenue from fees for service. Over the past two fiscal years, however, the trend has been a decrease in fund balance due to costs associated with increased staffing levels, increased fixed asset and onsite improvement costs, and an overall increase in the cost of doing business.
- ◆ AB 939 - Source Reduction and Recycling, Abandoned Vehicle Abatement, Beverage Container Recycling, Code Enforcement Abatement, Disclosure Program, Household Hazardous Waste, Trust Fund, Used Oil Recycling, Vehicle Registration Fee Surcharge, and Waste Tire Enforcement Grant projects have varied based on project timelines, deliverables, the cyclical nature of expenditures, the amount of State funding received for grants, and the steady inflow of revenue that allows for periodic increases to fund balance.
- ◆ The E-Waste Collection and Underground Storage Tank Pilot Program funds were inactivated in Fiscal Year 2015-2016, therefore both have a fund balance of zero.
- ◆ Fink Road Landfill fund has maintained a fairly consistent fund balance that has increased over time. The cyclical nature of expenditures and the steady inflow of revenue have increased in recent years due to an increase in solid waste tonnage disposal and the use of fund balance varies annually based on project timelines, deliverables, expenditures, and unforeseen fluctuations in revenue from tipping fees charged for solid waste disposal.
- ◆ Geer Road Landfill fund initially reflects a gradual decrease in fund balance with an increase in Fiscal Year 2017-2018 as a result of a one-time loan in the amount of \$2.8 million to help cover the on-going post-closure work being required by the Regional Water Quality Control Board. Each year, additional funds are transferred at year-end, if needed, to end the year with limited to no cash balance and, likewise, at the beginning of each fiscal year funds are transferred from the post-closure account to the Geer Road Landfill Operating Fund to cover the estimated expenses for the upcoming year.

Department Success Measures

The Code Enforcement (CE) Division strives to achieve voluntary compliance through education and personal contact. A CE case is opened when a service request

(zoning violation) is confirmed and voluntary compliance is not achieved within a reasonable time; typically 30 days of the complaint being received. If enforcement

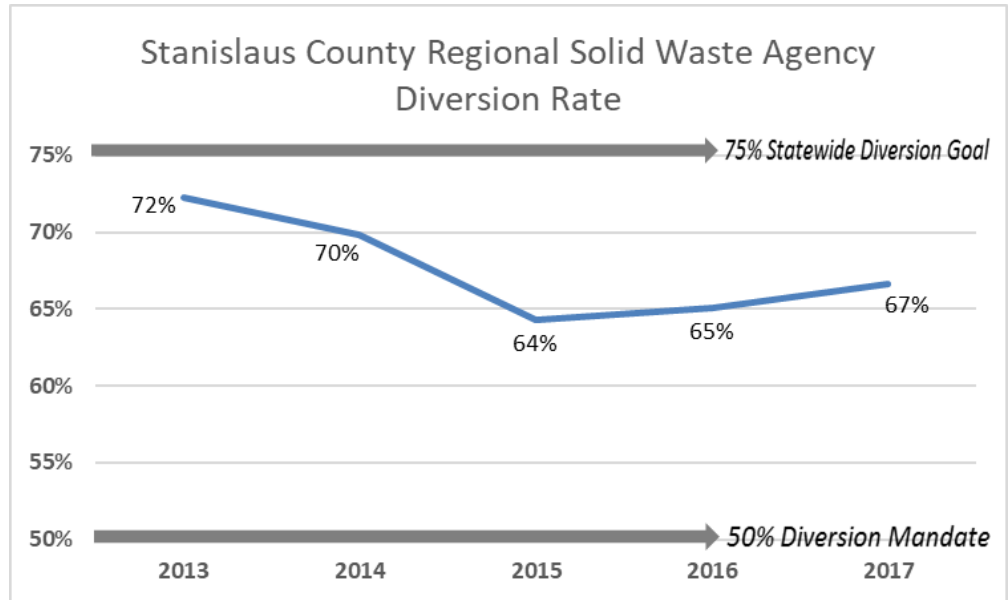
becomes necessary, a Notice and Order to Abate and subsequent citations are issued. In these instances, staff continue to work with the property owner via compliance inspections to ensure a good faith effort is made to correct violations within reasonable time; typically 45 days of opening a CE case. If violations remain after staff efforts and citations, then Nuisance Abatement Hearing Board (NAHB) enforcement may be utilized as a last resort. Stanislaus County has seen a steady rise in the number of zoning-related complaints. The chart identifies trends over the past five years from



July 2013 – June 2018. During this time, the Code Enforcement Unit was restored to full staffing. As such, the trend reflects that the unit is able to more efficiently respond to the growing number of complaints into cases. Staff is able to provide more time and focus on each individual case which increases compliance and maintains a low number of NAHB hearings. These trends will guide departmental activities in managing County Ordinance-related complaints and educating the community about the County Ordinance.

Stanislaus County Regional Solid Waste Planning Agency (RA) to work and report efforts collectively towards meeting the State 50% diversion mandate. The adjacent chart identifies trends from 2013-2017. Stanislaus County RA clearly meets the State 50% diversion mandate with a high of 72% in 2013 and decreasing in 2015. The trend shows an increasing disposal rate which is attributed to an improved economy and population growth. These trends and data will guide departmental activities to engage the community to recycle and further enhance our outreach efforts.

With the enactment of AB 341 in 2011, legislation declared that “it is the policy goal of the State that not less than 75% of solid waste generated be source reduced, recycled, or composted by the year 2020.” This dove-tailed with earlier legislation (AB 939) requiring that local jurisdictions divert at least 50% of waste generated from landfill disposal by the year 2000. At that time, eight of the nine local cities, excluding Modesto, joined together to form the



Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ Collaborate with County Stakeholders to finalize the Programmatic Environmental Impact Report which facilitates the implementation of its Groundwater Ordinance, streamlines the well permitting process, and supports the preparation and implementation of the Groundwater Sustainability Plans under the Sustainable Groundwater Management Act
- ◆ Evaluate the County’s “evergreen” Franchise Refuse Agreements and determine alternatives
- ◆ Complete the design plans and bid for the In-fill Project at the Fink Road Landfill and obtain a revised Solid Waste Facility Permit in order to begin construction of the onsite expansion of landfill capacity for solid waste disposal
- ◆ Complete the construction of the new Groundwater Extraction and Treatment System at the Geer Road Landfill in order for the Cease and Desist Order to be lifted and obtain a new permit from the Regional Water Quality Control Board which will ensure the maximum protection to groundwater quality available
- ◆ Complete the construction of Municipal Solid Waste Cell 6 at the Fink Road Landfill to increase available capacity for solid waste disposal

Budgets Contained within the Department

- ◆ Environmental Resources (Special Revenue Fund)
- ◆ AB 939/Source Reduction and Recycle (Special Revenue Fund)
- ◆ Abandoned Vehicle Abatement (Special Revenue Fund)
- ◆ Beverage Container Recycling (Special Revenue Fund)
- ◆ Code Enforcement Abatement (Special Revenue Fund)
- ◆ Disclosure Program (Special Revenue Fund)
- ◆ E-Waste Collection Facility (Special Revenue Fund)
- ◆ Fink Road Landfill (Enterprise Fund)
- ◆ Geer Road Landfill (Enterprise Fund)
- ◆ Household Hazardous Waste (Special Revenue Fund)
- ◆ Trust Fund (Special Revenue Fund)
- ◆ Underground Storage Tank Program (Special Revenue Fund)
- ◆ Used Oil Recycling (Special Revenue Fund)
- ◆ Vehicle Registration Fee Surcharge (Special Revenue Fund)
- ◆ Waste Tire Enforcement Grant (Special Revenue Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Environmental Resources						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$136,388	\$27,420	\$31,000	\$31,000	\$0	\$31,000
Revenue from use of Assets	\$686,553	\$764,066	\$515,000	\$515,000	\$0	\$530,000
Intergovernmental Revenue	\$471,576	\$602,562	\$917,340	\$917,340	\$0	\$815,851
Charges for Service	\$14,927,167	\$16,244,270	\$15,479,467	\$15,479,467	\$0	\$15,540,182
Miscellaneous Revenue	\$132,371	\$42,599	\$58,800	\$58,800	\$0	\$40,800
Other Financing Sources	\$2,256,519	\$4,923,001	\$3,570,939	\$3,570,939	\$0	\$5,548,376
Total Revenue	\$18,610,574	\$22,603,918	\$20,572,546	\$20,572,546	\$0	\$22,506,209
Use of Fund Balance/Retained Earnings	(\$2,720,849)	\$6,911,508	\$10,629,822	\$10,714,492	\$84,670	\$12,163,341
Total Funding Sources	\$15,889,725	\$29,515,426	\$31,202,368	\$31,287,038	\$84,670	\$34,669,550
Salaries and Benefits	\$8,617,519	\$9,851,692	\$11,091,587	\$11,162,257	\$70,670	\$11,668,938
Services and Supplies	\$3,763,230	\$12,592,144	\$13,943,209	\$13,943,209	\$0	\$16,126,973
Other Charges	\$2,353,062	\$3,308,130	\$1,729,831	\$1,729,831	\$0	\$1,791,147
Fixed Assets						
Buildings & Improvements	\$44,862	\$100,291	\$240,000	\$240,000	\$0	\$350,000
Equipment	\$213,973	\$213,594	\$2,299,572	\$2,313,572	\$14,000	\$863,000
Other Financing Uses	\$1,810,119	\$4,609,075	\$3,200,000	\$3,200,000	\$0	\$5,200,000
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$1,450)	(\$1)	(\$267,320)	(\$267,320)	\$0	(\$295,997)
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$16,801,315	\$30,674,925	\$32,236,879	\$32,321,549	\$84,670	\$35,704,061
General Fund Contribution	\$911,590	\$1,159,499	\$1,034,511	\$1,034,511	\$0	\$1,034,511
Total Allocated Positions	-	-	105	106	1	106

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$20.6 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Revenue for the 2018-2019 Proposed Budget is estimated at \$20.6 million, a decrease of \$665,057 from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by considering last year's revenue actuals, the current year's annualized year-to-date actuals and the five-year history of actuals, along with any known grant awards or reimbursements and other known variables associated with each program/budget unit.
- ◆ The Department has a total of \$32.6 million in available fund balance/retained earnings as of July 1, 2018, of which \$10.7 million is budgeted for use in Fiscal Year 2018-2019.
 - ◆ The Environmental Resources budget has a total of \$6.1 million in available fund balance earnings as of July 1, 2018, of which \$2.2 million is budgeted for use in Fiscal Year 2018-2019.
 - ◆ The AB 939 – Source Reduction and Recycle budget has a total of \$1,669 in available fund balance earnings as of July 1, 2018.
 - ◆ The Abandoned Vehicle Abatement budget has a total of \$141,607 in available fund balance as of July 1, 2018, of which \$4,694 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ The Beverage Container Recycling budget has a negative total of (\$5,172) in available fund balance as of July 1, 2018, due to the timing of the grant reimbursement from the State.
 - ◆ The Code Enforcement Abatement budget has a total of \$100,107 in available fund balance as of July 1, 2018, of which \$20,000 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ The Disclosure Program budget has a total of \$313,570 in available fund balance as of July 1, 2018, of which \$66,320 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ The Fink Road Landfill budget has a total of \$22.4 million in available retained earnings as of July 1, 2018, of which \$8 million is budgeted for use in Fiscal Year 2018-2019.
 - ◆ The Geer Road Landfill budget has a total of \$1.9 million in available retained earnings as of July 1, 2018, of which \$85,000 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ The Household Hazardous Waste budget has a total of \$1 million in available fund balance as of July 1, 2018, of which \$361,108 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ The Trust Fund budget has a total of \$38,785 in available fund balance as of July 1, 2019, of which \$5,300 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ The Used Oil Recycling budget has a total of \$90,568 in available fund balance as of July 1, 2018.
 - ◆ The Vehicle Registration Fee Surcharge budget has a total of \$376,259 in available fund balance as of July 1, 2018, of which \$64,000 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ The Waste Tire Enforcement Grant budget has a total of \$61,700 in available fund balance as of July 1, 2018.
- ◆ The anticipated decrease of \$665,057 in overall departmental revenue from the prior year is primarily due to a one-time loan of \$2.75 million that was received by the Geer Road Landfill budget unit in Fiscal Year 2017-2018 to accommodate costs associated with constructing the new Groundwater Extraction and Treatment System (GWETS), as required by the Regional Water Quality Control Board. The decrease of \$3.1 million in overall departmental fund balance/retained earnings use from the 2017-2018 Adopted Final Budget is primarily due to several large one-time projects that were included in the Environmental Resources main operating budget and the Fink and Geer Road landfills' budget units that resulted in an increase in fund balance/retained earnings use in Fiscal Year 2017-2018.

Budget and Operations

- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$32.3 million, an increase of \$84,670 from the 2018-2019 Adopted Proposed Budget.
 - ◆ Add one Landfill Equipment Operator II position at an annual on-going cost of \$70,670.
 - ◆ Increase fixed assets in the amount of \$14,000 for increased vehicle costs approved in the Adopted Proposed Budget for Environmental Resources and Household Hazardous Waste.

- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$32.2 million, a decrease of \$3.7 million from the 2017-2018 Adopted Final Budget.
- ◆ The Proposed Budget includes a \$3.7 million decrease primarily due to several large projects that were included in the 2017-2018 Adopted Final Budget. The Department currently receives a General Fund Contribution of \$1,034,511, which provides funding for Code Enforcement, Groundwater Program, County Recycling Program, Graffiti Abatement Program, and other department programs.
- ◆ The Proposed Budget includes a request to increase service levels.
- ◆ The Proposed Budget includes \$296,224 to accommodate the increased costs associated with the requested service level adjustment to add, restore, and re-class positions in Accounting, Human Resources, Clerical, Code Enforcement, the Landfill, and the Groundwater program; there is no impact to the County General Fund.
 - ◆ The requested adjustment includes \$92,741 in one-time costs and \$203,724 in ongoing costs.
- ◆ The Proposed Budget includes \$123,328 to accommodate the increased costs associated with the requested service level adjustment to add one position to the Code Enforcement program regulating the cannabis program, funded by cannabis permit revenue.
 - ◆ The requested adjustment includes \$32,673 in one-time costs and \$90,655 in ongoing costs.
- ◆ The Proposed Budget includes the replacement of seven vehicles and is included in base:
 - ◆ Six used to conduct health inspections, graffiti abatement, hazardous materials emergency response, milk and dairy inspections, and other related activities.
 - ◆ One used for day-to-day operations at the Landfill.

The total cost is estimated to be \$194,000, and is funded by departmental fund balance/retained earnings.
- ◆ The Proposed Budget includes the purchase of four additional new vehicles:
 - ◆ Two will be used to conduct health inspections, graffiti abatement, hazardous materials emergency response, milk and dairy inspections, and other related activities.
 - ◆ One will be used for day-to-day operations at the Landfill.
 - ◆ One will be used for zoning and code enforcement activities.

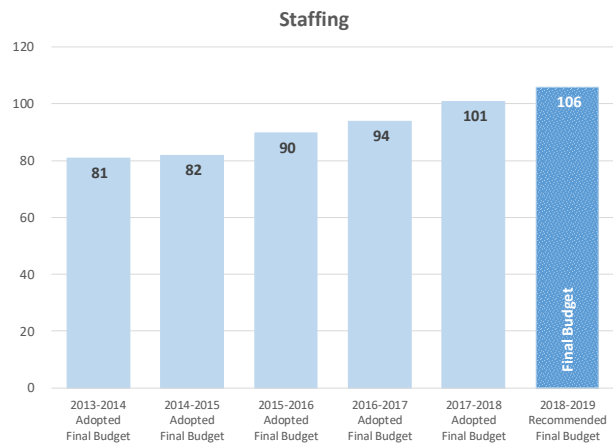
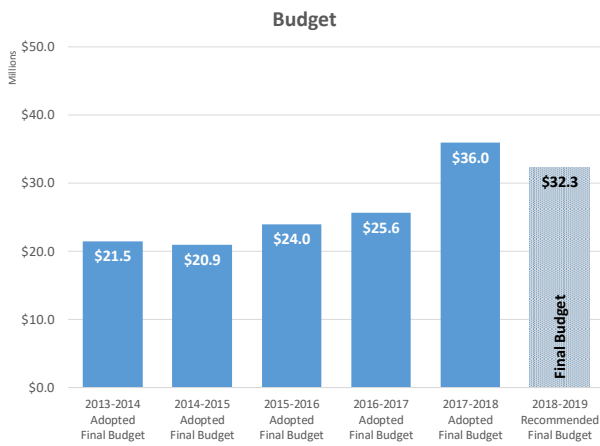
The total cost is estimated to be \$117,500 and of that \$90,000 is funded by departmental fund balance/retained earnings and \$27,500 for the new Zoning Enforcement Officer's vehicle will be covered by Cannabis Development Agreement income.
- ◆ The Department of Environmental Resources has a total fleet of 59 vehicles; of those, eight meet the minimum age and mileage requirements to be considered for replacement under the Fleet Services Policy.
- ◆ The Proposed Budget includes \$2,299,572 in fixed asset costs, inclusive of the above recommended vehicles, and along with the following: a security system at the Fink Road Landfill, new restrooms at the Household Hazardous Waste facility, upgraded computer equipment at Fink Road Landfill, Supervisory Control and Data Acquisition (SCADA) system upgrade for the landfill gas collection system at Fink Road Landfill, onsite water system, and the following equipment replacements: D9 Dozer for Fink Road Landfill, forklift for Household Hazardous Waste facility, Caron Wheels on the 836H Compactor at Fink Road Landfill, and a budget to cover any urgent unforeseen equipment replacement needs at the Fink Road Landfill.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 106, an increase of one since the 2018-2019 Adopted Proposed Budget.
- ◆ The Final Budget includes a recommendation for an increase of one to the Total Allocated Position.
 - ◆ One block-budgeted Landfill Equipment Operator II position is recommended to be restored at the Fink Road Landfill due to an increase in waste tonnage received at the landfill and to reduce overtime.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of 105, an increase of four from the 2017-2018 Adopted Final Budget allocation.
- ◆ The Proposed Budget includes an increase of four to the Total Allocated Positions.
 - ◆ One new block-budgeted Accountant I/II position is recommended in the Accounting Division to support an increased workload currently sustained by extra-help staff working an average of 40 hours per week.
 - ◆ One Administrative Clerk III position is recommended to be restored in the Clerical Division to support an increased workload currently sustained by extra-help staff working on average of 40 hours per week.

- ◆ One new Staff Services Analyst position is recommended to meet the growing needs of the Groundwater Program and the mandated reporting deadlines of the Landfill.
- ◆ One new Zoning Enforcement Officer is recommended to conduct enforcement activities relating to commercial cannabis ordinance.
- ◆ The Proposed Budget includes technical adjustments that do not affect the position allocation.
 - ◆ An organization study of one existing Manager I for code enforcement and the restoration of a Manager I/II position for Human Resources are recommended.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors’ action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan totals \$22.5 million and was not adjusted in the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$22.5 million, an increase of \$1.9 million from the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by considering the current year’s annualized year-to-date actuals and the five-year history of actuals, along with any anticipated grant award amounts or reimbursements and other known variables associated with each program. Additional escalators to particular budget units are as follows:
 - ◆ The Environmental Resources budget unit used a revenue escalator of 1.5% in Charges for Services accounts.
 - ◆ The Abandoned Vehicle Abatement budget unit used a revenue escalator of 3%
 - ◆ The Disclosure Program budget unit used a revenue escalator of 3.3% in the majority of the Charges for Services accounts.
 - ◆ The Fink Road Landfill budget unit used a revenue escalator of 3% in Revenue from Use of Assets.
 - ◆ The Geer Road Landfill budget unit increased Other Financing Source revenue by \$1,977,437 due to the possible need for a fixed asset equipment upgrade.
- ◆ The Spending Plan relies on the use of \$12.2 million in departmental fund balance/retained earnings; based on use of fund balance/retained earnings identified in the 2018-2019 Proposed Budget, the Department anticipates there will be \$21.9 million in available fund balance/retained earnings on July 1, 2019.

- ◆ The Environmental Resources budget unit anticipates a total of \$3.9 million in available fund balance as of July 1, 2019, of which \$2.7 million is budgeted for use in Fiscal Year 2019-2020.
- ◆ The AB 939 – Source Reduction and Recycle budget unit anticipates a total of \$1,669 in available fund balance as of July 1, 2019.
- ◆ The Abandoned Vehicle Abatement budget unit anticipates a total of \$136,913 in available fund balance as of July 1, 2019, of which \$10,691 is budgeted for use in Fiscal Year 2019-2020.
- ◆ The Beverage Container Recycling budget unit anticipates a zero fund balance as of July 1, 2019, as the grant receivable is expected to correct for the negative balance in Fiscal Year 2018-2019.
- ◆ The Code Enforcement Abatement budget unit anticipates a total of \$80,107 in available fund balance as of July 1, 2019, of which \$20,000 is budgeted for use in Fiscal Year 2019-2020.
- ◆ The Disclosure Program budget unit anticipates a total of \$247,250 in available fund balance as of July 1, 2019, of which \$69,150 is budgeted for use in Fiscal Year 2019-2020.
- ◆ The Fink Road Landfill budget unit anticipates a total of \$14.4 million in available retained earnings as of July 1, 2019, of which \$9 million is budgeted for use in Fiscal Year 2019-2020.
- ◆ The Geer Road Landfill budget unit anticipates a total of \$1.8 million in available retained earnings as of July 1, 2019, of which \$87,976 is budgeted for use in Fiscal Year 2019-2020.
- ◆ The Household Hazardous Waste budget unit anticipates a total of \$678,816 in available fund balance as of July 1, 2019, of which \$197,696 is budgeted for use in Fiscal Year 2018-2019.
- ◆ The Trust Fund budget unit anticipates a total of \$33,485 in available fund balance as of July 1, 2019, of which \$5,300 is budgeted for use in Fiscal Year 2019-2020.
- ◆ The Used Oil Recycling budget unit anticipates a total of \$90,568 in available fund balance as of July 1, 2019.
- ◆ The Vehicle Registration Fee Surcharge budget unit anticipates a total of \$312,259 in available fund balance as of July 1, 2019, of which \$64,000 is budgeted for use in Fiscal Year 2019-2020.
- ◆ The Waste Tire Enforcement Grant budget unit anticipates a total of \$61,700 in available fund balance as of July 1, 2019.

Budget and Operations Plan

- ◆ Gross Costs for the 2019-2020 Spending Plan increased to \$35.7 million in the 2018-2019 Final Budget for ongoing adjustments.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$35.6 million; an increase of \$3.4 million from the 2018-2019 Proposed Budget.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:
 - ◆ Salaries and benefits increase of 3.5%
 - ◆ Group health insurance increase of 5%
 - ◆ Services and supplies increase of 3.5%
 - ◆ Cost Allocation Plan (CAP) increase of 3.5%

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a staffing level of 106, an increase of one since the 2018-2019 Adopted Proposed Budget allocation and consistent with the 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 105, consistent with the 2018-2019 Proposed Budget allocation.

Key Challenges and Opportunities

- ◆ In September 2016 Governor Brown signed SB1383, establishing methane emissions reduction targets in a statewide effort to reduce emissions of short-lived climate pollutants. Methane emissions resulting from the decomposition of organic waste in landfills (and other areas) are considered a significant source of greenhouse gas emissions which contribute to climate change. Organic waste account for a significant portion of California's

overall waste stream and food waste alone accounts for about 17-18% of total landfill disposal. The concept being that increasing food waste diversion, and expanding organic composting will help reduce methane emissions. SB 1383 establishes various targets to obtain a 50% reduction in the level of statewide disposal of organic waste from the 2014 level by the year 2020 and a 75% reduction by the year 2025. The State anticipates adopting the regulations in late 2018 or early 2019 giving regulated entities approximately three years to plan and implement the necessary budgetary, contractual and other changes needed well in advance of the January 1, 2022, implementation date.

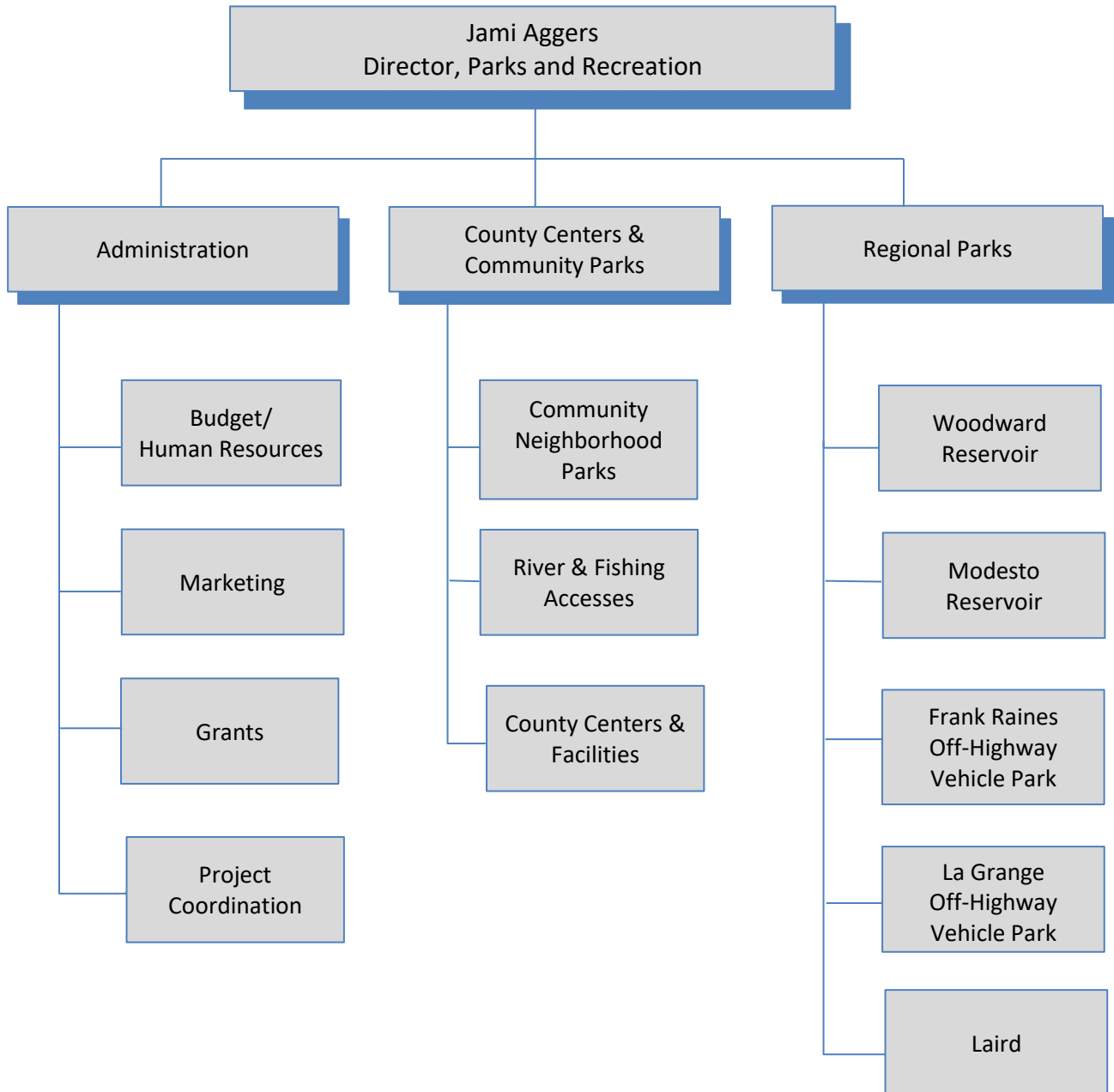
The Solid Waste Management division will initiate an organics program with a focus on providing education and outreach to the regulated community regarding the new organic diversion program. The Department anticipates returning to the Board with program and staffing considerations between Fiscal Years 2019-2021. A related bill, AB 1219, was signed into law in 2017 which requires the Department to educate food facilities about their ability to donate food which is also directed at reducing organic material from the waste stream.

- ◆ Other potential State legislation that would impact the Department is AB 626 which would allow “microenterprise home kitchen operations,” beyond what is currently allowed in the Cottage Food Operation category. If this legislation becomes law, it would have a corresponding staffing impact on the Environmental Health division.

Related Links

For additional information about Environmental Resources, refer to the division’s website at:

<http://www.stancounty.com/er/> or visit our Facebook page at: <https://www.facebook.com/StanislausHHW/> and <https://www.facebook.com/willy.recycle>



3800 Cornucopia Way, Suite C, Modesto, CA 95358 Tel: (209) 525-6750
www.stancounty.com/parks

Parks and Recreation

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$5,001,563	\$4,240,807
Use of Fund Balance/ Retained Earnings	\$135,682	\$19,000
Gross Costs	\$9,045,645	\$7,681,392
General Fund Contributions	\$3,908,400	\$3,421,585
% Funded by General Fund	43.2%	44.5%
Total Allocated Positions	46	46

Department Services and Programs

The Department maintains five regional parks, 12 neighborhood parks, ten community parks, two Off-Highway Vehicle parks, four cemeteries, two bridges, La Grange historical areas, five fishing access points along rivers and lakes, one swimming pool, one organized youth camp, and numerous acres of open space and river bottom. For more information, call (209) 525-6750 or visit www.stancounty.com/parks.

The **Administration** division implements the functions of budget, human resources, marketing, grant coordination, project management, partner development, and aligning maintenance, operational, and customer needs.

The **Community Parks/County Centers** division manages the maintenance and operations of the parks, flood control landscape, and streetscapes within County Service Areas 1, 10, 16, 18, 19, 21, 22, 24, 25, 26, and Del Rio Heights Landscape Assessment District; the Helen White Trail; Fox Grove, Riverdale and Las Palmas Fishing Accesses; Pauper’s, Cemetery; the Regional Water Safety Training Center located in Empire; Atlas, Bonita, Burbank-Paradise, Empire Community, Empire Tot Lot, Fairview, Leroy F. Fitzsimmons, Mono, Oregon Drive, Parklawn, Riverdale, Salida, and the United Community Parks. Additionally, the Community Parks/County Centers Division is responsible for landscape/grounds maintenance services at the following facilities: County Clerk-Recorder/Elections Building, 801 11th Street Building, Health Services Agency (County Center 2), Learning Institute (County Center 3), Probation and Juvenile Hall (County Center 5), 11 Libraries, Behavioral Health and Recovery Services facilities including Stanislaus Recovery Center (Ceres), a portion of County Center 1, 12th Street Garage and offices, Old City Hall, 1010 Tenth Street, Mancini Hall, and the Coroner’s Office.

The **Regional Parks** division is responsible for the maintenance and operations of Woodward Reservoir, Modesto Reservoir, Frank Raines Off-Highway Vehicle Park, LaGrange Off-Highway Vehicle Park, Laird Park and a small lot within the Knights Ferry area. The Department has operated recreational facilities at Woodward Reservoir in partnership with South San Joaquin Irrigation District (SSJID) for over 50 years. This facility encompasses 6,667 acres, including 2,900 acres covered by the reservoir.

The Department has operated recreational facilities at Modesto Reservoir in partnership with Modesto Irrigation District (MID) for more than 50 years. This facility covers 5,080 acres, including 2,800 acres covered by the reservoir.

The La Grange Regional Park includes the Off-Highway Vehicle area; Gold Dredge area; Livery Stables, Jail, School House, and Museum; Joe Domecq Wilderness area; Kiwanis Camp; Basso and Old La Grange Bridge; La Grange Cemetery; Robert’s Ferry Cemetery; French Bar Cemetery, Basso Fishing Access; Turlock State Lake Fishing Access; and 225 acres of river bottom along the Tuolumne River.

Frank Raines Regional Park includes the Off-Highway Vehicle area; Campground; Day Use Park, and the Minniear Area, which encompasses over 1,000 acres of undeveloped land designed for non-motorized recreation use.

Laird Regional Park consists of 97 acres of land, 30 of which open to the public for recreational purposes. This park also serves the role of a neighborhood park.

Board of Supervisors Priority Area



The Parks and Recreation supports the following Board of Supervisors priority:

Priority	<i>Delivering community infrastructure to benefit our residents and businesses</i>	
Mission Statement	To implement the policies established by the Board of Supervisors pertaining to parks, which includes acquiring, developing, and maintaining recreation areas serving every segment of society, including the disabled and economically disadvantaged. To provide the leadership necessary to develop and manage parks and recreation facilities in ways that will provide the best possible experience for people to enjoy the outdoors at the most reasonable costs	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Annual visitation to Regional Parks	Customer satisfaction response via social media

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments	
<ul style="list-style-type: none"> ◆ Completed the Fairview Park Improvement Project including a new restroom, soccer fields, picnic tables with benches, ADA improvements, lighting and basketball court renovation ◆ Completed the 2018 Parks Master Plan Update Project ◆ Began the California Environmental Quality Act review for the development of the north side of Woodward Reservoir Regional Park 	

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Parks and Recreation							
0100 0035110 General Fund							
Total Revenue	\$3,508,865	\$2,798,668	\$3,480,232	\$4,698,472	\$5,038,695	\$4,264,934	118.14%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$5,103,540	\$4,769,923	\$5,405,525	\$6,147,761	\$7,419,432	\$7,939,070	93.45%
Net County Cost	\$1,594,675	\$1,971,255	\$1,925,293	\$1,449,289	\$2,380,737	\$3,674,136	64.80%

- ◆ The Parks and Recreation revenue and expenditures can vary depending on park visitation that is subject to weather and water levels and the cyclical nature of expenditures. In addition, some years' revenue includes special grants that are not received annually. The trend over the past five years is an increase in revenue due to marketing, special events, and increased fees. Increased costs in recent years can be attributed to the addition of full-time park maintenance positions, and the transition of extra help to full-time allocated positions. Recent years also include one-time deferred maintenance projects and replacement of the Parks fleet that was 20+ years old.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Parks and Recreation - Fish and Wildlife							
1727 0035452 Special Revenue Fund							
Total Revenue	\$7,613	\$21,063	\$13,212	\$1,098	\$961	\$600	160.17%
Use of Fund Balance	(\$5,097)	(\$15,518)	(\$7,261)	\$7,194	\$1,871	\$51,700	3.62%
Gross Costs	\$2,516	\$5,545	\$5,951	\$8,292	\$2,832	\$52,300	5.4%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The revenue in the Fish and Wildlife fund varies from year to year depending on violations observed and tickets written. Costs in this budget must be approved by the Fish and Wildlife Committee as an expenditure that helps maintain the environment. Since the committee determines whether to approve requests from the public that are brought to them for consideration, actual costs in Fiscal Year 2017-2018 were lower than the prior year due to the committee authorizing fewer expenditure requests from the public. Due to appropriating the full amount of fund balance annually in order to make the funds available for the Fish and Wildlife Commission, if needed, the 2017-2018 Legal Budget is higher than the actual expenditures authorized by the committee for Fiscal Year 2017-2018.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Parks and Recreation - Modesto Reservoir Patrol							
1728 0035453 Special Revenue Fund							
Total Revenue	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	100.00%
Use of Fund Balance	(\$16,853)	(\$23,000)	\$9,278	(\$23,000)	\$220,877	\$285,979	77.24%
Gross Costs	\$6,147	\$0	\$32,278	\$0	\$243,877	\$308,979	78.93%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Modesto Reservoir Patrol shows a stable revenue trend with varying expenditures. Funds were saved over a period of a few years to pay for a portion of the Modesto Reservoir Fuel Pump Project in Fiscal Year 2017-2018.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Parks and Recreation - Off-Highway Vehicle Fund							
1702 0035450 Special Revenue Fund							
Total Revenue	\$406,993	\$526,464	\$853,701	\$656,147	\$442,068	\$648,385	68.18%
Use of Fund Balance	(\$37,753)	(\$99,537)	(\$13,121)	\$21,825	\$128,252	\$81,593	157.19%
Gross Costs	\$369,240	\$426,927	\$840,580	\$677,972	\$570,320	\$729,978	78.13%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Off-Highway Vehicle revenue and expenditure trends differ depending on the amount of grant funds available, revenue received from entrance fees and special events, and the cyclical nature of expenditures and varying project timelines. The increase in costs over the last several years is due to large equipment purchases to maintain and improve the park.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Parks and Recreation - Regional Water Safety Training Center							
1694 0035701 Special Revenue Fund							
Total Revenue	\$25,104	\$36,154	\$31,525	\$25,409	\$26,819	\$31,000	86.51%
Use of Fund Balance	(\$454)	(\$5,824)	\$6,632	\$37,845	\$33,394	\$30,025	111.22%
Gross Costs	\$24,650	\$30,330	\$38,157	\$63,254	\$60,213	\$61,025	98.67%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Regional Water Safety Training Center revenue is stable due to annual donations received from various donors. Expenditures have gradually increased due to the use of full-time staff in recent years, beginning in Fiscal Year 2016-2017, and increased costs associated with maintaining the pool and grounds.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Parks and Recreation - Tuolumne River Regional Park							
0100 0035420 General Fund							
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$121,426	\$121,426	\$129,675	\$194,512	\$194,512	\$194,512	100.00%
Net County Cost	\$121,426	\$121,426	\$129,675	\$194,512	\$194,512	\$194,512	100.00%

- ◆ The trend in Tuolumne River Regional Park has been gradual increases in operations and maintenance costs over the last three years.

Fund Balance Trends

The following table identifies five-year historical data of actual fund balance by individual budget unit and along with a department total for each fiscal year.

Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
Parks and Recreation - Fish and Wildlife	\$25,185	\$30,281	\$45,800	\$53,060	\$45,866
Parks and Recreation - Modesto Reservoir Patrol	\$232,404	\$249,257	\$272,257	\$262,980	\$285,980
Parks and Recreation - Off-Highway Vehicle Fund	\$343,335	\$381,087	\$480,624	\$493,746	\$471,920
Parks and Recreation - Regional Water Safety Training Center	\$125,423	\$125,876	\$131,700	\$125,068	\$87,223
Total Missing	\$726,347	\$786,501	\$930,381	\$934,854	\$890,989

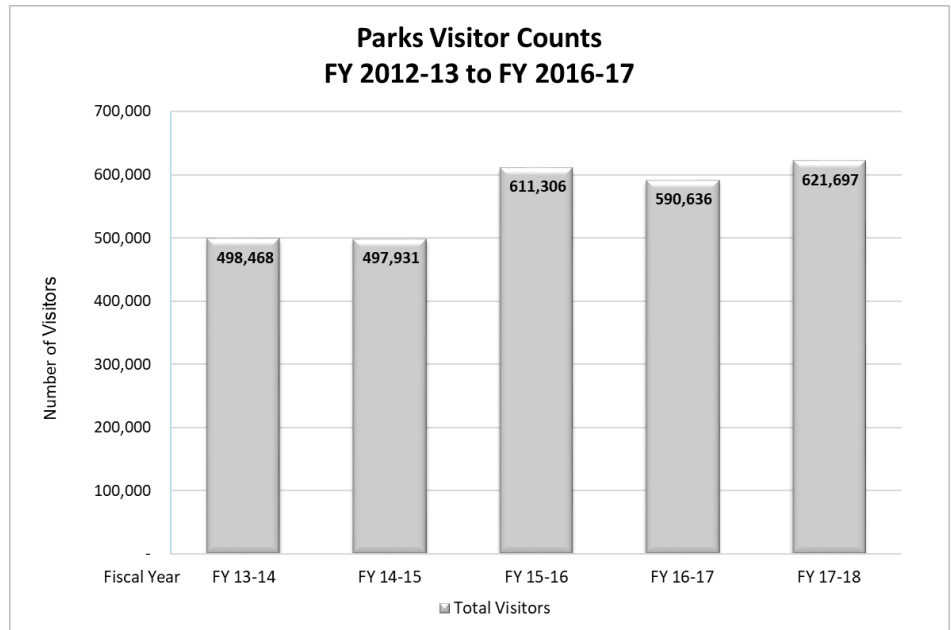
*Note: Only Listed for Non-General Fund Units

- ◆ Fish and Wildlife fund balance reflects a gradual increase, due to an increase in fines collected, then a decrease in Fiscal Year 2017-2018 due to expenditures approved by the Fish and Wildlife Committee to provide for educational and recreational opportunities supporting the protection, conservation, propagation, and preservation of fish and wildlife.
- ◆ Modesto Reservoir Patrol shows a gradual increase in fund balance due to expenditures remaining lower than the overall revenue received historically.
- ◆ The Off-Highway Vehicle fund balance shows a gradual increase in fund balance due to increases in revenue received from entrance fees, special events, and grant funding, as well as the cyclical nature of expenditures and varying project timelines and deliverables.
- ◆ Regional Water Safety Training Center fund balance has been stable until recently. The decrease in the past two years is attributable to the use of full-time staff, instead of extra-help, and increased costs associated with maintaining the pool and grounds.

Department Success Measures

Stanislaus County Parks has seen slight variances in attendance over the last five years with the trend being an increase in visitation. When people visit our parks, it means they spend time outdoors enjoying nature, family and friends, they participate in physical activities, and they take in fresh air, a little sunshine and a lot of comradery. The adjacent chart reflects variances in attendance which may be contributed to weather, water levels, dates of the “Body to Water Restriction,” Holiday dates falling during mid-week, and misinformation spread through social media. In April 2015, Parks launched Facebook pages to develop a presence on Social Media and went live with the online reservation system in February 2016. These trends will guide departmental activities to engage the community and further increase Parks visitation.

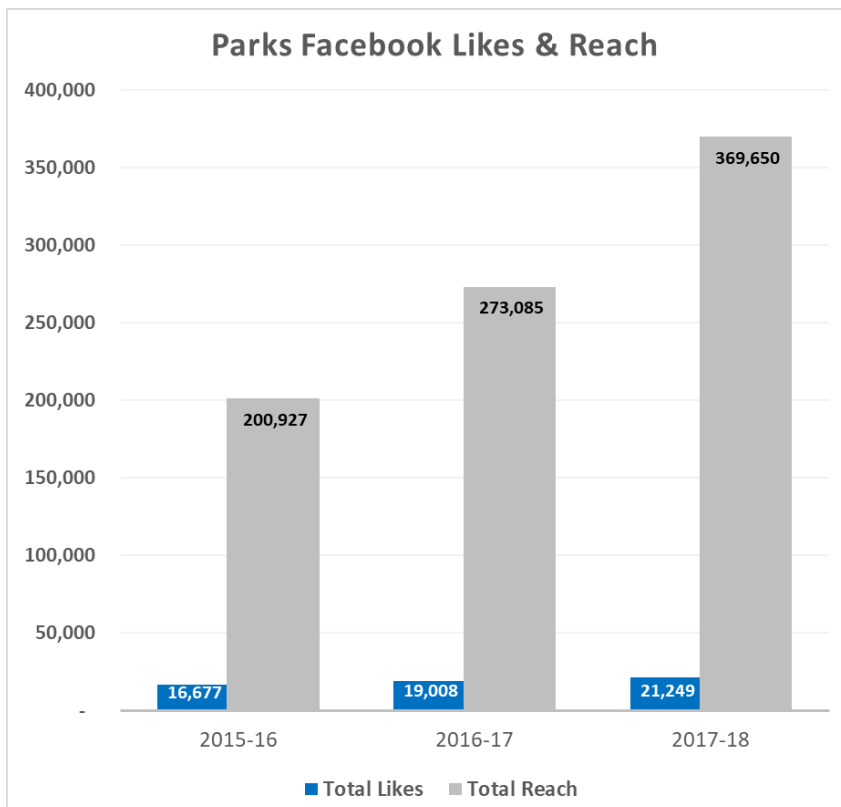
The Regional Parks established a presence on Facebook in April 2015 and continue to increase the “Reach” to



people online. Growing interest in Parks can be gauged through the comments that are posted as well as the “Likes.” We strive to increase awareness and educate the public to “Think Outside the House,” and “Get Your Play On,” in order to promote the health and well-being of our community and improve the quality of life. Social

media has served as an effective tool in communicating the Parks and Recreational services offered such as: picnicking, sailing and power boating, water skiing, jet skiing, fishing, swimming, camping, hiking, hunting, horseback trails, motor-cross and off highway vehicle recreation, concerts, expos, holiday and special events, and much more, as well as clarifying misinformation spread through social media.

This adjacent chart reflects how engaged the community is in using the Regional Parks. The trend shows an increase in “Likes” which can be attributed to the marketing efforts which include posts of events held at the Regional Parks, water safety information, and other resources shared. These trends will guide departmental activities to engage the community via social media and further enhance our customer satisfaction through “Reach” and “Likes.”



Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ Complete a biological study and a site survey for the CEQA process in order to continue the development of an additional event venue at the north side of Woodward Reservoir Regional Park.
- ◆ Complete the Grayson Road Firing Range Site Cleanup Project to restore it to its natural environment.
- ◆ Complete the Modesto Reservoir Fuel Pump Project that will update existing fuel pumps from the 1970's to safely and conveniently provide fuel to recreational visitors.
- ◆ Complete the Frank Raines Potable Water Project in order to supply a new restroom with clean drinking water at the Day Use area.

Budgets Contained within the Department

- ◆ Parks and Recreation (General Fund)
- ◆ Fish and Wildlife (Special Revenue Fund)
- ◆ Modesto Reservoir Patrol (Special Revenue Fund)
- ◆ Off-Highway Vehicle Fund (Special Revenue Fund)
- ◆ Regional Water Safety Training Center (Special Revenue Fund)
- ◆ Tuolumne River Regional Park (General Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Parks and Recreation						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$47,305	\$49,045	\$48,480	\$48,480	\$0	\$44,784
Fines, Forfeitures, Penalties	\$1,098	\$965	\$1,000	\$1,000	\$0	\$1,000
Revenue from use of Assets	\$38,504	\$39,960	\$26,015	\$26,015	\$0	\$24,735
Intergovernmental Revenue	\$588,624	\$950,130	\$692,377	\$681,465	(\$10,912)	\$0
Charges for Service	\$4,651,241	\$4,426,607	\$4,205,103	\$4,205,103	\$0	\$4,150,203
Miscellaneous Revenue	\$40,575	\$51,182	\$39,500	\$39,500	\$0	\$20,085
Other Financing Sources	\$36,779	\$13,654	\$0	\$0	\$0	\$0
Total Revenue	\$5,404,126	\$5,531,543	\$5,012,475	\$5,001,563	(\$10,912)	\$4,240,807
Use of Fund Balance/Retained Earnings	\$43,864	\$384,394	\$136,335	\$135,682	(\$653)	\$19,000
Total Funding Sources	\$5,447,990	\$5,915,937	\$5,148,810	\$5,137,245	(\$11,565)	\$4,259,807
Salaries and Benefits	\$2,950,811	\$3,312,096	\$3,935,586	\$4,009,485	\$73,899	\$3,914,577
Services and Supplies	\$1,842,941	\$1,974,712	\$2,440,495	\$2,440,495	\$0	\$1,732,066
Other Charges	\$1,343,441	\$1,378,876	\$1,712,461	\$1,708,896	(\$3,565)	\$1,335,300
Fixed Assets						
Buildings & Improvements	\$69,613	\$548,447	\$30,000	\$30,000	\$0	\$0
Equipment	\$367,880	\$313,371	\$346,046	\$338,046	(\$8,000)	\$199,046
Other Financing Uses	\$0	\$458,207	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$517,105	\$505,477	\$518,723	\$518,723	\$0	\$500,403
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$7,091,791	\$8,491,186	\$8,983,311	\$9,045,645	\$62,334	\$7,681,392
General Fund Contribution	\$1,643,801	\$2,575,249	\$3,834,501	\$3,908,400	\$73,899	\$3,421,585
Total Allocated Positions	-	-	46	46	0	46

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$5,001,563, a decrease of \$10,912 from the 2018-2019 Adopted Proposed Budget.
 - ◆ Decrease of \$10,912 in estimated revenue reflects actual off-highway grant funding awarded from the State.
- ◆ Revenue for the 2018-2019 Proposed Budget is estimated at \$5 million, an increase of \$545,747 from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by considering last year's revenue actuals, the five-year history of actuals, the current year's projected revenue, any known grant awards or reimbursements, known scheduled events for the year, and other known variables associated with each program/budget unit. The Department projects revenue conservatively as there are many variables that can influence visitation throughout the year such as the weather and water levels.
- ◆ The Department has a total of \$506,594 in available fund balance as of July 1, 2018, of which \$135,682 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ The Fish and Wildlife budget unit has a total of \$43,996 in available fund balance earnings as of July 1, 2018, of which \$19,000 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ The Modesto Reservoir Patrol budget has a total of \$65,102 in available fund balance earnings as of July 1, 2018.
 - ◆ The Regional Water Safety Training Center budget has a total of \$53,828 fund balance as of July 1, 2018, of which \$26,221 is budgeted in Fiscal Year 2018-2019.
 - ◆ The Off Highway Vehicle budget has a total of \$343,668 fund balance as of July 1, 2018, of which \$90,461 is budgeted for use in Fiscal Year 2018-2019.
- ◆ The estimated revenue increase of \$545,747 over the 2017-2018 Adopted Final Budget is primarily due to the increased visitation to the regional parks and anticipated grant reimbursements.

Budget and Operations

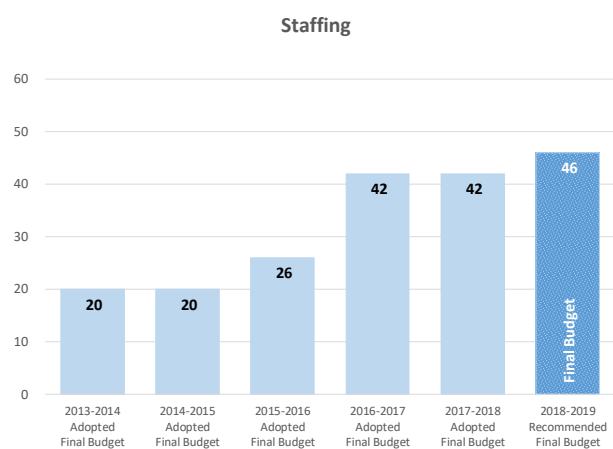
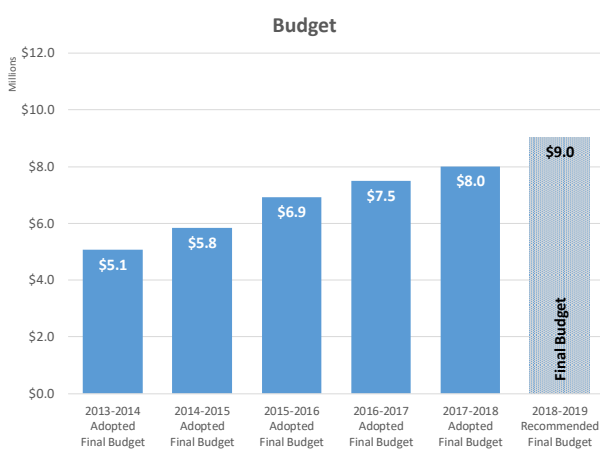
- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$9 million, a net increase of \$62,334 from the 2018-2019 Adopted Proposed Budget.
 - ◆ Decrease of \$11,565 in appropriations due to actual off-highway grant funding awarded from the State, which will no longer fund the approved purchase of a trailer at the La Grange Off-Highway Vehicle Park.
 - ◆ A technical adjustment in the amount of \$73,899 for negotiated union agreements funded by Net County Cost.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total approximately \$8.9 million, an increase of \$970,861 from the 2017-2018 Adopted Final Budget. The General Fund contribution is \$3,834,501 an increase of \$734,263 from Fiscal Year 2017-2018.
 - ◆ Note that the Fiscal Year 2017-2018 Adopted Final Budget does not include \$99,860 in adjustments approved subsequent to its adoption that increased the 2017-2018 Operating Budget.
- ◆ The Proposed Budget at base includes a \$137,974 increase due to the cost of doing business and the addition of a 2.1% CPI, to maintain current service levels, and decreases the General Fund contribution by \$157,963
- ◆ Included in the Proposed Budget is a Net County Cost base of \$2,829,801, an increase of \$75,925 over Fiscal Year 2017-2018.
- ◆ The Proposed Budget includes a request to increase service levels.
- ◆ The Proposed Budget includes a total adjustment of \$828,997, of which \$787,066 is funded by increased General Fund Contribution and accounts for the following:
 - ◆ \$260,125 for increased maintenance at Laird Park including the addition of one full-time Park Aide position
 - ◆ \$225,335 for the addition of two Parks Maintenance Workers, one Staff Services Coordinator (Marketing), and increased extra-help staffing. Of the total increase, \$41,931 is funded by other revenue sources.
 - ◆ \$63,774 in funding for debris cleanup due to the 2017 flooding, replacement of a stolen Scag mower, and a fencing project between Laird Park and the Firing Range; funded by insurance reimbursements received in Fiscal Year 2017-2018.

- ◆ \$29,763 increase to Police Activities League (PAL) contract for services provided to Oregon Park, Grayson Community Center, Keyes Community Center, and Fairview Park Neighborhood.
- ◆ \$250,000 for the Awesome Spot playground partnership
- ◆ The Proposed Budget also includes increases to the following budgets:
 - ◆ The Regional Water Safety Training Center budget in the amount of \$66,453, funded by a General Fund contribution of \$19,232. Available fund balance and department revenue will off-set the General Fund contribution in Fiscal Year 2018-2019. This increase was included in the base budget.
 - ◆ The Tuolumne River Regional Park budget in the amount of \$3,890 funded by a General Fund contribution.
- ◆ The Proposed Budget includes the replacement of four vehicles and the purchase of one new vehicle used to perform landscape and maintenance activities. The total vehicle cost is estimated to be \$175,000; funded by County General Fund.
- ◆ The Parks and Recreation Department has a total fleet of 51 vehicles; of those, 16 meet the minimum age and mileage requirements to be considered for replacement under the Fleet Services Policy.
- ◆ The Proposed Budget includes \$201,046 to accommodate non-vehicle related fixed asset costs: large scag mower, small mower and trailer for Laird Park; small mower for Modesto Reservoir; two shade structures for LaGrange Off-highway Vehicle Park; trailer at LaGrange Off-highway Vehicle Park; and \$59,046 for the replacement of equipment, as needed, and included in the base budget.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 46, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of 46, an increase of four from the 2017-2018 Adopted Final Budget allocation.
- ◆ The Proposed Budget includes a request for an increase of four positions to the total allocated positions.
 - ◆ One new Park Aide position is recommended for the maintenance of Laird Park.
 - ◆ One Park Maintenance Worker II position is recommended to be restored for improved neighborhood park maintenance.
 - ◆ One new block-budgeted Park Maintenance Worker I/II is recommended for the Juvenile Hall and Laird Park facilities.
 - ◆ One new Staff Services Coordinator position is recommended to serve as the Marketing Coordinator to continue with the full implementation of the Parks Marketing Plan, to research and actively pursue events for the park facilities, and to coordinate all the marketing responsibilities and events.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors' action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan is estimated at \$4.2 million, a decrease from the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$4.2 million, a decrease of \$771,668 from the 2018-2019 Proposed Budget. The Department has not planned off-highway grant revenue at this time for Fiscal Year 2019-2020, which has resulted in a decrease of revenue in the spending plan.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by considering the projected revenue for Fiscal Year 2018-2019, the use of standard escalation factors where appropriate, and other known variables associated with each program/budget unit. The Department projects revenue conservatively as there are many variables that can influence visitation throughout the year such as the weather and water levels.
- ◆ The Spending Plan relies on the use of \$19,000 in department fund balance; based on use of fund balance identified in the 2018-2019 Proposed Budget, the Department anticipates there will be \$343,305 in available fund balance on July 1, 2019.
 - ◆ The Fish and Wildlife budget unit anticipates a total of \$24,996 in available fund balance earnings as of July 1, 2019, of which \$19,000 is budgeted for use in Fiscal Year 2019-2020.
 - ◆ The Modesto Reservoir Patrol budget unit anticipates a total of \$65,102 in available fund balance earnings as of July 1, 2019.
 - ◆ The Regional Water Safety Training Center budget unit anticipates a zero fund balance as of July 1, 2019.
 - ◆ The Off Highway Vehicle budget unit anticipates a total of \$253,207 fund balance as of July 1, 2019.

Budget and Operations Plan

- ◆ Gross Costs for the 2019-2020 Spending Plan are \$7.7 million, and increase from the the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$7.6 million, a decrease of \$1,378,404 from the 2018-2019 Proposed Budget. The General Fund contribution is \$3,345,100 a decrease of \$489,401 from Fiscal Year 2018-2019, primarily due to one-time costs in the prior fiscal year. This decrease is due to one-time costs in the prior fiscal year and unplanned off-highway vehicle park costs associated with the grant revenue for Fiscal Year 2019-2020.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:
 - ◆ Salaries and benefits increase of 3.5%
 - ◆ Personal service contracts increase of 3%
 - ◆ Group health insurance increase of 5%
 - ◆ Services and Supplies increase of 3.5%
 - ◆ Cost Allocation Plan (CAP) increase of 3.5%

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of 46, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 46, consistent with the 2018-2019 Proposed Budget allocation.

Key Challenges and Opportunities

- ◆ Since 2014, Parks staff have worked diligently to research, develop, and implement a marketing plan and continue to strategize ways to expand events and advertise the Regional Parks to continue the great forward momentum that has been created through this opportunity. In February 2016, the Online Reservation System went live and customers now

have the ability to reserve full hookup campsites at Woodward, Modesto, and Frank Raines Regional Parks. This also allows the Department to take advantage of the nationwide marketing through the online reservation system brand.

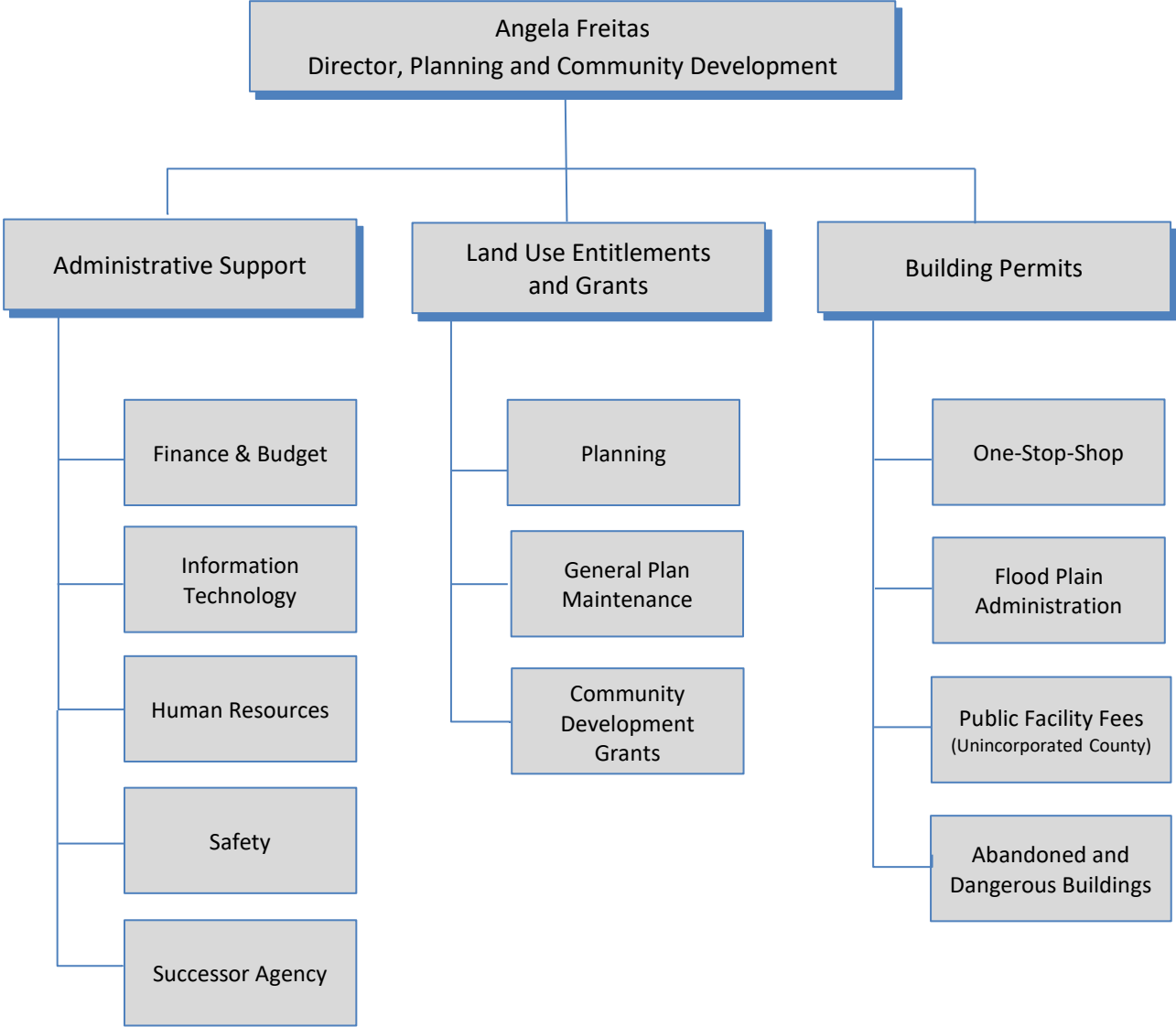
Normal seasonal visitation, excluding large special events, has increased over 20% in the last three years to Modesto and Woodward Reservoirs. In Fiscal Year 2015-2016 staff were added to each facility and in 2016 three staff transitioned from part-time to full time employees at each facility. Even with the staffing increases, the increase in visitation has resulted in quite a challenge for parks staff and complaints regarding litter, condition/cleanliness of the restrooms, and noise complaints are frequently addressed.

- ◆ Proposition 68 is a \$4.1 billion parks and water bond measure that was approved on the June 5, 2018 ballot. The Proposition approved by the voters in the State's 2018-2019 Budget includes:
 - ◆ Safe Neighborhood Parks - \$277 million to provide grants for the creation of new parks and recreation facilities, as well as the rehabilitation of existing local parks, in critically underserved communities throughout California.
 - ◆ Per Capita Grants - \$186 million to provide for the acquisition and development of neighborhood, community, and regional parks and recreation lands and facilities in urban and rural lands.
- ◆ Parks and Recreation is positioned to apply for these funds as the Board approved the Parks Master Plan in May 2018.

Related Links

For additional information about Parks and Recreation, refer to the division's website at:

<http://www.stancounty.com/parks/>



1010 10th Street, Suite 3400, Modesto, CA 95354 Tel: (209) 525-6330
www.stancounty.com/planning

Planning and Community Development

Department Services and Programs

	FY 2018-2019 Final Budget	FY 2019-2020 Spending Plan
Budget in Brief:		
Total Revenue	\$9,558,431	\$8,948,668
Use of Fund Balance/ Retained Earnings	\$4,137,314	\$630,205
Gross Costs	\$15,205,258	\$11,137,422
General Fund Contributions	\$1,509,513	\$1,558,549
% Funded by General Fund	9.9%	14.0%
Total Allocated Positions	35	35

The Department oversees a diversity of services and programs aimed at protecting the health, safety, and welfare of persons and property through appropriate permitting of land use and development. The Department also supports efforts to provide public services and improved infrastructure to low and moderate income communities and to provide homeless prevention and homeless services. The Department serves as staff to the Stanislaus County Airport Land Use Commission and Successor Agency of the former Stanislaus County Redevelopment Agency.

The Department’s centralized **Administrative Support** services are provided by a diverse staff responsible for finance and budget preparation and monitoring; information technology; human resources; safety compliance; collection and payment of fees; accounts payable and receivable; and contracts administration.

Land Use Entitlement and Grant services are administered by the Planning and Community Development divisions. The Planning division provides

administration of the County’s General Plan; Zoning and Subdivision Ordinances; Stanislaus County Planning Commission and Airport Land Use Commission; Land Use Entitlement permitting; environmental reviews/compliance; surface mining and reclamation; and Williamson Act contracts. The Community Development division provides administration of federal entitlement, state, and local funding supporting various community development, public service, emergency solutions, and housing programs.

The **Building Permits** division provides administration of building permits in compliance with minimum standards set forth within the California Code of Regulations Title 24 for new and existing buildings being altered, repaired and/or constructed; oversees the County’s One-Stop-Shop permitting process; assigns new addresses; provides Flood Plain Administration; provides contract plan checking and inspection services to the cities of Ceres and Oakdale; calculates and collects Public Facilities Fees for the County; and administers the Dangerous Building Abatement program.

Board of Supervisors Priority Area



The Planning and Community Development supports the following Board of Supervisors priority:

Priority	<i>Delivering community infrastructure to benefit our residents and businesses</i>	
Mission Statement	To promote community and economic development by providing a diverse land use base focused on promoting and protecting local agriculture, enhancing community infrastructure and public services, and providing high quality, streamlined permit processing services for the benefit of all our customers	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Increase online permit applications	Number of days to process applications

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments

- ◆ Successfully completed an evaluation of the One Stop Shop and the Building Permits Division’s business practices related to online project submittal in an effort to assess the efficiencies in utilizing an electronic plan checking process. The identified efficiencies will benefit our development community through time savings and reduced printing cost. The evaluation of the electronic plan checking process has resulted in the procurement of the necessary hardware and software for implementation in Fiscal Year 2018-2019
- ◆ Successfully completed the setup of all case types and started the beta testing required prior to release for public use. Public use of the expanded online permitting case types is anticipated to occur in Fiscal Year 2018-2019
- ◆ Actively participated in the newly established Community System of Care (CSOC) as a member of the CSOC Council, CSOC Advisory Board, HMIS Governance Committee, Housing Committee, and by presenting homeless and supportive services related funding opportunities at the monthly CSOC meetings
- ◆ Continued the ongoing review of development processes in an effort to streamline permitting requirements and, through the review, identified efficiencies in combining project notices (environmental and landowner public hearing notices) as a means of reducing the permitting process by approximately 30-days and updated internal process procedures to eliminate duplication and unnecessary steps in the internal review process. Also, entered into a contract for on call Planning Services to provide the department with greater flexibility in addressing fluctuations in project volumes
- ◆ Successfully completed the Airport Neighborhood Sewer Project in April, 2018, in partnership with County Public Works. The department administered \$2,154,397 in federal Community Development Block Grant funds, leveraged with \$7,529,582 in State Water Resources Control Board Grant funding, to design, engineer, and construct a sewer project serving approximately 390 parcels

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Planning & Community Development							
0100 0025101 General Fund							
Total Revenue	\$834,102	\$744,853	\$852,723	\$764,373	\$1,168,023	\$1,055,016	110.71%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$1606,761	\$1,731,921	\$1,818,932	\$1,807,087	\$2,190,419	\$2,270,122	96.49%
Net County Cost	\$772,659	\$987,068	\$966,209	\$1,042,714	\$1,022,396	\$1,215,106	84.14%

- ◆ In Fiscal Year 2017-2018 Planning and Community Development continued to charge Building Permits, General Plan Maintenance, and the Special Revenue Grant fund their proportionate share of administrative and overhead costs, while realizing higher than projected permit revenue. This resulted in increased revenue for Planning and Community Development and a reduction in net county cost of \$192,710 under Legal Budget in Fiscal Year 2017-2018.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Planning - Building Permits							
1206 0040400 Special Revenue Fund							
Total Revenue	\$2,152,870	\$2,297,433	\$2,544,311	\$2,494,799	\$2,672,227	\$2,400,364	111.33%
Use of Fund Balance	(\$444,232)	(\$238,832)	(\$313,979)	(\$375,140)	(\$186,374)	\$190,410	-97.88%
Gross Costs	\$1,708,638	\$2,058,601	\$2,230,332	\$2,119,659	\$2,485,853	\$2,590,774	95.95%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Building Permits division had an increase in total revenue in Fiscal Year 2017-2018 from increased building permit activity, including contracted plan examinations, inspections, and building official administration services to the cities of Ceres and Oakdale. Total Building Permits division revenue has continued to increase year over year, apart from Fiscal Year 2016-2017, during the previous five years.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Planning - Dangerous Building Abatement							
1746 0043290 Special Revenue Fund							
Total Revenue	\$5,116	\$0	\$0	\$10,071	\$11,520	\$60,000	19.20%
Use of Fund Balance	\$15,542	\$26,773	\$2,657	\$28,293	(\$3,980)	\$60,000	-6.63%
Gross Costs	\$20,658	\$26,773	\$2,657	\$38,364	\$7,540	\$120,000	6.28%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Dangerous Building Abatement total revenue and gross costs vary year by year based on the actual number of forced clean-ups that were completed by the Department during the Fiscal Year.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Planning - General Plan Maintenance							
179A 0025521 Special Revenue Fund							
Total Revenue	\$126,330	\$139,052	\$194,464	\$156,868	\$230,260	\$167,500	137.47%
Use of Fund Balance	(\$74,972)	\$246,325	(\$17,917)	(\$75,478)	(\$30,247)	\$122,879	-24.62%
Gross Costs	\$51,358	\$385,377	\$176,547	\$81,390	\$200,013	\$290,379	68.88%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ General Plan Maintenance total revenue has fluctuated over the past five years due to the fluctuations in building permits and land use applications processed by the Department. Efforts to complete a General Plan Update in 2016 and dedication of one planner to long range planning tasks in Fiscal Year 2017-2018 have caused fluctuations over the last five years in gross costs.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Planning - Special Revenue Grants							
1717 0025450 Special Revenue Fund							
Total Revenue	\$4,552,121	\$6,292,509	\$2,063,072	\$3,414,239	\$3,869,636	\$8,272,277	46.78%
Use of Fund Balance	(\$366,860)	(\$3,147,694)	\$49,791	(\$57,958)	(\$1,636,137)	\$3,000,000	-54.54%
Gross Costs	\$4,185,261	\$3,144,815	\$2,112,863	\$3,356,281	\$2,233,499	\$11,272,277	19.81%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Special Revenue Grants gross costs were lower than budgeted because the timing of major infrastructure projects in Fiscal Year 2017-2018. Special Revenue Grants total revenue had a large variance from budget because the Special Revenue Grants operate on a reimbursement basis that is based on the completion of major infrastructure projects.

Fund Balance Trends

The following table identifies five-year historical data of actual fund balance by individual budget unit and along with a department total for each fiscal year.

Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
Planning - Building Permits	\$1,694,845	\$2,139,077	\$2,377,909	\$2,691,888	\$3,067,027
Planning - Dangerous Building Abatement	\$44,904	\$29,362	\$2,589	(\$68)	(\$28,361)
Planning - General Plan Maintenance	\$1,444,441	\$1,519,412	\$1,273,087	\$1,291,005	\$1,366,483
Planning - Special Revenue Grants	(\$109,282)	\$257,577	\$3,405,272	\$3,355,481	\$3,413,440
Total Fund Balance	\$3,074,908	\$3,945,428	\$7,058,857	\$7,338,306	\$7,818,589

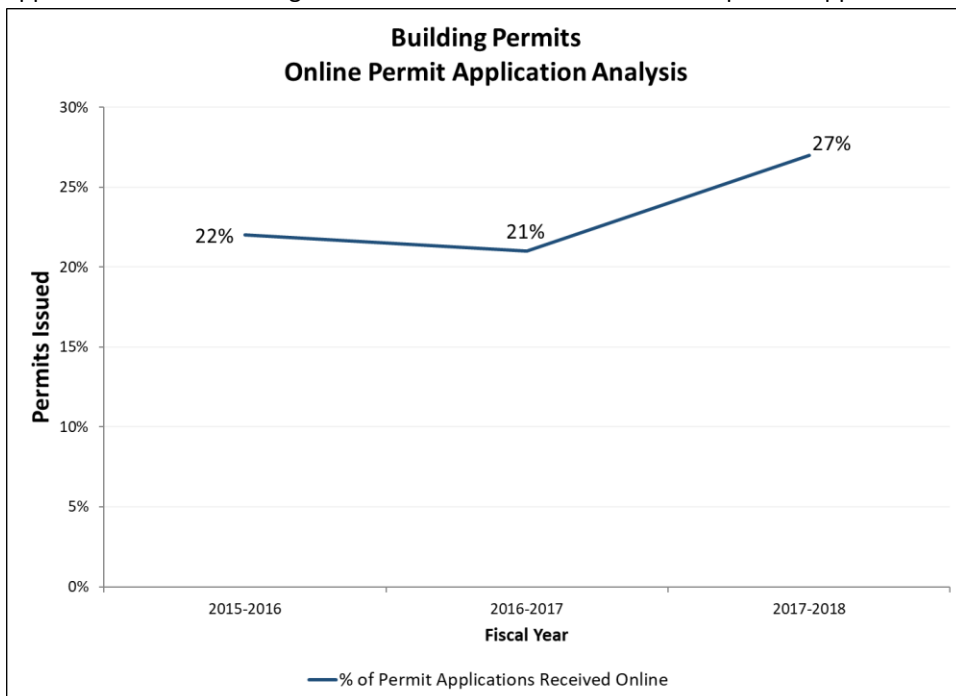
*Note: Only Listed for Non-General Fund Units

- ◆ Building Permits Fund Balance has increased due to revenue from permit and inspection activities exceeding budget, resulting in a positive contribution to Fund Balance.
- ◆ Dangerous Building Abatement Fund Balance has increased due to the number of cleanups paid with fund balance. This fund was provided a cash advance of \$100,000 from the General Fund to fund dangerous building abatements that pose a distinct health threat to County residents. The \$100,000 liability contributes to the negative fund balance at July 1, 2017.
- ◆ General Plan Maintenance Fund Balance has consistently been maintained from \$1.5 million to \$1.4 million during the past five years.
- ◆ Special Revenue Grants has consistently been maintained at approximately \$3.4 million since July 1, 2015.

Department Success Measures

The Planning and Community Development Department measures the number of online permit applications and the average number of days to process land use applications. The following charts show the results.

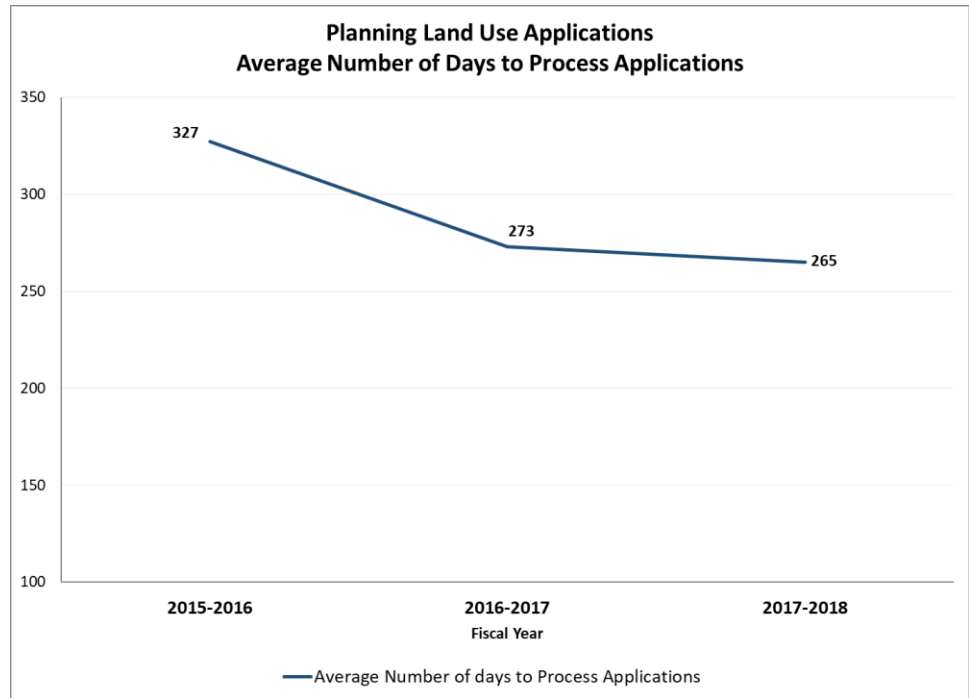
The Planning and Community Development Department continued to make significant strides in online permitting activities in Fiscal Year 2017-2018. Of the 2,873 building permit applications received in Fiscal Year 2017-2018,



2,27% were received online, an increase of six percentage points over Fiscal Year 2016-2017. In Fiscal Year 2018-2019, the Department will begin to expand the online application permit types and offer customers the option to submit electronic plans for all types of applications. The Department will use Fiscal Year 2018-2019 as a baseline measure for online building permit applications and electronic plan submittals. The Department will strive to increase electronic plan submittals online activity by ten percentage points by Fiscal Year 2019-2020. The Department’s goal is to encourage online building permit submittal activity to reduce customer counter visits

and reduce customer plan set printing costs.

Planning and Community Development reduced the average number of processing days for use permit and parcel map applications, and other similar land use applications in Fiscal Year 2017-2018. In Fiscal Year 2017-2018, the average number of days to process a land use application was 265 days, including days the applications were on hold pending applicant action. This is a decrease of approximately 3% from the prior fiscal year. The Department is working towards lowering the average application processing time to 120 days not counting the days the applications are on hold pending applicant action.



Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ By June 30, 2019, complete the environmental assessment for the entire West Modesto Sewer Infrastructure Improvement Project and initiate phased design, engineering, and construction of the project based on available state and federal funding beginning in Budget Year 2019-2020
- ◆ By June 30, 2020, increase the number of online building permit applications/electronic plan submittals by 10% over the Fiscal Year 2017-2018 baseline which will result in the reduction of approximately 260 in-line over the counter visits and reduce customer plan set printing costs
- ◆ By June 30, 2020, complete and obtain recertification as an entitlement jurisdiction by the United States Department of Housing and Urban Development to ensure eligibility to continue federal funding for Budget Years 2020-2025
- ◆ By June 30, 2020, attain a four month (120 day) average timeframe, based on days when an application is active and not on-hold pending applicant action, for the processing of user permit and parcel map applications, and other similar land use applications, requiring Planning Commission approval
- ◆ By June 30, 2019, coordinate with partnering jurisdictions and agencies on the establishment of a plan for the use of SB 2 (Building Homes and Jobs Act) funding to address persons experiencing or at-risk of experiencing homelessness and for the creation of mixed income multi-family residential housing for lower to moderate income households

Budgets Contained within the Department

- ◆ Planning and Community Development (General Fund)
- ◆ Building Permits (Special Revenue Fund)
- ◆ Dangerous Building Abatement (Special Revenue Fund)

- ◆ General Plan Maintenance (Special Revenue Fund)
- ◆ Special Revenue Grants (Special Revenue Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Planning and Community Development						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D - Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$2,139,094	\$2,234,255	\$2,162,200	\$2,162,200	\$0	\$2,227,066
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$6,075	\$5,297	\$15,000	\$15,000	\$0	\$15,450
Intergovernmental Revenue	\$3,222,378	\$2,059,277	\$5,550,186	\$5,550,186	\$0	\$4,864,186
Charges for Service	\$1,253,257	\$1,832,197	\$1,736,770	\$1,736,770	\$0	\$1,781,765
Miscellaneous Revenue	\$200,913	\$1,809,161	\$62,775	\$62,775	\$0	\$27,756
Other Financing Sources	\$18,633	\$1,479	\$31,500	\$31,500	\$0	\$32,445
Total Revenue	\$6,840,350	\$7,951,666	\$9,558,431	\$9,558,431	\$0	\$8,948,668
Use of Fund Balance/Retained Earnings	(\$480,283)	(\$1,856,738)	\$4,137,314	\$4,137,314	\$0	\$630,205
Total Funding Sources	\$6,360,067	\$6,094,928	\$13,695,745	\$13,695,745	\$0	\$9,578,873
Salaries and Benefits	\$2,962,695	\$3,621,820	\$3,941,375	\$4,038,543	\$97,168	\$4,163,759
Services and Supplies	\$3,395,430	\$2,292,826	\$9,418,443	\$9,418,443	\$0	\$5,442,328
Other Charges	\$1,044,108	\$1,212,151	\$1,696,011	\$1,696,011	\$0	\$1,504,074
Fixed Assets						
Equipment	\$0	\$0	\$50,000	\$50,000	\$0	\$25,000
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$548	(\$9,473)	\$2,261	\$2,261	\$0	\$2,261
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$7,402,781	\$7,117,324	\$15,108,090	\$15,205,258	\$97,168	\$11,137,422
General Fund Contribution	\$1,042,714	\$1,022,396	\$1,412,345	\$1,509,513	\$97,168	\$1,558,549
Total Allocated Positions	-	-	35	35	0	35

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is estimated at \$9.6 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Total Revenue for the 2018-2019 Proposed Budget is estimated at \$9.6 million, a decrease of \$780,921 from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by a review of historical trends and information provided by the Federal and State agencies based on anticipated program funding levels for the grant entitlement programs.
- ◆ The Department has a total of \$10.2 million in available fund balance as of July 1, 2018, of which \$4,137,314 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ Building Permits has a total of \$3.3 million in available fund balance of which \$278,814 is budgeted for use;
 - ◆ Dangerous Building Abatement has a negative \$24,381 in available fund balance of which \$24,000 is budgeted for use. This fund was provide a cash advance of \$100,000 from the General Fund pursuant to Board of

Supervisors action number 97-88, approved September 29, 1998. This action funded dangerous building abatements that pose a distinct health threat to Stanislaus County residents. The remainder of the cash advanced is in the actual cash balance, and the \$100,000 liability is included in the actual fund balance. This outstanding liability contributes to the negative fund balance.

- ◆ General Plan Maintenance anticipates a total of \$1.4 million in available fund balance of which \$135,500 is budgeted for use; and
- ◆ Special Revenue Grants anticipates a total of \$5.5 million of which \$3,699,000 is budget for use.
- ◆ The Department anticipates an increase in the use of departmental fund balance by \$764,729, primarily due to construction of multiple affordable housing projects funded by Neighborhood Stabilization Program (NSP) income.

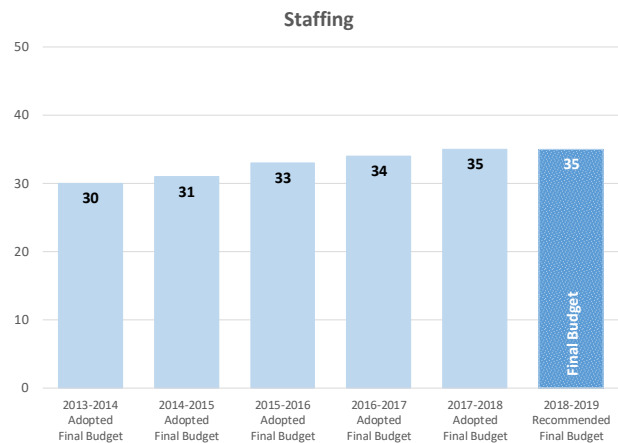
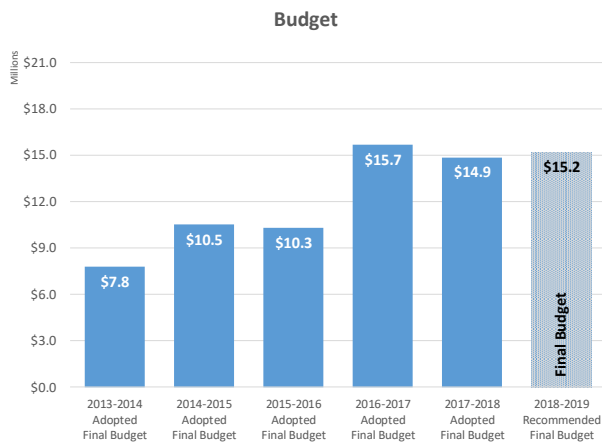
Budget and Operations

- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$15.2 million, a net increase of \$97,168 from the 2018-2019 Adopted Proposed Budget.
 - ◆ An increase of \$97,168 is a technical adjustment for the salary and benefits increases related to recently approved labor agreements.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$15.1 million, an increase of \$245,350 from the 2017-2018 Adopted Final Budget requiring a General Fund Contribution of \$1.4 million.
- ◆ The Proposed Budget at base includes a \$626,713 increase due to the cost of doing business in Salaries and Benefits, Cost Allocation Plan (CAP) charges, and Intrafund charges to maintain current service levels, requiring a General Fund contribution of \$261,542.
- ◆ The Proposed Budget includes a recommendation to decrease dangerous building abatement service levels by approximately \$380,000 in Services and Supplies as a result of improvements in real estate values and intervention efforts by dangerous building abatement staff and more property owners taking direct responsibility for property abatement once notified by the County of a potential violation.
 - ◆ The Proposed Budget reduces the targeted dwellings from 10 to 4 annually in the Dangerous Building Abatement Fund, a reduction of approximately \$72,000, with half of the dwellings anticipated to be covered by NSP funding; and
 - ◆ Grant funding for dangerous building abatement (DBA) activities for NSP eligible areas has been reduced from approximately \$300,000 to \$100,000 in the 2018-2019 Proposed Budget, which is consistent with the Substantial Amendment approved by the Board of Supervisors on February 23, 2018 to reallocate NSP DBA funding to construct the Oak Leaf and several in-fill housing projects.
- ◆ The Proposed Budget includes the replacement of two vehicles used to perform building inspections throughout the County. The full cost is estimated to be \$50,000, is funded by departmental fund balance.
- ◆ The Planning and Community Development Department has a total fleet of seven vehicles; of those, two meet the minimum age and mileage requirements to be considered for replacement under the Fleet Services Policy.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 35, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of 35, consistent with the 2017-2018 Adopted Final Budget allocation.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors’ action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan is not adjusted in the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$8.9 million, a decrease of \$609,763 from the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by a review of historical trends and information provided by Federal and State agencies on anticipated program funding levels for the grant entitlement programs.
- ◆ The Spending Plan relies on the use of \$630,205 in departmental fund balance; based on the use of fund balance identified in the 2018-2019 Proposed Budget, the Department anticipates there will be an estimated \$6.1 million in available fund balance on July 1, 2019.
- ◆ The Spending Plan anticipates a decrease in the use of fund balance by \$3,507,109 and this is primarily due the significant construction progress of multiple affordable housing projects.

Budget and Operations Plan

- ◆ Gross Costs identified in the 2019-2020 Spending Plan is increased to \$11.1 million for ongoing adjustments in the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$11 million, a decrease of \$4.1 million from the 2018-2019 Proposed Budget, requiring a General Fund Contribution of \$1,457,980.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business:
 - ◆ Salaries and Benefits increase of 3.5%;
 - ◆ Group health insurance increase of 5%;
 - ◆ Services and Supplies increase of 3.5% with the exception of the Special Revenue Grants and Dangerous Building Abatement legal budget units; and
 - ◆ Cost Allocation Plan increase of 3.5%.
- ◆ The 2019-2020 Spending Plan reflects a decrease of approximately \$4.0 million in Services and Supplies gross costs from the 2018-2019 Proposed Budget, primarily due to the significant construction progress of multiple affordable housing projects. The 2019-2020 Spending Plan includes the replacement of one vehicle used to perform building

inspections throughout the County. The full cost is estimated to be \$25,000, is funded by departmental fund balance, and is included in the base.

- ◆ The Planning and Community Development Department has a total fleet of seven vehicles; of those, one will meet the minimum age and mileage requirements to be considered for replacement under the Fleet Services Policy.

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of 35, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 35, consistent with the 2018-2019 Proposed Budget allocation.

Key Challenges and Opportunities

- ◆ With the 2017 passage of SB 2, Building Jobs and Homes Act, California Housing and Community Development (HCD) will be allocating funding to support affordable housing to Community Development Block Grant (CDBG) entitlement jurisdictions throughout the state. As the lead entity for the Stanislaus Urban County, Stanislaus County is anticipated to be the receiver for HCD SB 2 funding. HCD is currently developing SB 2 funding guidelines to be released in the summer of 2018; with Year 1 Notice of Funding Availability (NOFA) for homeless program funding to be released in the summer of 2018 and a planning grant NOFA to be released in the spring of 2019. Year 2 funding and beyond will be available for locally administered affordable housing programs. Funding levels have not yet been identified and will ultimately be based on revenues generated from the recording of specified real estate documents. The level of administration associated with SB 2 funding and the availability of administrative funding are unknown. The department anticipates that there will be a need for additional staffing to both administer the new SB 2 funding and to assist in ensuring local compliance with all state mandated General Plan Housing Element requirements, which are anticipated to be a requirement for on-going receipt of SB 2 funding. The 2017 California Housing Package introduced a number of new Housing Element accountability requirements, along with changes to the annual Housing Element progress reports, that will need to be fully implemented in order to secure continued receipt of SB 2 funding, and to maintain eligibility for other State affordable housing funding; such as SB 3, Veterans and Affordable Housing Bond, on the November, 2018, ballot.
- ◆ Increases in both State and Federal Emergency Solution Grants (ESG) in Fiscal Years 2016-2017 and 2017-2018, have strained the department's staffing capacity for administration of the ESG and Community Development Block Grant (CDBG) entitlement program. The Department has been utilizing the assistance of two part-time extra-help staff and anticipates that the need for extra-help staffing will remain during the next budget cycle as increases in ESG funding are anticipated to be maintained along with the addition of SB 2 funding. Funding for ESG administration is currently supplemented by CDBG administration funding which is capped at 20 percent of the Stanislaus Urban County's annual CDBG allocation. During the next budget cycle, the department will need to undertake development of the 2020-2025 Consolidated Plan (CP) and Analysis of Impediments (AI) required for continued receipt of CDBG and ESG funding. It is anticipated that the services of an outside consultant will be required for development of the CP and AI and depending on the cost for these services, CDBG and ESG administrative funding may not be sufficient, thus requiring a General Fund contribution. The ability to retain ESG funding is critical to the local Focus on Prevention efforts to address homelessness throughout Stanislaus County.
- ◆ The Federal Emergency Management Agency (FEMA) has started a new flood study along the San Joaquin River in Stanislaus County. This work is part of FEMA's Risk Mapping Assessment and Planning (Risk MAP) program. This in-depth flood modeling study specifically concentrated on the ten (10) non-certified and non-accredited levy systems along the San Joaquin River within County and the circumstantial effects of a possible failure(s). The preliminary maps established by FEMA indicate new Base Flood Elevations along the river that previously did not exist, thus expanding the borders of our existing certified flood zones to include additional parcels.
The process for developing and updating flood maps is a lengthy process— and for good reason. It allows communities and property owners an opportunity to participate in the process in an effort to incorporate the best available data into each community's flood maps. In accordance with FEMA, the process of establishing new flood zone boundaries and adopting a new "Flood Insurance Rate Map" (FIRM) is a four-phased approach stretching out over three years.

Currently, the process is beginning the second phase with over a year invested into the three year process. On March 20, 2018, FEMA representatives released to local officials the results of the latest flood zone boundary data and local officials are required to respond to the results of the data within 60 days. This evaluation time allows the local officials time to inventory parcels impacted by the change.

The next two phases include community notification, outreach, public meetings, and open houses to explain the study and the impacts of the change; the County is expected to coordinate with FEMA in these efforts. The most noticeable impact of this new flood study may be the requirement for property owners to obtain flood insurance because their parcel is now considered in the new Flood Zone identified on the new Flood Insurance Rate Map. In addition, a new or updated FIRM and Flood Insurance Study (FIS) report will need to be adopted by the Stanislaus County Board of Supervisors. Any failure to adopt and enforce regulatory requirements based on the new FIRM can result in suspension of Stanislaus County from the National Flood Insurance Program.

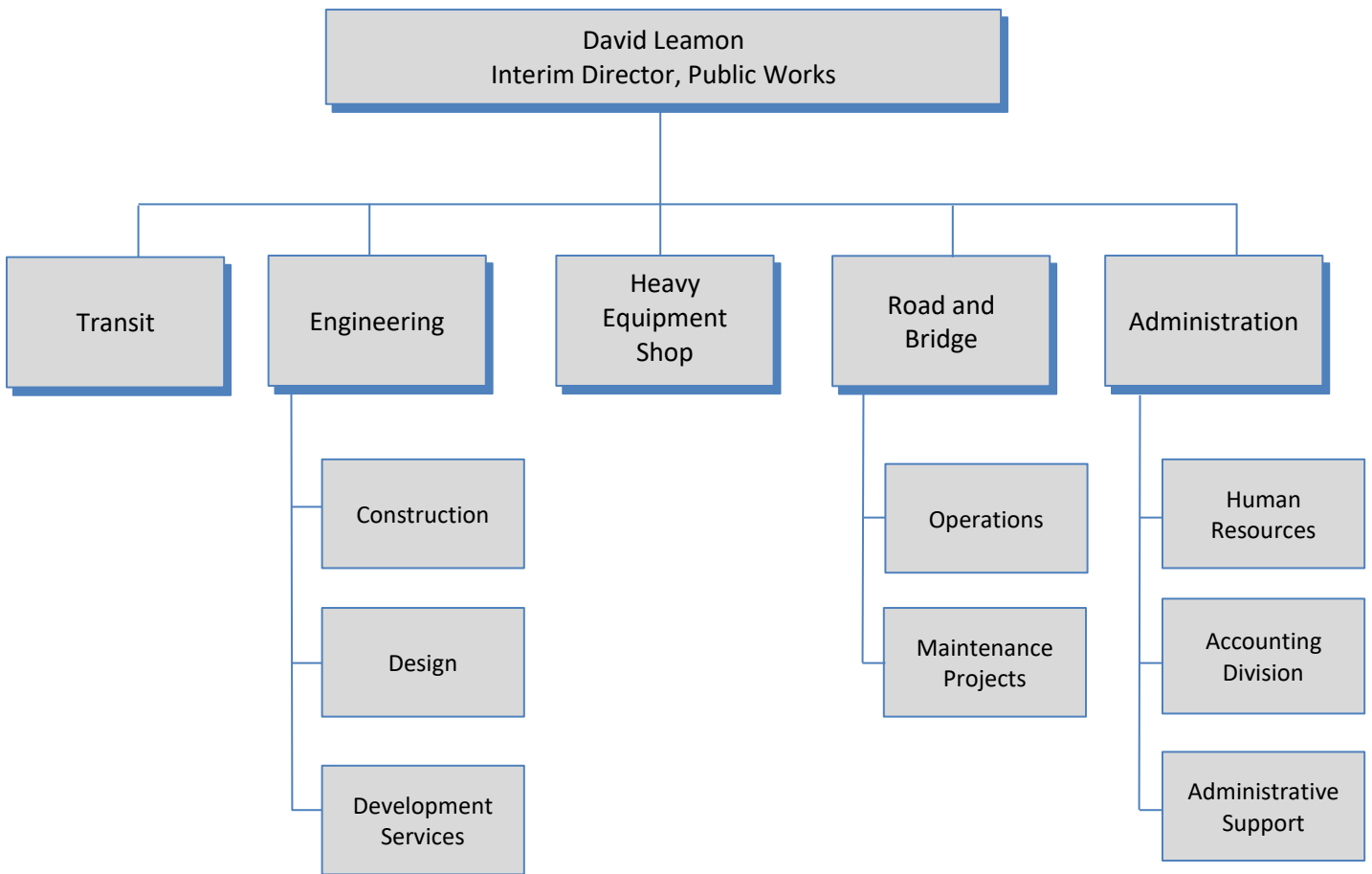
The County's Chief Building Official serves as the designated floodplain administrator for the unincorporated area and thus the department has a lead role in working with FEMA. The department will be coordinating with the County's Chief Executive's Office and the Department of Public Works on a strategy to assess FEMA's new flood study, engage property owners in the process, and to make sure all necessary actions are taken by the County in order to maintain eligibility in the National Flood Insurance Program. While the department receives some limited revenue for flood plain administration associated with actual development within the flood zones, there is no revenue source for the broader flood plain administration or dedicated staffing.

- ◆ The Third Floor lobby and counter area that serves approximately 1,600 customers monthly is nearing 20 years old. The current configuration of the lobby/counter area could benefit from upgrades to create a modern, operationally efficient space that addresses workforce ergonomics, improved security, and ensures compliance with American's with Disabilities Act (ADA) requirements. Being a shared space, the County and City staff are collaborating on a design solution and financing plan to complete upgrades to the counter/lobby areas of the Third Floor. The County and the City of Modesto have hired a local architect to provide "as built" drawings and cost estimates for a design solution that modernizes the space and responds to some of the current challenges. Once the drawings and a probable cost of construction estimates have been completed, the Department will identify funding sources for the upgrades to the lobby/counter. Funding sources may include but are not be limited to requesting Joint Powers Agency capital improvement funding and County Safety Board funding.
- ◆ It is anticipated that the land entitlement and development agreement process for the County's Cannabis activity permitting will extend through Fiscal year 2018-2019. The cost of the land use entitlement and development agreement process will be covered by existing "actual cost" application fees. The Department will be contracting for On-Call Planning services to assist with the increased application workload associated with Cannabis permitting. The Department's planning services and building permit services staff will continue to be engaged in Countywide Cannabis enforcement efforts. The cost to the Department for participating in enforcement efforts is not fully known and the Department will monitor its time in order to better understand enforcement costs and impacts to staffing capacity.

Related Link

For additional information about Planning and Community Development refer to the division's website at:

<http://www.stancounty.com/planning/>



1716 Morgan Road, Modesto, CA 95358 Tel: (209) 525-4130
<http://www.stancounty.com/publicworks/>

Public Works

Budget in Brief:	FY 2018-2019	FY 2019-2020
	Final Budget	Spending Plan
Total Revenue	\$126,211,248	\$104,409,845
Use of Fund Balance/ Retained Earnings	\$14,155,500	\$6,575,773
Gross Costs	\$140,418,048	\$111,036,918
General Fund Contributions	\$51,300	\$51,300
% Funded by General Fund	0.0%	0.0%
Total Allocated Positions	113	113

Department Services and Programs

To facilitate the safe and efficient movement of people, goods and services throughout Stanislaus County, the Public Works Department designs, builds and maintains county roadways and bridges, and operates a regional public transportation system.

The **Transit Division** operates the County's public transportation system which provides intercity service within the County, and links with city transportation systems to provide coordinated transit service for County residents. Stanislaus Regional Transit ("StaRT") operates fixed and deviated-fixed route and demand response transit services to 16 communities in the County, inter-county service to Merced and Gustine, a commuter service to the Pleasanton/Dublin BART station, and provides non-emergency medical transportation to Bay area medical facilities. For more information about the StaRT services call (800) 262-1516, or visit <http://www.srt.org>.

The **Road and Bridge Division** Road Operations maintain Stanislaus County's existing system of 1,510.72 road miles and 232 bridges by performing preventive maintenance, roadway resurfacing, maintenance of bridge and storm water systems, signing and striping of roadways, and vegetation control. In addition to the 24-hour emergency response to road hazards and weather related emergencies, the Operations unit provides maintenance for County Service Area (CSA) storm drain systems and lighting districts. The Maintenance Project unit commences construction on design plans that have been funded and awarded.

The **Engineering Division** has three units; Design, Construction and Development Services. The Design Engineering unit provides design for road and bridge construction and reconstruction projects. This unit produces plans and specifications for the Department's Capital Improvement Plan and the Regional

Transportation Plan. Those design plans become projects that are overseen by the Construction Engineering unit while being constructed by the contracting industry. More information about the Design Division and current projects can be found at <http://www.stancounty.com/publicworks/division/design/>. The office of the County Surveyor functions within the Engineering Division. The primary function of the County Surveyor's office is to protect, maintain and perpetuate land survey monuments. The responsibility of this office also includes the quality control of land mapping throughout the County by the public and private sectors.

The Development Services unit provides review of off-site development plans, writes conditions of approval, supports the Stanislaus County Planning Commission, issues encroachment and transportation permits involving county roads. The Traffic Division handles traffic signals, signs and parking management by collecting and analyzing traffic collision, traffic volume and speed data, and conducting various traffic engineering studies. Development Services also oversees the County's state mandated Storm Water Pollution Prevention Program. For additional information, visit <http://www.stancounty.com/publicworks/division/development/> or call (209) 525-4130.

The **Heavy Equipment Shop** is an Internal Service Fund operation that provides equipment and vehicles to other Public Works divisions, primarily the Road and Bridge division, and operates a CNG and diesel fuel station available to other County departments and local governments. In addition, the Shop provides vehicle and equipment maintenance, as requested, to other County Departments.

The **Administration Division** provides leadership, operational coordination, human resources support,

safety programs, and policy development for all divisions in Public Works. The Administrative Division is responsible for finance and budget preparation and administration; accounts payable, receivable, payroll and

cost accounting; personnel administration and management, and as a customer contact for road related service requests.

Board of Supervisors Priority Area



The Public Works supports the following Board of Supervisors priority:

Priority	<i>Delivering community infrastructure to benefit our residents and businesses</i>	
Mission Statement	To manage and improve infrastructure through safe and efficient use of resources and assets, for the benefit of our citizens	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Pavement Condition Index rating	Increase StaRT Ridership

Annual Report on Results: Fiscal Year 2017-2018

Fiscal Year 2017-2018 Accomplishments

- ◆ On May 1, 2018, the Board of Supervisors approved the Cooperative Agreement with the State of California, Department of Transportation for the Project Approval and Environmental Document Phase for the State Route 132 West Extension Project from Dakota Avenue to Gates Road
- ◆ Performed conventional chip seal maintenance on approximately 97 miles of county roads
- ◆ Completed six construction projects with total construction costs of approximately \$18.6 million. Projects included the Hatch Road at Santa Fe Avenue Intersection Improvement, Kiernan Avenue at Highway 99, and Lesnini Creek Box Culvert Replacement
- ◆ Completed 17 Pavement Preservation projects

Financial Performance

The following tables identify five-year historical data of actual revenue, use of fund balance, costs, and General Fund contributions by individual budget unit along with a comparison of prior year actuals to the prior year Legal Budget.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Public Works - Administration							
1201 0040001 Special Revenue Fund							
Total Revenue	\$1,053,072	\$1,111,904	\$1,165,160	\$1,013,931	\$1,011,745	\$1,060,184	95.43%
Use of Fund Balance	\$2,661	(\$4,459)	\$8,458	\$5,090	\$0	\$531	0.00%
Gross Costs	\$1,055,733	\$1,107,445	\$1,173,618	\$1,019,021	\$1,011,745	\$1,060,716	95.38%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- Administration provides leadership, operational coordination, human resources functions, and fiscal support to other Public Works divisions. Administration is funded by charging the divisions served, based on the number of allocated positions in each division. Gross Costs and Total Revenue in Administration remain steady and consistent with service levels.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Public Works - Engineering							
1202 0040249 Special Revenue Fund							
Total Revenue	\$3,945,486	\$3,971,787	\$4,188,950	\$4,241,827	\$4,205,524	\$5,256,575	80.01%
Use of Fund Balance	\$70,094	\$10,521	(\$244,378)	\$290,823	\$210,511	(\$14,912)	-141.69%
Gross Costs	\$4,015,580	\$4,027,308	\$4,063,042	\$4,577,650	\$4,461,035	\$5,286,663	84.38%
Net County Cost	\$0	\$45,000	\$18,470	\$45,000	\$45,000	\$45,000	100.00%

- Engineering revenue and cost trends remains stable and consistent with their service levels. In Fiscal Year 2015-2016 revenue increased due to the increase in encroachment permits and storm water funding and has remained stable, however costs have begun to increase, along with the use of fund balance for ineligible reimbursements.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Public Works - Local Transit System							
4001 0041510 Enterprise Fund							
Total Revenue	\$1,046,105	\$8,623,789	\$8,508,250	\$8,254,552	\$8,645,320	\$7,409,185	116.68%
Use of Fund Balance	(\$4,871,351)	(\$2,482,229)	(\$2,141,463)	(\$230,885)	(\$1,020,525)	\$9,085,025	-11.23%
Gross Costs	\$6,174,754	\$6,141,560	\$6,366,787	\$8,023,667	\$7,624,795	\$16,494,210	46.23%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- Local Transit System revenue has steadily decreased due to the decline in ridership for fixed and deviated-fixed routes; the department has built a fund balance over the past five years in anticipation of multi-year capital improvements and procuring capital assets. In Fiscal Year 2016-2017 gross costs increased by 26% compared to Fiscal Year 2015-2016 due to the implementation of ADA paratransit services. The Fiscal Year 2017-2018 budget included the planned use of \$9.1 million in retained earnings for the procurement of 40' and para transit buses, digital media equipment and Integrated Technology; however, the process of evaluating the type of buses and technology needed to best meet the needs of the department and community, delayed the procurement process and costs were not incurred.

Five-Year History	FY 2013-2014 Actuals	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2017-2018 Legal Budget	% of Legal Budget
Public Works - Morgan Shop							
5121 0042100 Internal Service Fund							
Total Revenue	\$3,749,025	\$3,519,286	\$3,502,855	\$4,844,334	\$5,690,466	\$5,683,349	100.13%
Use of Fund Balance	(\$76,929)	(\$257,559)	\$1096,151	(\$3,205,924)	(\$2,238,761)	\$1,139,710	-196.43%
Gross Costs	\$3,672,096	\$3,261,727	\$4,599,006	\$1,638,410	\$3,451,705	\$6,823,059	50.59%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- With the implementation of Measure L and Senate Bill 1 (SB1), Morgan Shop revenue has increased an average of 28% over the past two years due to the increase in usage of heavy equipment and material used by Road and Bridge. In Fiscal Year 2016-2017, gross costs decreased by 64% compared to Fiscal Year 2015-2016, due to a post-closing adjustment of in Fixed Asset Capitalization; gross costs are anticipated to increase consistent with the increase in level of services.

	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2017-2018	% of Legal
Five-Year History	Actuals	Actuals	Actuals	Actuals	Actuals	Legal Budget	Budget
Public Works - Road and Bridge							
1101 0040399 Special Revenue Fund							
Total Revenue	\$35,098,706	\$38,193,493	\$39,831,235	\$18,752,389	\$37,083,749	\$77,105,903	48.09%
Use of Fund Balance	(\$2,915,537)	(\$68,768)	\$2,725,017	\$4,796,985	(\$1,618,724)	\$6,429,266	-25.18%
Gross Costs	\$32,183,169	\$38,124,725	\$42,566,252	\$24,425,164	\$35,971,325	\$84,041,469	42.80%
Net County Cost	\$0	\$0	\$10,000	\$875,790	\$506,300	\$506,300	100.00%

- ◆ With the implementation of Measure L and Senate Bill 1 (SB1), Road and Bridge revenue increased by 98% in Fiscal Year 2017-2018 compared to Fiscal Year 2016-2017 when the department experienced a decrease in revenue of 53% due to the decreases in Local Transportation Fund (LTF) and Highway Users Tax (HUTA) funding in Fiscal Year 2015-2016. The department planned to use \$6.4 million in fund balance for the design of new projects and projects going into the construction phase; however, due to the number of actual projects completed, costs were not incurred as anticipated and fund balance increased by \$1.6 million.

Fund Balance Trends

The following table identifies five-year historical data of actual fund balance by individual budget unit and along with a department total for each fiscal year.

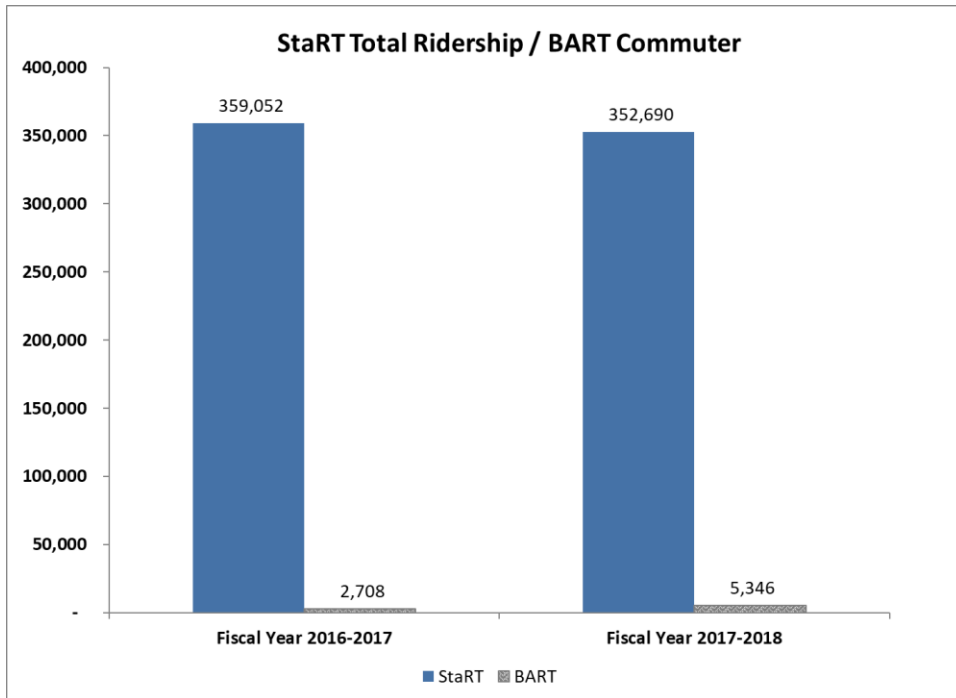
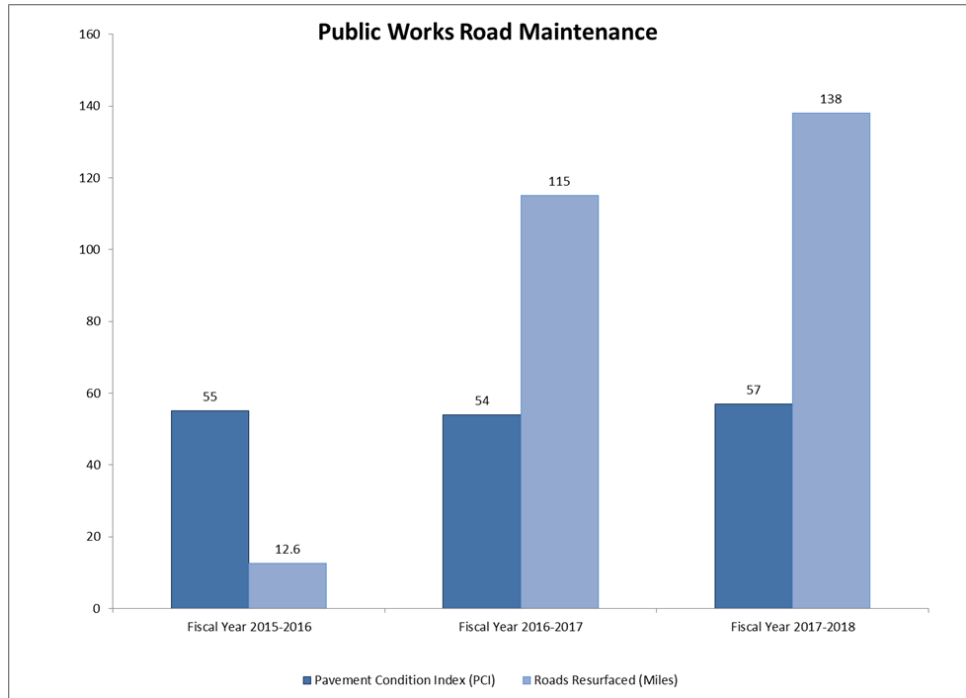
Five-Year History	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
Public Works - Administration	\$128,085	\$125,424	\$129,882	\$121,424	\$116,334
Public Works - Engineering	\$441,041	\$370,948	\$360,427	\$604,805	\$313,981
Public Works - Local Transit System	\$10,082,267	\$14,953,618	\$17,114,052	\$19,255,515	\$19,486,400
Public Works - Morgan Shop	\$9,461,530	\$9,538,459	\$9,173,423	\$8,699,868	\$11,905,792
Public Works - Road and Bridge	\$15,946,621	\$18,862,158	\$18,930,926	\$16,205,908	\$11,408,926
Total Fund Balance	\$36,059,544	\$43,850,607	\$45,708,710	\$44,887,520	\$43,231,433

*Note: Only Listed for Non-General Fund Units

- ◆ Administration is funded internally by charging other Public Works divisions served, based on the number of allocated positions in each division. Fund Balances have reflected stable trends consistent with their respective service levels.
- ◆ Engineering Fund Balances have reflected stable trends consistent with their respective services levels until Fiscal Year 2016-2017 when there was an increase of 48%. With the implementation of Measure L and Senate Bill 1 (SB1) and the increase in design and construction projects, the division added two Engineer positions.
- ◆ Local Transit System Fund Balances reflect the procurement and implementation stages of the division's multi-year projects and scheduled purchases of capital assets. Due to the process of evaluating the type of buses and technology needed to best meet the needs of the department and community, the procurement of capital assets was delayed; procurements are anticipated to be completed in Fiscal Year 2018-2019.
- ◆ Morgan Shop Fund Balances have reflected stable trends with minimal growth until Fiscal Year 2016-2017 when there was an increase of 37% due to the inclusion of Public Facilities Fees for the construction of the new Morgan Shop. With the larger facility and implementation of Measure L and Senate Bill 1 (SB1), the department anticipates growth due to an increase in heavy equipment rentals, fuel, and materials and anticipates using growth for the replacement of old and depleted equipment as well as capital improvements to the current fuel station.
- ◆ Road and Bridge Fund Balances reflect trends consistent with the multi-year road projects. There was a 30% decrease from Fiscal Year 2015-2016 to Fiscal Year 2016-2017 due to delayed funding from the California Department of Transportation (Caltrans) and Highway Users Tax (HUTA). With the implementation of Measure L and Senate Bill 1 (SB1), the department anticipates growth in fund balance due to the timing of revenue scheduled to be received and the delay in actual expenses incurred for projects slated over the next three fiscal years.

Department Success Measures

The Public Works Department will continue to focus on the safe and efficient movement of people and goods and services throughout the County by resurfacing 185 miles of roads annually. The Department will continue to monitor the condition of paved roads and will strive to improve the current Pavement Condition Index (PCI) of 57 to 67, in the next 10 years for the benefit and safety of County residents and businesses. PCI is a numerical rating between 0 and 100 which is used to monitor the condition of the surface of roads and identify maintenance and rehabilitation needs. It is a statistical measure and requires manual survey of the pavement.



Total ridership counts for the Stanislaus Regional Transit (StaRT) system continue to decline for fixed and deviated-fixed routes. In Fiscal Year 2016-2017, the Transit Department focused on a new commuter express bus service to the Bay Area Rapid Transit (BART) Station, resulting in a 97% increase to the BART Commuter service. The Department will continue to focus on performance visioning by increasing public awareness through marketing and community outreach in order to increase BART Commuter ridership by 3% every year.

Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives

- ◆ The Public Works Department will facilitate the safe and efficient movement of people goods and services throughout Stanislaus County by resurfacing 185 miles of roads for the benefit and safety of its residents and businesses
- ◆ The Public Works Department will re-stripe 750 miles of road centers and edges for the benefit and safety of its residents and businesses
- ◆ The Public Works Transit Division will increase its marketing strategies within Stanislaus County to promote and increase its BART Commuter ridership by 3% annually

Budgets Contained within the Department

- ◆ Administration (Special Revenue Fund)
- ◆ Engineering (Special Revenue Fund)
- ◆ Local Transit System (Enterprise Fund)
- ◆ Morgan Shop (Internal Service Fund)
- ◆ Road and Bridge (Special Revenue Fund)

Individual schedules for each of these budgets can be found in the Schedule 9 section located by tab at the back of the budget book.

Department Summary

Public Works						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D - Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$7,822,354	\$13,882,961	\$13,479,153	\$13,479,153	\$0	\$13,685,243
Licenses, Permits, Franchises	\$23,049	\$23,663	\$22,000	\$22,000	\$0	\$22,000
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$72,978	\$195,657	\$173,000	\$173,000	\$0	\$116,310
Intergovernmental Revenue	\$17,869,939	\$28,024,833	\$80,483,149	\$80,483,149	\$0	\$74,493,244
Charges for Service	\$8,849,917	\$9,974,418	\$11,324,191	\$11,324,191	\$0	\$11,749,958
Miscellaneous Revenue	\$13,262	\$7,823	\$1,000	\$1,000	\$0	\$1,030
Other Financing Sources	\$3,095,534	\$4,283,282	\$20,728,755	\$20,728,755	\$0	\$4,342,060
Total Revenue	\$37,107,033	\$56,392,637	\$126,211,248	\$126,211,248	\$0	\$104,409,845
Use of Fund Balance/Retained Earnings	\$1,656,089	(\$4,423,332)	\$14,155,500	\$14,155,500	\$0	\$6,575,773
Total Funding Sources	\$38,763,122	\$51,969,305	\$140,366,748	\$140,366,748	\$0	\$110,985,618
Salaries and Benefits	\$9,950,905	\$10,870,356	\$12,922,894	\$12,922,894	\$0	\$13,941,687
Services and Supplies	\$17,006,457	\$26,996,260	\$102,831,458	\$102,831,458	\$0	\$77,700,439
Other Charges	\$9,121,649	\$11,686,401	\$12,909,428	\$12,909,428	\$0	\$12,897,692
Fixed Assets						
Buildings & Improvements	\$10,945,032	\$3,353,249	\$2,827,168	\$2,827,168	\$0	\$250,000
Equipment	(\$7,840,131)	(\$1,635,662)	\$8,855,930	\$8,855,930	\$0	\$6,175,930
Other Financing Uses	\$500,000	\$1,250,000	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$1	\$71,170	\$71,170	\$0	\$71,170
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$39,683,912	\$52,520,605	\$140,418,048	\$140,418,048	\$0	\$111,036,918
General Fund Contribution	\$920,790	\$551,300	\$51,300	\$51,300	\$0	\$51,300
Total Allocated Positions	-	-	113	113	0	113

Operating Plan: 2018-2019 Final Budget

Revenue and Funding Sources

- ◆ Total Revenue for the 2018-2019 Final Budget is \$126.2 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Revenue for the 2018-2019 Proposed Budget is estimated at \$126.2 million, an increase of \$31.8 million from the 2017-2018 Adopted Final Budget.
- ◆ Estimated revenue for the 2018-2019 Proposed Budget is determined by a review of historical trends and the number of reimbursable road and bridge projects scheduled in the fiscal year.
- ◆ The Department has a total of \$44.1 million in available fund balance/retained earnings as of July 1, 2018, of which \$14.2 million is budgeted for use in Fiscal Year 2018-2019.
 - ◆ The Department has a total of \$116,334 in available fund balance in its Administration Division as of July 1, 2018.
 - ◆ The Department has a negative balance of \$310,317 in available fund balance in its Engineering Division as of July 1, 2018.
 - ◆ The Department has a total of \$20.5 million in retained earnings in its Transit Division as of July 1, 2018, of which \$8.1 million is budgeted for use in Fiscal Year 2018-2019.
 - ◆ The Department has a total of \$13.6 million in retained earnings in its Morgan Shop Division as of July 1, 2018, of which \$892,488 is budgeted for use in Fiscal Year 2018-2019.
 - ◆ The Department has a total of \$10.4 million in available fund balance in its Road and Bridge Division as of July 1, 2018, of which \$5.2 million is budgeted for use in Fiscal Year 2018-2019.
- ◆ Overall, revenue is increasing by \$31.8 million in 2018-2019 above 2017-2018 in the following areas:
 - ◆ The increase in revenue of \$1.3 million in the Local Transit System Division can be attributed to an increase in Federal, State and local funding. The Department estimates an increase of \$702,344 in Local Transportation funding, \$518,060 in Federal Transit funding and \$42,541 in various funding sources.
 - ◆ The proposed budget for the Morgan Shop Division includes the use of \$892,488 in retained earnings, an increase of \$356,844 from the 2017-2018 Adopted Final Budget, for the purchase of equipment needed to replace and or update old and depleted equipment. The replacement of equipment will enable Morgan Shop to meet the needs of the Road & Bridge Division as they safely maintain and repair County roads, bridges, and storm water systems while keeping up with the expanding list of projects slated in Fiscal Year 2018-2019.
 - ◆ The increase in revenue of \$29,608,245 in the Road and Bridge Division can be attributed to the expanded list of projects slated in Fiscal Year 2018-2019 and its correlating revenue. The Department estimates an increase in revenue from the California Department of Transportation (Caltrans), Senate Bill 1, and Public Facilities Fees. The proposed budget includes the use of \$5,155,292 in restricted fund balance, an increase of \$2,530,441 from the 2017-2018 Adopted Final Budget, for local match requirements for projects entering the construction phase and the design of new projects.

Budget and Operations

- ◆ Gross Costs identified in the 2018-2019 Final Budget total \$140.4 million, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ Gross Costs identified in the 2018-2019 Proposed Budget total \$140.4 million, an increase of \$35.6 million from the 2017-2018 Adopted Final Budget.
 - ◆ Note that the Fiscal Year 2017-2018 Adopted Final Budget does not include \$1,223,360 in adjustments approved subsequent to its adoption that increased the 2017-2018 Operating Budget. These adjustments did not affect fund balance or retained earnings due to offsetting revenue.
- ◆ The Proposed Budget includes a \$4.8 million total net cost increase due to the cost of doing business in salaries, benefits, services, supplies, and Cost Allocation Plan (CAP) charges to maintain current service levels; there is no impact to the County General Fund.
- ◆ The Proposed Budget includes a request to increase service levels.
- ◆ The Proposed Budget includes \$29.6 million to accommodate the increased costs associated with requested service level adjustments.

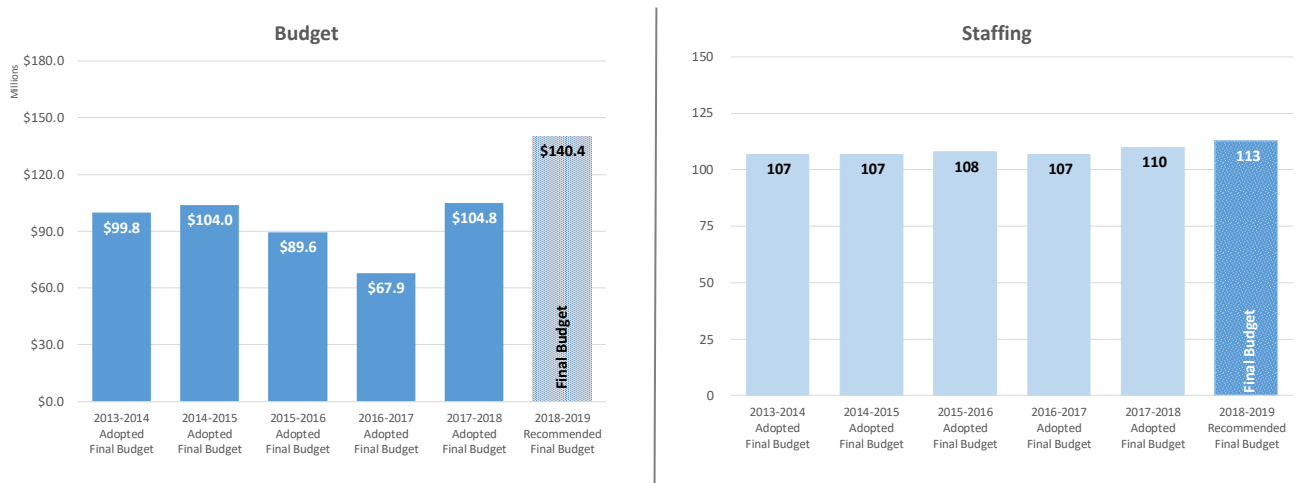
- ◆ The Engineering Division's Proposed Budget includes \$627,995 to accommodate the increased costs associated with the requested service level to add three staff to the Engineering Division to sustain the increased workload associated with the adoption of Measure L and Senate Bill 1 (SB 1); there is no impact to the County General Fund.
- ◆ The Road and Bridge Division's Proposed Budget includes \$28,930,750 to accommodate the increased costs associated with the increase to contracts and materials inventory associated with Measure L and SB 1 projects and Public Facilities Fee Obligations. The Department anticipates implementing a total of 32 projects over the next two fiscal years which include:
 - ◆ Measure L Projects
 - ◆ Pavement Preservation
 - ◆ ADA Curb Ramp IP
 - ◆ Chip Seal
 - ◆ Measure L Sidewalk Projects
 - ◆ Intersection Improvement at Geer Road and Whitmore Avenue
 - ◆ Intersection Improvement at Geer Road and Santa Fe Avenue
 - ◆ Intersection Improvement at Carpenter Road and Whitmore Avenue
 - ◆ Intersection Improvement at Crows Landing Road and Grayson Road
 - ◆ Crows Landing Bridge replacement over the San Joaquin River
 - ◆ Hickman Road Bridge replacement over the Tuolumne River
 - ◆ Shiells Road Bridge replacement
 - ◆ Senate Bill 1 (SB 1) Projects
 - ◆ Keyes Road Bridge over TID Canal
 - ◆ Quincy Road Bridge at Taylor Road
 - ◆ Tim Bell Road - Dirt Road Treatment
 - ◆ Cooperstown Road - Dirt Road Treatment
 - ◆ Mitchell Road - Glare Screen
 - ◆ Eastin Road - Low Water Crossing
 - ◆ Albers Road- Pavement Rehab
 - ◆ 9th Street - Pavement Rehab
 - ◆ Garner Road - Pavement Rehab
 - ◆ Faith Home Road - Pavement Rehab
 - ◆ J59 - Pavement Rehab
 - ◆ Bradbury Road - Pavement Rehab
 - ◆ Sisk Road - Pavement Rehab
 - ◆ 7th Street - Widen/Rehab
 - ◆ Public Facilities Fee Obligations
 - ◆ State Route 132, Phase I
 - ◆ Hatch Road at Santa Fe Avenue
 - ◆ Santa Fe Avenue at Main Street, Traffic Signal
 - ◆ Crows Landing Road at Keyes Road, Traffic Signal
 - ◆ South County Corridor
 - ◆ McHenry Avenue Bridge
 - ◆ Keyes Road Ramp, Traffic Signal
- ◆ The Proposed Budget includes the purchase of a water truck tank replacement, a bottom dump trailer, a patch truck, two cone/button trucks and a crack seal trailer. The total cost is estimated to be \$795,000 and is funded by Morgan Shops' retained earnings.
- ◆ The Proposed Budget includes \$2,577,168 in Construction Capital Improvements for the tear down of two dilapidated buildings located on the Public Works Corporation Yard, the construction of a new pole barn, paving of approximately 2.8 acres of the Corporation Yard, and approximately \$1.3 million in outstanding encumbrances to close out the Administration and Morgan Road Shop Buildings that were completed in Fiscal Year 2017-2018.

- ◆ The Proposed Budget includes the purchase of three 40’ buses, three para transit buses, three charging stations with infrastructure, security cameras, Oakdale and Morgan road facility improvements, bus stop safety and security improvements, digital media equipment, computer software, and Integrated Technology Solutions which includes automatic vehicle locaters, GPS, automatic passenger counters, automatic voice announcements, and electronic media displays. The total cost is estimated to be \$8,310,930 and is funded by Local Transit’s retained earnings.

Staffing Allocation

- ◆ The 2018-2019 Final Budget includes a Department staffing allocation of 113, consistent with the 2018-2019 Adopted Proposed Budget.
- ◆ The 2018-2019 Proposed Budget includes a Department staffing allocation of 113, an increase of three since the 2017-2018 Adopted Final Budget allocation.
 - ◆ Since the 2017-2018 Adopted Final Budget, one position was added to the Department staffing allocation.
- ◆ The Proposed Budget includes an increase of two to the Total Allocated Positions.
 - ◆ One new Senior Civil Engineer position is recommended in Engineering to sustain the increased workload associated with the adoption of Measure L and Senate Bill 1 (SB1).
 - ◆ One new Assistant Engineer/Surveyor position is recommended in Engineering to sustain the increased workload in Encroachment permits and Development due to the increase in projects.
- ◆ The Proposed Budget includes technical adjustments that do not affect the position allocation.
 - ◆ A classification study of one new Staff Services Coordinator position, one existing Manager I in Human Resources, and one existing Associate Civil Engineer/Associate Surveyor are recommended.

Five-Year Historical Trends



Operating Plan: 2019-2020 Spending Plan

The estimates included in the 2019-2020 Spending Plan are displayed pending financial feasibility and future Board of Supervisors’ action.

Estimation of Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Spending Plan is estimated at \$104.4 million, consistent with the 2018-2019 Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$104.4 million a net decrease of \$21.8 million from the 2018-2019 Proposed Budget.
- ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by a review of historical trends and the number of reimbursable road and bridge projects scheduled in the fiscal year.

- ◆ The Spending Plan relies on the use of \$6.6 million in department fund balance/retained earnings; based on use of fund balance/retained earnings identified in the 2018-2019 Proposed Budget, the Department anticipates there will be \$29.9 million in available fund balance/retained earnings on July 1, 2019.

Budget and Operations Plan

- ◆ Goss Costs identified in the 2019-2020 Spending Plan total \$110 million, consistent with the 2018-2019 Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Spending Plan total \$110 million, a decrease of \$29.4 million from the 2018-2019 Proposed Budget.
- ◆ The 2019-2020 Spending Plan is intended to maintain identified service levels in the second year of this operational plan. Projections were based on the following assumptions affecting the cost of doing business, a net increase of approximately \$5 million:
 - ◆ Salaries and benefits increase of 3.5%
 - ◆ Retirement increase constant with the prior year
 - ◆ Group health insurance increase of 5%
 - ◆ Services and supplies increase of 3.5%
 - ◆ Cost Allocation Plan (CAP) charges increase of 3.5%
- ◆ The Spending Plan includes department-specific assumptions that are reasonably expected to affect the 2019-2020 budget year:
 - ◆ Decrease of \$28.8 in contracts and material inventory in road and bridge due to the decreased number of federal projects scheduled.
 - ◆ Increase of \$610,358 in salaries and benefits for the addition of six Road Maintenance Workers and one Road Maintenance Supervisor.
 - ◆ Decrease of \$5 million in fixed assets due to the completion of the new Administration and Morgan Shop buildings and the purchase of 40' CNG buses and the Intelligent Transportation System.
- ◆ The Spending Plan includes the purchase of five pickup trucks, a water truck tank replacement, and a patch truck. The total cost is estimated to be \$615,000 and is funded by Morgan Shops' retained earnings.
- ◆ The Spending Plan includes the purchase of a 40' bus, two charging stations with infrastructure, bus stop safety and security improvements, and Morgan road facility improvements. The total cost is estimated to be \$5,810,930 and is funded by Local Transit's retained earnings.

Staffing Plan

- ◆ The 2019-2020 Spending Plan includes a Department staffing allocation of 113, consistent with the 2018-2019 Adopted Proposed Budget and 2018-2019 Final Budget.
- ◆ The 2019-2020 Spending Plan includes an estimated staffing level of 113, consistent with the 2018-2019 Proposed Budget allocation.

Key Challenges and Opportunities

- ◆ On April 28, 2017, the Governor signed Senate Bill (SB) 1, the Road Repair and Accountability Act, to address basic road maintenance, rehabilitation, and critical safety needs on the state highway and local streets and road system. SB 1 increased per gallon fuel excise taxes, diesel fuel taxes, vehicle registration fees and provides for inflationary adjustments to tax rates in future years.
- ◆ On November 6, 2018, an initiative to repeal SB 1 will be placed on the 2018 ballot. The initiative, if it passes, will have an enormous impact on the Department's 2018-2019 Proposed Budget and 2019-2020 Spending Plan. Stanislaus County is estimated to receive \$23.7 million over the next two fiscal years and a total of \$149.9 million over the next nine fiscal years. If SB 1 is repealed, the Department will not receive funding and will be unable to repair the 14 roads and bridges identified for this funding, to be repaired over the next two fiscal years.

Related Links

For additional information about Public Works, refer to the division's website at: <http://www.stancounty.com/publicworks/>



Wellness Connect



**Stanislaus
County
is
Striving
Together
to Make a
Difference!**



Workforce Development Resource Center



Media Training



Red Nose Day, 2018



Stanislaus County Staffing Summary

Allocation List – Three Year Comparison

Department	2016-2017 Final Budget	2017-2018 Final Budget	2018-2019 Final Budget
Agricultural Commissioner	37	38	38
Animal Services	31	32	34
Area Agency on Aging	17	17	17
Assessor	58	58	58
Auditor Controller	39	42	43
Behavioral Health & Recovery Services (BHRS)	272	283	283
BHRS - Alcohol & Drug Program	29	31	36
BHRS - Managed Care	9	10	12
BHRS - Mental Health Services Act	108	106	110
BHRS - Public Guardian	10	10	10
BHRS - Stanislaus Recovery Center	27	31	34
Board of Supervisors	9	9	9
Chief Executive Office - County Fire Service Fund	7	7	7
Chief Executive Office - Focus on Prevention	0	5	0
Chief Executive Office - Office of Emergency Serv/Fire Warden	7	7	7
Chief Executive Office - Operations and Services	45	50	55
Chief Executive Office - Risk Management Division	12	12	13
Child Support Services	161	161	161
Children & Families Commission	5	5	5
Clerk-Recorder - Elections Division	13	14	14
Clerk-Recorder - Recorder Division	32	34	34
Community Services Agency - Service & Support	1,106	1,135	1,138
Cooperative Extension	4	4	5
County Counsel	14	16	16
District Attorney - Automobile Insurance Fraud Prosecution	2	2	2
District Attorney - Criminal Division	121	125	132
District Attorney - Elder Abuse Advocacy & Outreach	1	1	1
District Attorney - Impaired Driver Vert Pros Program	2	2	0
District Attorney - Real Estate Fraud Prosecution	2	2	2
District Attorney - Unserved/Underserved Victims Ad & Outreach	2	2	2
District Attorney - Victims Compensation & Govt Claims	1	1	1
District Attorney - Victim Services Program	8	9	9
Environmental Resources	79	84	88
Environmental Resources - Fink Road Landfill	15	17	18
General Services Agency - Administration	5	5	5
General Services Agency - Central Services	11	11	11
General Services Agency - Facilities Maintenance	36	36	36
General Services Agency - Fleet Services	10	10	10

Department	2016-2017	2017-2018	2018-2019
	Final Budget	Final Budget	Final Budget
Health Services Agency - Administration	88	89	90
Health Services Agency - Clinics & Ancillary Services	208	208	208
Health Services Agency - Public Health	186	189	174
Law Library	2	2	2
Library	74	76	76
Local Agency Formation Commission	3	3	3
Parks & Recreation	42	42	46
Planning	17	18	18
Planning - Building Permits	17	17	17
Probation - Administration	20	20	21
Probation - Community Corrections Partnership	31	32	32
Probation - Corrections Performance Incentive Act	0	0	2
Probation - Field Services	108	106	108
Probation - Institutional Services	59	58	54
Probation - Juvenile Commitment Facility	38	39	36
Probation - Juvenile Justice Crime Prevention Act	15	15	15
Probation - Youthful Offender Block Grant	15	16	16
Public Defender	45	47	50
Public Works - Administration	8	8	8
Public Works - Engineering	29	31	34
Public Works - Local Transit System	5	5	5
Public Works - Morgan Shop	8	9	9
Public Works - Road & Bridge	57	57	57
Retirement	15	16	16
Sheriff Administration	83	84	84
Sheriff Adult Detention Expansion	32	78	80
Sheriff Cal ID Program	1	1	1
Sheriff CAL-MMET	4	4	4
Sheriff Contract Cities	67	69	69
Sheriff Court Security	39	39	39
Sheriff Detention	292	291	277
Sheriff Jail Commissary/Inmate Welfare	3	6	6
Sheriff Operations	147	158	169
Sheriff Vehicle Theft Unit	1	1	1
Stanislaus Regional 911	59	59	59
Strategic Business Technology	26	28	29
Strategic Business Tech - Telecommunications	2	2	2
Treasurer - Admin/Taxes	11	11	11
Treasurer - Revenue Recovery	18	18	18
Treasurer - Treasury	4	4	4
Veterans' Services	5	5	5
Workforce Development	84	84	85
Total Staffing	4,315	4,469	4,496

STANISLAUS COUNTY
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AGING & VETERANS SERVICES

AREA AGENCY ON AGING

1	Dir Area Agency On Aging	47.07	---	58.84	---	70.61
2	Manager II	29.41	---	36.76	---	44.11
1	Manager I	26.20	---	32.75	---	39.30
1	Confidential Assistant III	18.46	---	23.08	---	27.70
1	Staff Serv Coordinator	31.28	32.84	34.48	36.20	38.01
1	MH Clinician II	30.45	31.97	33.57	35.25	37.01
1	Social Worker IV	27.40	28.77	30.21	31.72	33.31
1	Staff Serv Analyst	25.77	27.06	28.41	29.83	31.32
2	Social Worker III	24.53	25.76	27.05	28.40	29.82
1	Social Worker II	21.77	22.86	24.00	25.20	26.46
1	Accountant I	21.71	22.80	23.94	25.14	26.40
1	Staff Serv Tech	20.41	21.43	22.50	23.63	24.81
1	Account Clerk III	18.53	19.46	20.43	21.45	22.52
1	Community Health Work III	17.81	18.70	19.64	20.62	21.65
1	Dir Of Volunteer Serv	17.56	18.44	19.36	20.33	21.35
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17	* BUDGET UNIT TOTAL *					

VETERANS SERVICES

1	Manager II	29.41	---	36.76	---	44.11
3	Veterans Serv Rep	20.33	21.35	22.42	23.54	24.72
1	Admin Clerk III	17.77	18.66	19.59	20.57	21.60
<hr/>						
5	* BUDGET UNIT TOTAL *					

22 **** DEPARTMENT TOTAL ****

AGRICULTURAL COMMISSIONER

AGRICULTURAL COMMISSIONER

1	County Agri Comm & Sealer	47.07	---	58.84	---	70.61
1	Asst Ag Commissioner	37.59	---	46.99	---	56.39
4	Deputy Ag Com/Sealer	29.41	---	36.76	---	44.11
1	Confidential Assistant IV	22.18	---	27.72	---	33.26
1	Confidential Assistant III	18.46	---	23.08	---	27.70
1	Software Developer/Analyst III	35.61	37.39	39.26	41.22	43.28
1	Software Developer II	30.78	32.32	33.94	35.64	37.42
21	Ag/Weights&Meas Insp III	26.16	27.47	28.84	30.28	31.79
1	Application Specialist II	26.11	27.42	28.79	30.23	31.74
1	Staff Serv Tech	20.41	21.43	22.50	23.63	24.81
1	Accounting Tech	20.34	21.36	22.43	23.55	24.73
3	Agricultural Assistant II	17.72	18.61	19.54	20.52	21.55
1	Account Clerk II	16.40	17.22	18.08	18.98	19.93
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38	* BUDGET UNIT TOTAL *					

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AGRICULTURAL COMMISSIONER (Continued)

38 **** DEPARTMENT TOTAL ****

ANIMAL SERVICES

ANIMAL SERVICES

1	Dir of Animal Services	47.07	---	58.84	---	70.61
1	County Veterinarian	57.69	---	72.11	---	86.53
1	Manager II	29.41	---	36.76	---	44.11
1	Confidential Assistant IV	22.18	---	27.72	---	33.26
1	Maintenance Engineer III	23.91	25.11	26.37	27.69	29.07
1	Supv Acct Admin Clerk II	23.44	24.61	25.84	27.13	28.49
4	Animal Svc Oper Supv	21.28	22.34	23.46	24.63	25.86
6	Animal Serv Offcr II	18.23	19.14	20.10	21.11	22.17
2	Animal Care Spec III	17.99	18.89	19.83	20.82	21.86
5	Admin Clerk III	17.77	18.66	19.59	20.57	21.60
10	Animal Care Spec II	16.58	17.41	18.28	19.19	20.15
1	Account Clerk II	16.40	17.22	18.08	18.98	19.93
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34	* BUDGET UNIT TOTAL *					

34 **** DEPARTMENT TOTAL ****

ASSESSOR

ASSESSOR

1	Assessor	---	---	80.87	---	---
2	Manager IV	37.59	---	46.99	---	56.39
1	Confidential Assistant IV	22.18	---	27.72	---	33.26
1	Sr Software Developer/Analyst	41.19	43.25	45.41	47.68	50.06
1	Software Developer/Analyst III	35.61	37.39	39.26	41.22	43.28
1	Supv Auditor Appraiser	34.56	36.29	38.10	40.01	42.01
4	Supv Appraiser	32.93	34.58	36.31	38.13	40.04
2	Sr Auditor-Appraiser	31.36	32.93	34.58	36.31	38.13
2	Application Specialist III	30.78	32.32	33.94	35.64	37.42
7	Sr Appraiser	29.90	31.40	32.97	34.62	36.35
4	Auditor-Appraiser III	28.49	29.91	31.41	32.98	34.63
14	Appraiser III	27.17	28.53	29.96	31.46	33.03
1	Cadastral Supervisor	26.73	28.07	29.47	30.94	32.49
4	Supv Assessment Tech II	23.44	24.61	25.84	27.13	28.49
1	Cadastral Technician II	22.06	23.16	24.32	25.54	26.82
2	Appraiser Tech	18.64	19.57	20.55	21.58	22.66
9	Assessment Technician II	18.53	19.46	20.43	21.45	22.52
1	Admin Clerk II	15.72	16.51	17.34	18.21	19.12
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58	* BUDGET UNIT TOTAL *					

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ASSESSOR (Continued)

58 **** DEPARTMENT TOTAL ****

AUDITOR CONTROLLER

AUDITOR CONTROLLER

1	Auditor-Controller	---	---	80.87	---	---
1	Asst Auditor Controller	41.78	---	52.22	---	62.66
4	Manager IV	37.59	---	46.99	---	56.39
3	Manager II	29.41	---	36.76	---	44.11
1	Confidential Assistant V	26.42	---	33.02	---	39.62
2	Confidential Assistant IV	22.18	---	27.72	---	33.26
6	Confidential Assistant III	18.46	---	23.08	---	27.70
1	Sr Software Developer/Analyst	41.19	43.25	45.41	47.68	50.06
1	Software Developer/Analyst III	35.61	37.39	39.26	41.22	43.28
1	Sr Application Specialist	35.61	37.39	39.26	41.22	43.28
1	Application Specialist III	30.78	32.32	33.94	35.64	37.42
9	Accountant III	30.51	32.04	33.64	35.32	37.09
3	Accountant II	27.77	29.16	30.62	32.15	33.76
1	Accountant I	21.71	22.80	23.94	25.14	26.40
5	Accounting Tech	20.34	21.36	22.43	23.55	24.73
3	Account Clerk III	18.53	19.46	20.43	21.45	22.52
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43	* BUDGET UNIT TOTAL *					

43 **** DEPARTMENT TOTAL ****

BEHAVIORAL HEALTH & RECOV SVS

ALCOHOL & DRUG PROGRAM

1	Manager IV	37.59	---	46.99	---	56.39
1	Manager II	29.41	---	36.76	---	44.11
1	Staff Serv Coordinator	31.28	32.84	34.48	36.20	38.01
1	MH Clinician II	30.45	31.97	33.57	35.25	37.01
1	Behavioral Health Coordinator	26.73	28.07	29.47	30.94	32.49
1	Staff Serv Analyst	25.77	27.06	28.41	29.83	31.32
22	Behavioral Health Splst. II	23.23	24.39	25.61	26.89	28.23
1	Admin Clerk III	17.77	18.66	19.59	20.57	21.60
5	Clinical Serv Tech II	17.42	18.29	19.20	20.16	21.17
2	Admin Clerk II	15.72	16.51	17.34	18.21	19.12
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36	* BUDGET UNIT TOTAL *					

BEHAVIORAL HEALTH & RECOV SVS

1	Behavioral Health Director	66.07	---	82.59	---	99.11
1	Behavioral Hlth Medical Dir	101.10	---	126.38	---	151.66

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BEHAVIORAL HEALTH & RECOV SVS (Continued)

BEHAVIORAL HEALTH & RECOV SVS	(Continued)				
1 Assoc Director	47.07	---	58.84	---	70.61
1 Asst Director	41.78	---	52.22	---	62.66
4 Manager IV	37.59	---	46.99	---	56.39
8 Manager III	33.26	---	41.57	---	49.88
6 Manager II	29.41	---	36.76	---	44.11
1 Manager I	26.20	---	32.75	---	39.30
2 Confidential Assistant IV	22.18	---	27.72	---	33.26
6 Confidential Assistant III	18.46	---	23.08	---	27.70
9 Psychiatrist	89.56	94.04	98.74	103.68	108.86
1 Sr Psych Nurse Practitioner	57.64	60.52	63.55	66.73	70.07
1 Sr Systems Engineer	41.19	43.25	45.41	47.68	50.06
1 Sr Software Developer/Analyst	41.19	43.25	45.41	47.68	50.06
14 Psychiatric Nurse II	37.04	38.89	40.83	42.87	45.01
13 MH Coordinator	36.49	38.31	40.23	42.24	44.35
2 Clinical Psychologist	35.77	37.56	39.44	41.41	43.48
2 Software Developer/Analyst III	35.61	37.39	39.26	41.22	43.28
1 Sr Application Specialist	35.61	37.39	39.26	41.22	43.28
2 Staff Serv Coordinator	31.28	32.84	34.48	36.20	38.01
4 Accountant III	30.51	32.04	33.64	35.32	37.09
74 MH Clinician II	30.45	31.97	33.57	35.25	37.01
1 Conservator Investigator Supv	28.59	30.02	31.52	33.10	34.76
1 Accountant II	27.77	29.16	30.62	32.15	33.76
1 Med Records Coordinator	26.73	28.07	29.47	30.94	32.49
1 Behavioral Health Coordinator	26.73	28.07	29.47	30.94	32.49
5 Application Specialist II	26.11	27.42	28.79	30.23	31.74
7 Staff Serv Analyst	25.77	27.06	28.41	29.83	31.32
3 Conservator Investigator	25.17	26.43	27.75	29.14	30.60
44 Behavioral Health Splst. II	23.23	24.39	25.61	26.89	28.23
6 Behavioral Health Advocate	23.23	24.39	25.61	26.89	28.23
1 Staff Serv Tech	20.41	21.43	22.50	23.63	24.81
6 Accounting Tech	20.34	21.36	22.43	23.55	24.73
1 Family Services Specialist II	19.57	20.55	21.58	22.66	23.79
6 Account Clerk III	18.53	19.46	20.43	21.45	22.52
3 Med Records Clerk	17.99	18.89	19.83	20.82	21.86
18 Admin Clerk III	17.77	18.66	19.59	20.57	21.60
10 Clinical Serv Tech II	17.42	18.29	19.20	20.16	21.17
8 Admin Clerk II	15.72	16.51	17.34	18.21	19.12
6 Stock/Delivery Clerk II	15.34	16.11	16.92	17.77	18.66

283 * BUDGET UNIT TOTAL *

MANAGED CARE

2 Psychiatric Nurse II	37.04	38.89	40.83	42.87	45.01
1 MH Coordinator	36.49	38.31	40.23	42.24	44.35
2 MH Clinician II	30.45	31.97	33.57	35.25	37.01
1 Staff Serv Tech	20.41	21.43	22.50	23.63	24.81
1 Admin Clerk III	17.77	18.66	19.59	20.57	21.60 ⁷⁴

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BEHAVIORAL HEALTH & RECOV SVS (Continued)

MANAGED CARE (Continued)

3	Clinical Serv Tech II	17.42	18.29	19.20	20.16	21.17
2	Admin Clerk II	15.72	16.51	17.34	18.21	19.12
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12	* BUDGET UNIT TOTAL *					

MENTAL HEALTH SERVICES ACT

2	Manager IV	37.59	---	46.99	---	56.39
1	Manager III	33.26	---	41.57	---	49.88
4	Manager II	29.41	---	36.76	---	44.11
4	Psychiatric Nurse II	37.04	38.89	40.83	42.87	45.01
3	MH Coordinator	36.49	38.31	40.23	42.24	44.35
2	Systems Engineer II	35.61	37.39	39.26	41.22	43.28
1	Software Developer/Analyst III	35.61	37.39	39.26	41.22	43.28
2	Staff Serv Coordinator	31.28	32.84	34.48	36.20	38.01
1	Software Developer II	30.78	32.32	33.94	35.64	37.42
15	MH Clinician II	30.45	31.97	33.57	35.25	37.01
4	Behavioral Health Coordinator	26.73	28.07	29.47	30.94	32.49
3	Staff Serv Analyst	25.77	27.06	28.41	29.83	31.32
28	Behavioral Health Splst. II	23.23	24.39	25.61	26.89	28.23
6	Behavioral Health Advocate	23.23	24.39	25.61	26.89	28.23
1	Family Services Specialist II	19.57	20.55	21.58	22.66	23.79
11	Admin Clerk III	17.77	18.66	19.59	20.57	21.60
1	Dir Of Volunteer Serv	17.56	18.44	19.36	20.33	21.35
20	Clinical Serv Tech II	17.42	18.29	19.20	20.16	21.17
1	Admin Clerk II	15.72	16.51	17.34	18.21	19.12
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110	* BUDGET UNIT TOTAL *					

PUBLIC GUARDIAN

1	Manager II	29.41	---	36.76	---	44.11
3	Deputy Public Guardian II	23.31	24.48	25.70	26.99	28.34
3	Account Clerk III	18.53	19.46	20.43	21.45	22.52
1	Admin Clerk III	17.77	18.66	19.59	20.57	21.60
2	Stock/Delivery Clerk II	15.34	16.11	16.92	17.77	18.66
<hr/>						
10	* BUDGET UNIT TOTAL *					

STANISLAUS RECOVERY CENTER

1	Manager III	33.26	---	41.57	---	49.88
1	MH Coordinator	36.49	38.31	40.23	42.24	44.35
1	Staff Serv Coordinator	31.28	32.84	34.48	36.20	38.01
2	MH Clinician II	30.45	31.97	33.57	35.25	37.01
1	Behavioral Health Coordinator	26.73	28.07	29.47	30.94	32.49
8	Behavioral Health Splst. II	23.23	24.39	25.61	26.89	28.23
2	Admin Clerk III	17.77	18.66	19.59	20.57	21.60
16	Clinical Serv Tech II	17.42	18.29	19.20	20.16	21.17
1	Admin Clerk II	15.72	16.51	17.34	18.21	19.12

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BEHAVIORAL HEALTH & RECOV SVS (Continued)

STANISLAUS RECOVERY CENTER (Continued)

1	Asst Cook II	13.59	14.27	14.98	15.73	16.52
34	* BUDGET UNIT TOTAL *					
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485	** DEPARTMENT TOTAL **					

BOARD OF SUPERVISORS

BOARD OF SUPERVISORS

1	Chairman Bd of Supervisor	---	---	46.45	---	---
4	Supervisor	---	---	41.47	---	---
4	Confidential Assistant IV	22.18	---	27.72	---	33.26
9	* BUDGET UNIT TOTAL *					
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9	** DEPARTMENT TOTAL **					

CHIEF EXECUTIVE OFFICE

COUNTY FIRE SERVICE FUND

1	Deputy Fire Warden/Dep Dir OES	37.59	---	46.99	---	56.39
1	Manager III - Safety	33.26	---	41.57	---	49.88
1	Sr Systems Engineer	41.19	43.25	45.41	47.68	50.06
1	Fire Prevention Specialist III	27.51	28.89	30.33	31.85	33.44
2	Fire Prevention Specialist II	25.01	26.26	27.57	28.95	30.40
1	Admin Clerk III	17.77	18.66	19.59	20.57	21.60
7	* BUDGET UNIT TOTAL *					

OES/FIRE WARDEN

1	Fire Warden/Asst Dir-OES	47.07	---	58.84	---	70.61
1	Deputy Fire Warden/Dep Dir OES	37.59	---	46.99	---	56.39
2	Manager III	33.26	---	41.57	---	49.88
1	Confidential Assistant IV	22.18	---	27.72	---	33.26
1	Staff Serv Coordinator	31.28	32.84	34.48	36.20	38.01
1	Account Clerk III	18.53	19.46	20.43	21.45	22.52
7	* BUDGET UNIT TOTAL *					

OPERATIONS AND SERVICES

1	Chief Exec Officer	---	---	118.85	---	---
1	Asst Exec Offcr/Chief Op Off	69.37	---	86.71	---	104.05
2	Asst Executive Officer	66.07	---	82.59	---	99.11
1	Human Resources Director	59.32	---	74.15	---	88.98
3	Deputy Exec Officer	47.07	---	58.84	---	70.61

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CHIEF EXECUTIVE OFFICE (Continued)

OPERATIONS AND SERVICES (Continued)

14	Manager IV	37.59	---	46.99	---	56.39
12	Manager III	33.26	---	41.57	---	49.88
2	Manager I	26.20	---	32.75	---	39.30
1	Confidential Assistant V	26.42	---	33.02	---	39.62
9	Confidential Assistant IV	22.18	---	27.72	---	33.26
7	Confidential Assistant III	18.46	---	23.08	---	27.70
1	Maintenance Engineer II	21.66	22.74	23.88	25.07	26.32
1	Maintenance Engineer I	18.43	19.35	20.32	21.34	22.41

55 * BUDGET UNIT TOTAL *

RISK MANAGEMENT

4	Manager III	33.26	---	41.57	---	49.88
1	Confidential Assistant V	26.42	---	33.02	---	39.62
4	Confidential Assistant IV	22.18	---	27.72	---	33.26
4	Confidential Assistant III	18.46	---	23.08	---	27.70

13 * BUDGET UNIT TOTAL *

82 ** DEPARTMENT TOTAL **

CHILD SUPPORT SERVICES

CHILD SUPPORT SERVICES

1	Dir of Child Support Services	53.91	---	67.39	---	80.87
1	Chief Attorney	50.87	---	63.59	---	76.31
1	Asst Director	41.78	---	52.22	---	62.66
3	Manager III	33.26	---	41.57	---	49.88
6	Manager II	29.41	---	36.76	---	44.11
1	Confidential Assistant IV	22.18	---	27.72	---	33.26
2	Confidential Assistant III	18.46	---	23.08	---	27.70
5	Attorney V	55.60	58.38	61.30	64.37	67.59
2	Systems Engineer II	35.61	37.39	39.26	41.22	43.28
2	Application Specialist III	30.78	32.32	33.94	35.64	37.42
1	Accountant II	27.77	29.16	30.62	32.15	33.76
1	Application Specialist II	26.11	27.42	28.79	30.23	31.74
2	Staff Serv Analyst	25.77	27.06	28.41	29.83	31.32
11	Child Support Supervisor	24.96	26.21	27.52	28.90	30.35
1	Accounting Supv	24.66	25.89	27.18	28.54	29.97
2	Supv Legal Clerk II	23.44	24.61	25.84	27.13	28.49
6	Accounting Tech	20.34	21.36	22.43	23.55	24.73
71	Child Support Offcr II	20.11	21.12	22.18	23.29	24.45
13	Legal Clerk IV	19.39	20.36	21.38	22.45	23.57
10	Account Clerk III	18.53	19.46	20.43	21.45	22.52
10	Legal Clerk III	17.77	18.66	19.59	20.57	21.60
8	Admin Clerk II	15.72	16.51	17.34	18.21	19.12

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CHILD SUPPORT SERVICES (Continued)

CHILD SUPPORT SERVICES (Continued)

1	Admin Clerk I	15.21	15.97	16.77	17.61	18.49
<hr/>						
161	* BUDGET UNIT TOTAL *					
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161	** DEPARTMENT TOTAL **					

CHILDREN & FAMILIES COMM

CHILDREN & FAMILIES COMM

1	Executive Director - CFC	47.07	---	58.84	---	70.61
1	Confidential Assistant IV	22.18	---	27.72	---	33.26
1	Staff Serv Coordinator	31.28	32.84	34.48	36.20	38.01
1	Accountant III	30.51	32.04	33.64	35.32	37.09
1	Account Clerk III	18.53	19.46	20.43	21.45	22.52
<hr/>						
5	* BUDGET UNIT TOTAL *					
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5	** DEPARTMENT TOTAL **					

CLERK/RECORDER

ELECTIONS DIVISION

1	Manager III	33.26	---	41.57	---	49.88
2	Manager II	29.41	---	36.76	---	44.11
1	Systems Engineer II	35.61	37.39	39.26	41.22	43.28
1	Application Specialist II	26.11	27.42	28.79	30.23	31.74
1	Staff Serv Analyst	25.77	27.06	28.41	29.83	31.32
3	Staff Serv Tech	20.41	21.43	22.50	23.63	24.81
1	Storekeeper II	19.46	20.43	21.45	22.52	23.65
4	Legal Clerk III	17.77	18.66	19.59	20.57	21.60
<hr/>						
14	* BUDGET UNIT TOTAL *					

RECORDER DIVISION

1	County Clerk-Recorder	---	---	70.62	---	---
1	Manager III	33.26	---	41.57	---	49.88
1	Manager II	29.41	---	36.76	---	44.11
1	Confidential Assistant IV	22.18	---	27.72	---	33.26
1	Confidential Assistant II	16.38	---	20.48	---	24.58
1	Sr Systems Engineer	41.19	43.25	45.41	47.68	50.06
1	Application Specialist III	30.78	32.32	33.94	35.64	37.42
1	Accountant II	27.77	29.16	30.62	32.15	33.76
2	Supv Legal Clerk II	23.44	24.61	25.84	27.13	28.49
4	Legal Clerk IV	19.39	20.36	21.38	22.45	23.57
1	Account Clerk III	18.53	19.46	20.43	21.45	22.52

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CLERK/RECORDER (Continued)

RECORDER DIVISION (Continued)

19	Legal Clerk III	17.77	18.66	19.59	20.57	21.60
34	* BUDGET UNIT TOTAL *					
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48	** DEPARTMENT TOTAL **					

COMMUNITY SERVICES AGENCY

SERVICE & SUPPORT

1	Dir of Community Servs Agency	66.07	---	82.59	---	99.11
3	Asst Director	41.78	---	52.22	---	62.66
9	Manager IV	37.59	---	46.99	---	56.39
22	Manager III	33.26	---	41.57	---	49.88
4	Manager II	29.41	---	36.76	---	44.11
1	Manager I	26.20	---	32.75	---	39.30
1	Confidential Assistant V	26.42	---	33.02	---	39.62
2	Confidential Assistant IV	22.18	---	27.72	---	33.26
9	Confidential Assistant III	18.46	---	23.08	---	27.70
2	Confidential Assistant II	16.38	---	20.48	---	24.58
1	Sr Systems Engineer	41.19	43.25	45.41	47.68	50.06
2	Sr Software Developer/Analyst	41.19	43.25	45.41	47.68	50.06
7	Systems Engineer II	35.61	37.39	39.26	41.22	43.28
8	Software Developer/Analyst III	35.61	37.39	39.26	41.22	43.28
1	Sr Application Specialist	35.61	37.39	39.26	41.22	43.28
30	Social Worker Supv II	32.60	34.23	35.94	37.74	39.63
3	Special Investigator III	31.63	33.21	34.87	36.61	38.44
1	Staff Serv Coordinator	31.28	32.84	34.48	36.20	38.01
10	Application Specialist III	30.78	32.32	33.94	35.64	37.42
9	Accountant III	30.51	32.04	33.64	35.32	37.09
143	Social Worker V	28.78	30.22	31.73	33.32	34.99
60	Family Services Supervisor	27.91	29.31	30.78	32.32	33.94
6	Accountant II	27.77	29.16	30.62	32.15	33.76
10	Special Investigator II	27.05	28.40	29.82	31.31	32.88
4	Application Specialist II	26.11	27.42	28.79	30.23	31.74
5	Staff Serv Analyst	25.77	27.06	28.41	29.83	31.32
4	Accounting Supv	24.66	25.89	27.18	28.54	29.97
34	Social Worker III	24.53	25.76	27.05	28.40	29.82
1	Buyer	23.89	25.08	26.33	27.65	29.03
23	Family Services Specialist IV	23.76	24.95	26.20	27.51	28.89
1	Supv Legal Clerk II	23.44	24.61	25.84	27.13	28.49
10	Supv Acct Admin Clerk II	23.44	24.61	25.84	27.13	28.49
23	Social Worker II	21.77	22.86	24.00	25.20	26.46
1	Accountant I	21.71	22.80	23.94	25.14	26.40
9	Fraud Tech	21.58	22.66	23.79	24.98	26.23
115	Family Services Specialist III	21.58	22.66	23.79	24.98	26.23
1	Staff Serv Tech	20.41	21.43	22.50	23.63	24.81

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COMMUNITY SERVICES AGENCY (Continued)

SERVICE & SUPPORT (Continued)

9	Accounting Tech	20.34	21.36	22.43	23.55	24.73
2	Collector	20.11	21.12	22.18	23.29	24.45
351	Family Services Specialist II	19.57	20.55	21.58	22.66	23.79
4	Storekeeper II	19.46	20.43	21.45	22.52	23.65
7	Legal Clerk IV	19.39	20.36	21.38	22.45	23.57
22	Account Clerk III	18.53	19.46	20.43	21.45	22.52
28	Admin Clerk III	17.77	18.66	19.59	20.57	21.60
10	Social Services Assistant	16.64	17.47	18.34	19.26	20.22
5	Account Clerk II	16.40	17.22	18.08	18.98	19.93
2	Interviewer II	16.37	17.19	18.05	18.95	19.90
107	Admin Clerk II	15.72	16.51	17.34	18.21	19.12
15	Stock/Delivery Clerk II	15.34	16.11	16.92	17.77	18.66
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1,138	* BUDGET UNIT TOTAL *					
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1,138	** DEPARTMENT TOTAL **					

COOPERATIVE EXTENSION

COOPERATIVE EXTENSION

1	Confidential Assistant IV	22.18	---	27.72	---	33.26
1	Staff Serv Tech	20.41	21.43	22.50	23.63	24.81
2	Admin Secretary	19.91	20.91	21.96	23.06	24.21
1	Agricultural Assistant II	17.72	18.61	19.54	20.52	21.55
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5	* BUDGET UNIT TOTAL *					
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5	** DEPARTMENT TOTAL **					

COUNTY COUNSEL

COUNTY COUNSEL

1	County Counsel	80.80	---	101.00	---	121.20
1	Asst County Counsel	58.26	---	72.83	---	87.40
9	Deputy County Counsel V	47.54	---	59.43	---	71.32
1	Confidential Assistant IV	22.18	---	27.72	---	33.26
3	Confidential Assistant III	18.46	---	23.08	---	27.70
1	Paralegal III	25.14	26.40	27.72	29.11	30.57
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16	* BUDGET UNIT TOTAL *					
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16	** DEPARTMENT TOTAL **					

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DISTRICT ATTORNEY						
AUTO INSURANCE FRAUD						
1	Criminal Investigator II	34.02	35.72	37.51	39.39	41.36
1	Paralegal III	25.14	26.40	27.72	29.11	30.57
2	* BUDGET UNIT TOTAL *					
CRIMINAL DIVISION						
1	District Attorney	---	---	99.10	---	---
1	Asst District Attorney	58.26	---	72.83	---	87.40
4	Chief Dep District Attny	50.87	---	63.59	---	76.31
1	Chief Criminal Investigator	41.78	---	52.22	---	62.66
2	Manager III	33.26	---	41.57	---	49.88
2	Manager II	29.41	---	36.76	---	44.11
1	Confidential Assistant IV	22.18	---	27.72	---	33.26
2	Confidential Assistant III	18.46	---	23.08	---	27.70
48	Attorney V	55.60	58.38	61.30	64.37	67.59
1	Research Attorney II	43.38	45.55	47.83	50.22	52.73
2	Lieutenant	37.78	---	47.22	---	56.66
2	Systems Engineer II	35.61	37.39	39.26	41.22	43.28
2	Software Developer/Analyst III	35.61	37.39	39.26	41.22	43.28
14	Criminal Investigator II	34.02	35.72	37.51	39.39	41.36
1	Application Specialist II	26.11	27.42	28.79	30.23	31.74
8	Paralegal III	25.14	26.40	27.72	29.11	30.57
4	Supv Legal Clerk II	23.44	24.61	25.84	27.13	28.49
1	Systems Technician I	19.55	20.53	21.56	22.64	23.77
18	Legal Clerk IV	19.39	20.36	21.38	22.45	23.57
3	Victim Advocate II	18.54	19.47	20.44	21.46	22.53
1	Account Clerk III	18.53	19.46	20.43	21.45	22.52
13	Legal Clerk III	17.77	18.66	19.59	20.57	21.60
132	* BUDGET UNIT TOTAL *					
ELDER ABUSE ADVOC & OUTREACH						
1	Victim Advocate II	18.54	19.47	20.44	21.46	22.53
1	* BUDGET UNIT TOTAL *					
REAL ESTATE FRAUD PROSECUTION						
1	Attorney V	55.60	58.38	61.30	64.37	67.59
1	Criminal Investigator II	34.02	35.72	37.51	39.39	41.36
2	* BUDGET UNIT TOTAL *					
UNSERVED/UNDERSERVED VICTIM AD						
2	Victim Advocate II	18.54	19.47	20.44	21.46	22.53
2	* BUDGET UNIT TOTAL *					
VICTIM COMP & GOVT CLAIMS						

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DISTRICT ATTORNEY (Continued)

VICTIM COMP & GOVT CLAIMS (Continued)

1	Paralegal III	25.14	26.40	27.72	29.11	30.57
1	* BUDGET UNIT TOTAL *					

VICTIM SERVICES PROGRAM

1	Victim Services Program Coord	27.77	29.16	30.62	32.15	33.76
7	Victim Advocate II	18.54	19.47	20.44	21.46	22.53
1	Admin Clerk II	15.72	16.51	17.34	18.21	19.12
9	* BUDGET UNIT TOTAL *					

149 **** DEPARTMENT TOTAL ****

ENVIRONMENTAL RESOURCES

ENVIRONMENTAL RESOURCES

1	Dir Of Envir Resources	59.32	---	74.15	---	88.98
2	Asst Director	41.78	---	52.22	---	62.66
1	Supv Milk & Dairy Insp	37.59	---	46.99	---	56.39
4	Manager IV	37.59	---	46.99	---	56.39
1	Manager III	33.26	---	41.57	---	49.88
1	Manager II	29.41	---	36.76	---	44.11
1	Manager I	26.20	---	32.75	---	39.30
2	Confidential Assistant IV	22.18	---	27.72	---	33.26
3	Confidential Assistant III	18.46	---	23.08	---	27.70
1	Sr Systems Engineer	41.19	43.25	45.41	47.68	50.06
1	Software Developer/Analyst III	35.61	37.39	39.26	41.22	43.28
3	Staff Serv Coordinator	31.28	32.84	34.48	36.20	38.01
7	Sr Env Health Spec	30.92	32.47	34.09	35.79	37.58
4	Sr Hazard Material Spec	30.92	32.47	34.09	35.79	37.58
1	Application Specialist III	30.78	32.32	33.94	35.64	37.42
11	Env Health Spec III	28.02	29.42	30.89	32.43	34.05
8	Hazard Material Spec III	28.02	29.42	30.89	32.43	34.05
1	Milk & Dairy Inspector II	28.02	29.42	30.89	32.43	34.05
2	Resource Mgt Spec III	28.02	29.42	30.89	32.43	34.05
2	Accountant II	27.77	29.16	30.62	32.15	33.76
7	Zoning Enf Offcr	26.43	27.75	29.14	30.60	32.13
3	Staff Serv Analyst	25.77	27.06	28.41	29.83	31.32
1	Supv Acct Admin Clerk I	21.29	22.35	23.47	24.64	25.87
2	Accounting Tech	20.34	21.36	22.43	23.55	24.73
4	Admin Secretary	19.91	20.91	21.96	23.06	24.21
3	Account Clerk III	18.53	19.46	20.43	21.45	22.52
5	Admin Clerk III	17.77	18.66	19.59	20.57	21.60
4	Env Tech	17.09	17.94	18.84	19.78	20.77
2	Park Aide	12.37	12.99	13.64	14.32	15.04
88	* BUDGET UNIT TOTAL *					

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ENVIRONMENTAL RESOURCES(Continued)

FINK ROAD LANDFILL

1	Manager III	33.26	---	41.57	---	49.88
1	Manager I	26.20	---	32.75	---	39.30
1	Landfill Lead Worker	24.06	25.26	26.52	27.85	29.24
5	Landfill Equip Oper III	21.32	22.39	23.51	24.69	25.92
1	Accounting Tech	20.34	21.36	22.43	23.55	24.73
5	Landfill Equip Oper II	19.37	20.34	21.36	22.43	23.55
2	Account Clerk III	18.53	19.46	20.43	21.45	22.52
2	Park Aide	12.37	12.99	13.64	14.32	15.04

18 * BUDGET UNIT TOTAL *

106 ** DEPARTMENT TOTAL **

GENERAL SERVICES AGENCY

ADMINISTRATION

1	General Serv Agency Director	47.07	---	58.84	---	70.61
1	Manager IV	37.59	---	46.99	---	56.39
1	Confidential Assistant IV	22.18	---	27.72	---	33.26
1	Accountant II	27.77	29.16	30.62	32.15	33.76
1	Accounting Tech	20.34	21.36	22.43	23.55	24.73

5 * BUDGET UNIT TOTAL *

CENTRAL SERVICES DIVISION

1	Manager III	33.26	---	41.57	---	49.88
2	Staff Serv Coordinator	31.28	32.84	34.48	36.20	38.01
2	Sr Buyer	25.70	26.99	28.34	29.76	31.25
2	Storekeeper II	19.46	20.43	21.45	22.52	23.65
1	Account Clerk III	18.53	19.46	20.43	21.45	22.52
3	Stock/Delivery Clerk II	15.34	16.11	16.92	17.77	18.66

11 * BUDGET UNIT TOTAL *

FACILITIES MAINTENANCE

1	Manager III	33.26	---	41.57	---	49.88
2	Building Serv Supv	28.13	29.54	31.02	32.57	34.20
4	Maintenance Engineer III	23.91	25.11	26.37	27.69	29.07
17	Maintenance Engineer II	21.66	22.74	23.88	25.07	26.32
1	Storekeeper II	19.46	20.43	21.45	22.52	23.65
1	Sr Custodian	15.54	16.32	17.14	18.00	18.90
10	Housekeeper/Custodian	14.13	14.84	15.58	16.36	17.18

36 * BUDGET UNIT TOTAL *

FLEET SERVICES DIVISION

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GENERAL SERVICES AGENCY (Continued)

FLEET SERVICES DIVISION (Continued)

1	Manager III	33.26	---	41.57	---	49.88
1	Lead Equip Mechanic	24.63	25.86	27.15	28.51	29.94
6	Equipment Mechanic	22.40	23.52	24.70	25.94	27.24
1	Account Clerk III	18.53	19.46	20.43	21.45	22.52
1	Admin Clerk II	15.72	16.51	17.34	18.21	19.12
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10	* BUDGET UNIT TOTAL *					

62 **** DEPARTMENT TOTAL ****

HEALTH SERVICES AGENCY

ADMINISTRATION

1	Managing Dir Of Hlth Serv Ag	66.07	---	82.59	---	99.11
1	Chief Deputy Director	53.91	---	67.39	---	80.87
1	Assoc Director	47.07	---	58.84	---	70.61
1	Asst Director	41.78	---	52.22	---	62.66
3	Manager IV	37.59	---	46.99	---	56.39
3	Manager III	33.26	---	41.57	---	49.88
3	Manager II	29.41	---	36.76	---	44.11
1	Confidential Assistant V	26.42	---	33.02	---	39.62
1	Confidential Assistant IV	22.18	---	27.72	---	33.26
6	Confidential Assistant III	18.46	---	23.08	---	27.70
1	Confidential Assistant II	16.38	---	20.48	---	24.58
1	Sr Systems Engineer	41.19	43.25	45.41	47.68	50.06
1	Sr Software Developer/Analyst	41.19	43.25	45.41	47.68	50.06
4	Systems Engineer II	35.61	37.39	39.26	41.22	43.28
1	Software Developer/Analyst III	35.61	37.39	39.26	41.22	43.28
1	Sr Application Specialist	35.61	37.39	39.26	41.22	43.28
1	Staff Serv Coordinator	31.28	32.84	34.48	36.20	38.01
2	Software Developer II	30.78	32.32	33.94	35.64	37.42
2	Application Specialist III	30.78	32.32	33.94	35.64	37.42
4	Accountant III	30.51	32.04	33.64	35.32	37.09
4	Accountant II	27.77	29.16	30.62	32.15	33.76
4	Application Specialist II	26.11	27.42	28.79	30.23	31.74
1	Staff Serv Analyst	25.77	27.06	28.41	29.83	31.32
1	Accounting Supv	24.66	25.89	27.18	28.54	29.97
1	Accountant I	21.71	22.80	23.94	25.14	26.40
7	Medical Biller II	19.57	20.55	21.58	22.66	23.79
1	Storekeeper II	19.46	20.43	21.45	22.52	23.65
4	Account Clerk III	18.53	19.46	20.43	21.45	22.52
5	Admin Clerk III	17.77	18.66	19.59	20.57	21.60
4	Account Clerk II	16.40	17.22	18.08	18.98	19.93
1	Admin Clerk II	15.72	16.51	17.34	18.21	19.12
1	Sr Custodian	15.54	16.32	17.14	18.00	18.90
5	Stock/Delivery Clerk II	15.34	16.11	16.92	17.77	18.66

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HEALTH SERVICES AGENCY (Continued)

ADMINISTRATION (Continued)

12	Housekeeper/Custodian	14.13	14.84	15.58	16.36	17.18
90	* BUDGET UNIT TOTAL *					

CLINICS & ANCILLARY SERVICES

1	Medical Director	80.80	---	101.00	---	121.20
1	Assoc Director	47.07	---	58.84	---	70.61
5	Manager IV	37.59	---	46.99	---	56.39
4	Manager III	33.26	---	41.57	---	49.88
1	Manager II	29.41	---	36.76	---	44.11
8	Sr Nurse Practitioner	51.76	54.35	57.07	59.92	62.92
2	Sr Physician Asst	42.01	44.11	46.32	48.64	51.07
14	Staff Nurse III	38.90	40.85	42.89	45.03	47.28
10	Staff Nurse II	36.57	38.40	40.32	42.34	44.46
2	Staff Serv Coordinator	31.28	32.84	34.48	36.20	38.01
5	MH Clinician II	30.45	31.97	33.57	35.25	37.01
1	Staff Serv Analyst	25.77	27.06	28.41	29.83	31.32
3	Supv Acct Admin Clerk II	23.44	24.61	25.84	27.13	28.49
1	Supv Acct Admin Clerk I	21.29	22.35	23.47	24.64	25.87
6	Staff Serv Tech	20.41	21.43	22.50	23.63	24.81
5	Med Records Clerk	17.99	18.89	19.83	20.82	21.86
7	Community Health Work III	17.81	18.70	19.64	20.62	21.65
6	Admin Clerk III	17.77	18.66	19.59	20.57	21.60
1	Orthopedic Asst	17.72	18.61	19.54	20.52	21.55
54	Nursing Asst	15.72	16.51	17.34	18.21	19.12
67	Admin Clerk II	15.72	16.51	17.34	18.21	19.12
3	Community Health Work II	15.07	15.82	16.61	17.44	18.31
1	Therapist Aid	13.98	14.68	15.41	16.18	16.99
208	* BUDGET UNIT TOTAL *					

PUBLIC HEALTH

1	Public Health Officer	80.80	---	101.00	---	121.20
1	Asst Public Health Officer	66.07	---	82.59	---	99.11
1	Assoc Director	47.07	---	58.84	---	70.61
1	Asst Director	41.78	---	52.22	---	62.66
1	Manager IV	37.59	---	46.99	---	56.39
6	Manager III	33.26	---	41.57	---	49.88
1	Manager II	29.41	---	36.76	---	44.11
2	Confidential Assistant III	18.46	---	23.08	---	27.70
8	Public Health Nurse III	41.31	43.38	45.55	47.83	50.22
31	Public Health Nurse II	39.34	41.31	43.38	45.55	47.83
2	Phys/Occupational Therapist III	36.82	38.66	40.59	42.62	44.75
2	Staff Nurse II	36.57	38.40	40.32	42.34	44.46
2	Clinical Lab Scientist III	35.44	37.21	39.07	41.02	43.07
4	Phys/Occupational Therapist II	34.29	36.00	37.80	39.69	41.67
2	Epidemiologist	32.02	33.62	35.30	37.07	38.92

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HEALTH SERVICES AGENCY (Continued)

PUBLIC HEALTH (Continued)

8 Staff Serv Coordinator	31.28	32.84	34.48	36.20	38.01
4 Social Worker IV	27.40	28.77	30.21	31.72	33.31
5 Staff Serv Analyst	25.77	27.06	28.41	29.83	31.32
3 Med Investigator	25.49	26.76	28.10	29.51	30.99
8 Health Educator	25.17	26.43	27.75	29.14	30.60
8 Pub Hlth Nutritionist II	24.84	26.08	27.38	28.75	30.19
9 Staff Serv Tech	20.41	21.43	22.50	23.63	24.81
1 Account Clerk III	18.53	19.46	20.43	21.45	22.52
1 Med Records Clerk	17.99	18.89	19.83	20.82	21.86
8 Community Health Work III	17.81	18.70	19.64	20.62	21.65
14 Admin Clerk III	17.77	18.66	19.59	20.57	21.60
16 Admin Clerk II	15.72	16.51	17.34	18.21	19.12
21 Community Health Work II	15.07	15.82	16.61	17.44	18.31
3 Therapist Aid	13.98	14.68	15.41	16.18	16.99
<hr/>					
174 * BUDGET UNIT TOTAL *					
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472 ** DEPARTMENT TOTAL **					

LAW LIBRARY

LAW LIBRARY

1 Confidential Assistant IV	22.18	---	27.72	---	33.26
1 Library Asst II	16.62	17.45	18.32	19.24	20.20
<hr/>					
2 * BUDGET UNIT TOTAL *					
<hr/>					
2 ** DEPARTMENT TOTAL **					

LIBRARY

LIBRARY

1 County Librarian	47.07	---	58.84	---	70.61
1 Manager III	33.26	---	41.57	---	49.88
4 Manager II	29.41	---	36.76	---	44.11
1 Confidential Assistant IV	22.18	---	27.72	---	33.26
1 Systems Engineer II	35.61	37.39	39.26	41.22	43.28
1 Application Specialist III	30.78	32.32	33.94	35.64	37.42
4 Librarian III	28.97	30.42	31.94	33.54	35.22
1 Clerical Division Supv	28.33	29.75	31.24	32.80	34.44
1 Accountant II	27.77	29.16	30.62	32.15	33.76
1 Application Specialist II	26.11	27.42	28.79	30.23	31.74
14 Librarian II	24.81	26.05	27.35	28.72	30.16
1 Storekeeper II	19.46	20.43	21.45	22.52	23.65
1 Account Clerk III	18.53	19.46	20.43	21.45	22.52

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LIBRARY (Continued)

LIBRARY (Continued)

43	Library Asst II	16.62	17.45	18.32	19.24	20.20
1	Admin Clerk II	15.72	16.51	17.34	18.21	19.12

76 * BUDGET UNIT TOTAL *

76 ** DEPARTMENT TOTAL **

LOCAL AGENCY FORMATION COMM

LOCAL AGENCY FORMATION COMM

1	Manager IV	37.59	---	46.99	---	56.39
1	Manager II	29.41	---	36.76	---	44.11
1	Confidential Assistant IV	22.18	---	27.72	---	33.26

3 * BUDGET UNIT TOTAL *

3 ** DEPARTMENT TOTAL **

PARKS & RECREATION

PARKS & RECREATION

3	Manager II	29.41	---	36.76	---	44.11
1	Staff Serv Coordinator	31.28	32.84	34.48	36.20	38.01
1	Park Supv	23.49	24.66	25.89	27.18	28.54
10	Park Mntc Worker III	20.86	21.90	23.00	24.15	25.36
14	Park Mntc Worker II	19.37	20.34	21.36	22.43	23.55
2	Account Clerk II	16.40	17.22	18.08	18.98	19.93
15	Park Aide	12.37	12.99	13.64	14.32	15.04

46 * BUDGET UNIT TOTAL *

46 ** DEPARTMENT TOTAL **

PLANNING & COMMUNITY DEV

BUILDING PERMITS

1	Manager IV	37.59	---	46.99	---	56.39
1	Supv Building Inspector	33.26	---	41.57	---	49.88
2	Building Inspector III	33.35	35.02	36.77	38.61	40.54
3	Plan Check Engineer	33.35	35.02	36.77	38.61	40.54
1	Staff Serv Coordinator	31.28	32.84	34.48	36.20	38.01
5	Building Inspector II	30.33	31.85	33.44	35.11	36.87
1	Account Clerk III	18.53	19.46	20.43	21.45	22.52
2	Admin Clerk III	17.77	18.66	19.59	20.57	21.60

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PLANNING & COMMUNITY DEV (Continued)

BUILDING PERMITS (Continued)

1	Admin Clerk II	15.72	16.51	17.34	18.21	19.12
17	* BUDGET UNIT TOTAL *					

PLANNING

1	Dir Of Plan & Comm Devel	59.32	---	74.15	---	88.98
1	Asst Director	41.78	---	52.22	---	62.66
1	Manager IV	37.59	---	46.99	---	56.39
3	Manager III	33.26	---	41.57	---	49.88
2	Confidential Assistant IV	22.18	---	27.72	---	33.26
1	Application Specialist III	30.78	32.32	33.94	35.64	37.42
5	Assoc Planner	30.62	32.15	33.76	35.45	37.22
1	Accountant II	27.77	29.16	30.62	32.15	33.76
2	Staff Serv Tech	20.41	21.43	22.50	23.63	24.81
1	Admin Clerk III	17.77	18.66	19.59	20.57	21.60
18	* BUDGET UNIT TOTAL *					

35 ** DEPARTMENT TOTAL **

PROBATION

ADMINISTRATION

1	Chief Probation Offcr	59.32	---	74.15	---	88.98
1	Asst Chief Probation Officer	47.07	---	58.84	---	70.61
1	Manager IV	37.59	---	46.99	---	56.39
2	Manager III	33.26	---	41.57	---	49.88
1	Manager II	29.41	---	36.76	---	44.11
1	Confidential Assistant IV	22.18	---	27.72	---	33.26
3	Confidential Assistant III	18.46	---	23.08	---	27.70
2	Systems Engineer II	35.61	37.39	39.26	41.22	43.28
1	Software Developer/Analyst III	35.61	37.39	39.26	41.22	43.28
2	Application Specialist III	30.78	32.32	33.94	35.64	37.42
1	Accountant III	30.51	32.04	33.64	35.32	37.09
1	Staff Serv Analyst	25.77	27.06	28.41	29.83	31.32
1	Accountant I	21.71	22.80	23.94	25.14	26.40
1	Accounting Tech	20.34	21.36	22.43	23.55	24.73
1	Account Clerk III	18.53	19.46	20.43	21.45	22.52
1	Account Clerk II	16.40	17.22	18.08	18.98	19.93
21	* BUDGET UNIT TOTAL *					

COMMUNITY CORRECTIONS PARTNER

1	Manager IV - Safety	37.59	---	46.99	---	56.39
3	Supv Prob Offcr	33.53	35.21	36.97	38.82	40.76
3	Deputy Prob Offcr III	29.51	30.99	32.54	34.17	35.88

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PROBATION (Continued)

COMMUNITY CORRECTIONS PARTNER

(Continued)

1	Crime Analyst	27.09	28.44	29.86	31.35	32.92
21	Deputy Prob Ofcfr II	26.44	27.76	29.15	30.61	32.14
3	Legal Clerk III	17.77	18.66	19.59	20.57	21.60
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32	* BUDGET UNIT TOTAL *					

CORRECTIONS PERF INCENTIVE ACT

1	Sr Systems Engineer	41.19	43.25	45.41	47.68	50.06
1	Sr Software Developer/Analyst	41.19	43.25	45.41	47.68	50.06
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2	* BUDGET UNIT TOTAL *					

FIELD SERVICES

1	Manager IV - Safety	37.59	---	46.99	---	56.39
10	Supv Prob Ofcfr	33.53	35.21	36.97	38.82	40.76
11	Deputy Prob Ofcfr III	29.51	30.99	32.54	34.17	35.88
58	Deputy Prob Ofcfr II	26.44	27.76	29.15	30.61	32.14
3	Supv Legal Clerk II	23.44	24.61	25.84	27.13	28.49
3	Legal Clerk IV	19.39	20.36	21.38	22.45	23.57
22	Legal Clerk III	17.77	18.66	19.59	20.57	21.60
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108	* BUDGET UNIT TOTAL *					

INSTITUTIONAL SERVICES

1	Manager IV - Safety	37.59	---	46.99	---	56.39
1	Manager II - Safety	29.41	---	36.76	---	44.11
1	Confidential Assistant III	18.46	---	23.08	---	27.70
6	Supv Probation Correction Ofcfr	28.98	30.43	31.95	33.55	35.23
15	Probation Corrections Ofcfr III	24.99	26.24	27.55	28.93	30.38
28	Probation Corrections Ofcfr II	21.94	23.04	24.19	25.40	26.67
1	Legal Clerk III	17.77	18.66	19.59	20.57	21.60
1	Stock/Delivery Clerk II	15.34	16.11	16.92	17.77	18.66
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54	* BUDGET UNIT TOTAL *					

JJCPA

1	Manager IV - Safety	37.59	---	46.99	---	56.39
2	Supv Prob Ofcfr	33.53	35.21	36.97	38.82	40.76
1	Deputy Prob Ofcfr III	29.51	30.99	32.54	34.17	35.88
1	Supv Probation Correction Ofcfr	28.98	30.43	31.95	33.55	35.23
7	Deputy Prob Ofcfr II	26.44	27.76	29.15	30.61	32.14
1	Probation Corrections Ofcfr III	24.99	26.24	27.55	28.93	30.38
1	Probation Corrections Ofcfr II	21.94	23.04	24.19	25.40	26.67
1	Legal Clerk III	17.77	18.66	19.59	20.57	21.60
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15	* BUDGET UNIT TOTAL *					

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PROBATION (Continued)

JUVENILE COMMITMENT FACILITY

1	Manager II - Safety	29.41	---	36.76	---	44.11
4	Supv Probation Correction Ofcr	28.98	30.43	31.95	33.55	35.23
6	Probation Corrections Offc III	24.99	26.24	27.55	28.93	30.38
18	Probation Corrections Offc II	21.94	23.04	24.19	25.40	26.67
1	Supv Custodial Cook	19.77	20.76	21.80	22.89	24.03
1	Custodial Cook	17.98	18.88	19.82	20.81	21.85
1	Legal Clerk III	17.77	18.66	19.59	20.57	21.60
4	Asst Cook II	13.59	14.27	14.98	15.73	16.52

36 * BUDGET UNIT TOTAL *

YOBG

1	Supv Probation Correction Ofcr	28.98	30.43	31.95	33.55	35.23
1	Crime Analyst	27.09	28.44	29.86	31.35	32.92
1	Deputy Prob Offcr II	26.44	27.76	29.15	30.61	32.14
2	Probation Corrections Offc III	24.99	26.24	27.55	28.93	30.38
10	Probation Corrections Offc II	21.94	23.04	24.19	25.40	26.67
1	Custodial Cook	17.98	18.88	19.82	20.81	21.85

16 * BUDGET UNIT TOTAL *

284 ** DEPARTMENT TOTAL **

PUBLIC DEFENDER

PUBLIC DEFENDER

1	Public Defender	66.07	---	82.59	---	99.11
2	Chief Dep Public Defender	50.87	---	63.59	---	76.31
1	Manager II	29.41	---	36.76	---	44.11
1	Confidential Assistant IV	22.18	---	27.72	---	33.26
29	Attorney V	55.60	58.38	61.30	64.37	67.59
1	Special Investigator III	31.63	33.21	34.87	36.61	38.44
2	Special Investigator II	27.05	28.40	29.82	31.31	32.88
1	Paralegal III	25.14	26.40	27.72	29.11	30.57
1	Supv Legal Clerk II	23.44	24.61	25.84	27.13	28.49
5	Legal Clerk IV	19.39	20.36	21.38	22.45	23.57
3	Legal Clerk III	17.77	18.66	19.59	20.57	21.60
3	Admin Clerk II	15.72	16.51	17.34	18.21	19.12

50 * BUDGET UNIT TOTAL *

50 ** DEPARTMENT TOTAL **

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PUBLIC WORKS					
ADMINISTRATION					
1 Dir Of Public Works	66.07	---	82.59	---	99.11
1 Manager IV	37.59	---	46.99	---	56.39
1 Manager I	26.20	---	32.75	---	39.30
1 Confidential Assistant IV	22.18	---	27.72	---	33.26
1 Confidential Assistant III	18.46	---	23.08	---	27.70
1 Accountant II	27.77	29.16	30.62	32.15	33.76
1 Accounting Tech	20.34	21.36	22.43	23.55	24.73
1 Admin Clerk III	17.77	18.66	19.59	20.57	21.60
8 * BUDGET UNIT TOTAL *					
ENGINEERING					
3 Deputy Dir Public Works	47.07	---	58.84	---	70.61
2 Sr Civil Engineer	41.78	---	52.22	---	62.66
7 Assoc Civil Eng/Assoc Surveyor	40.33	42.35	44.47	46.69	49.02
10 Asst Engineer/Surveyor	34.38	36.10	37.91	39.81	41.80
1 Staff Serv Coordinator	31.28	32.84	34.48	36.20	38.01
7 Sr Engineering/Surveying Tech	30.00	31.50	33.08	34.73	36.47
1 Staff Serv Analyst	25.77	27.06	28.41	29.83	31.32
1 Engineering Technician	25.61	26.89	28.23	29.64	31.12
1 Admin Secretary	19.91	20.91	21.96	23.06	24.21
1 Admin Clerk III	17.77	18.66	19.59	20.57	21.60
34 * BUDGET UNIT TOTAL *					
LOCAL TRANSIT SYSTEM					
1 Manager III	33.26	---	41.57	---	49.88
1 Staff Serv Coordinator	31.28	32.84	34.48	36.20	38.01
1 Assoc Planner	30.62	32.15	33.76	35.45	37.22
2 Staff Serv Analyst	25.77	27.06	28.41	29.83	31.32
5 * BUDGET UNIT TOTAL *					
MORGAN SHOP					
1 Manager III	33.26	---	41.57	---	49.88
1 Heavy Equipment Mechanic III	26.31	27.63	29.01	30.46	31.98
1 Staff Serv Analyst	25.77	27.06	28.41	29.83	31.32
5 Heavy Equipment Mechanic II	24.37	25.59	26.87	28.21	29.62
1 Storekeeper II	19.46	20.43	21.45	22.52	23.65
9 * BUDGET UNIT TOTAL *					
ROAD & BRIDGE					
1 Manager IV	37.59	---	46.99	---	56.39
1 Accountant III	30.51	32.04	33.64	35.32	37.09
3 Road Supv	27.88	29.27	30.73	32.27	33.88
8 Sr Road Mntc Worker	25.03	26.28	27.59	28.97	30.42
42 Road Mntc Worker III	22.20	23.31	24.48	25.70	26.99

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PUBLIC WORKS (Continued)

ROAD & BRIDGE (Continued)

1	Staff Serv Tech	20.41	21.43	22.50	23.63	24.81
1	Account Clerk III	18.53	19.46	20.43	21.45	22.52
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57	* BUDGET UNIT TOTAL *					
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113	** DEPARTMENT TOTAL **					

RETIREMENT

RETIREMENT

1	Executive Director	66.07	---	82.59	---	99.11
1	Ret. Investment Officer III	41.78	---	52.22	---	62.66
2	Manager III	33.26	---	41.57	---	49.88
1	Manager II	29.41	---	36.76	---	44.11
1	Confidential Assistant V	26.42	---	33.02	---	39.62
5	Confidential Assistant IV	22.18	---	27.72	---	33.26
3	Confidential Assistant III	18.46	---	23.08	---	27.70
1	Attorney V	55.60	58.38	61.30	64.37	67.59
1	Software Developer/Analyst III	35.61	37.39	39.26	41.22	43.28
<hr/>						
16	* BUDGET UNIT TOTAL *					
<hr/>						
16	** DEPARTMENT TOTAL **					

SHERIFF

ADMINISTRATION

1	Sheriff	---	---	99.10	---	---
1	Undersheriff	53.91	---	67.39	---	80.87
1	Captain	47.07	---	58.84	---	70.61
2	Manager IV	37.59	---	46.99	---	56.39
1	Manager III	33.26	---	41.57	---	49.88
1	Manager II	29.41	---	36.76	---	44.11
1	Confidential Assistant V	26.42	---	33.02	---	39.62
1	Confidential Assistant IV	22.18	---	27.72	---	33.26
6	Confidential Assistant III	18.46	---	23.08	---	27.70
1	Confidential Assistant II	16.38	---	20.48	---	24.58
1	Sr Systems Engineer	41.19	43.25	45.41	47.68	50.06
1	Sr Software Developer/Analyst	41.19	43.25	45.41	47.68	50.06
1	Lieutenant	37.78	---	47.22	---	56.66
2	Sergeant	36.46	38.28	40.19	42.20	44.31
2	Systems Engineer II	35.61	37.39	39.26	41.22	43.28
2	Software Developer/Analyst III	35.61	37.39	39.26	41.22	43.28
1	Sergeant-Custodial	33.62	35.30	37.07	38.92	40.87
1	Staff Serv Coordinator	31.28	32.84	34.48	36.20	38.01

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SHERIFF (Continued)

ADMINISTRATION (Continued)

5 Deputy Sheriff	30.80	32.34	33.96	35.66	37.44
3 Accountant III	30.51	32.04	33.64	35.32	37.09
1 Accountant II	27.77	29.16	30.62	32.15	33.76
3 Application Specialist II	26.11	27.42	28.79	30.23	31.74
1 Staff Serv Analyst	25.77	27.06	28.41	29.83	31.32
4 Supv Legal Clerk II	23.44	24.61	25.84	27.13	28.49
3 Accounting Tech	20.34	21.36	22.43	23.55	24.73
1 Admin Secretary	19.91	20.91	21.96	23.06	24.21
6 Legal Clerk IV	19.39	20.36	21.38	22.45	23.57
2 Account Clerk III	18.53	19.46	20.43	21.45	22.52
25 Legal Clerk III	17.77	18.66	19.59	20.57	21.60
2 Admin Clerk II	15.72	16.51	17.34	18.21	19.12
1 Stock/Delivery Clerk II	15.34	16.11	16.92	17.77	18.66
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84 * BUDGET UNIT TOTAL *					

ADULT DETENTION EXPANSION

2 Custodial Lieutenant	36.52	---	45.65	---	54.78
10 Sergeant-Custodial	33.62	35.30	37.07	38.92	40.87
65 Deputy Sheriff-Custodial	27.97	29.37	30.84	32.38	34.00
1 Admin Secretary	19.91	20.91	21.96	23.06	24.21
2 Legal Clerk III	17.77	18.66	19.59	20.57	21.60
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80 * BUDGET UNIT TOTAL *					

CAL-MMET PROGRAM

1 Sergeant	36.46	38.28	40.19	42.20	44.31
2 Deputy Sheriff	30.80	32.34	33.96	35.66	37.44
1 Legal Clerk III	17.77	18.66	19.59	20.57	21.60
<hr/>					
4 * BUDGET UNIT TOTAL *					

CAL ID PROGRAM

1 Application Specialist II	26.11	27.42	28.79	30.23	31.74
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1 * BUDGET UNIT TOTAL *					

CONTRACT CITIES

3 Lieutenant	37.78	---	47.22	---	56.66
7 Sergeant	36.46	38.28	40.19	42.20	44.31
48 Deputy Sheriff	30.80	32.34	33.96	35.66	37.44
2 Supv Legal Clerk II	23.44	24.61	25.84	27.13	28.49
3 Community Serv Offcr	18.29	19.20	20.16	21.17	22.23
6 Legal Clerk III	17.77	18.66	19.59	20.57	21.60
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69 * BUDGET UNIT TOTAL *					

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SHERIFF (Continued)

COURT SECURITY

1	Lieutenant	37.78	---	47.22	---	56.66
2	Sergeant	36.46	38.28	40.19	42.20	44.31
16	Deputy Sheriff	30.80	32.34	33.96	35.66	37.44
14	Deputy Sheriff-Custodial	27.97	29.37	30.84	32.38	34.00
6	Security Officer	16.58	17.41	18.28	19.19	20.15
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39	* BUDGET UNIT TOTAL *					

DETENTION

1	Captain	47.07	---	58.84	---	70.61
1	Manager II	29.41	---	36.76	---	44.11
4	Custodial Lieutenant	36.52	---	45.65	---	54.78
24	Sergeant-Custodial	33.62	35.30	37.07	38.92	40.87
194	Deputy Sheriff-Custodial	27.97	29.37	30.84	32.38	34.00
2	Supv Legal Clerk II	23.44	24.61	25.84	27.13	28.49
2	Admin Secretary	19.91	20.91	21.96	23.06	24.21
1	Supv Custodial Cook	19.77	20.76	21.80	22.89	24.03
3	Legal Clerk IV	19.39	20.36	21.38	22.45	23.57
1	Account Clerk III	18.53	19.46	20.43	21.45	22.52
8	Custodial Cook	17.98	18.88	19.82	20.81	21.85
21	Legal Clerk III	17.77	18.66	19.59	20.57	21.60
1	Dir Of Volunteer Serv	17.56	18.44	19.36	20.33	21.35
3	Account Clerk II	16.40	17.22	18.08	18.98	19.93
5	Stock/Delivery Clerk II	15.34	16.11	16.92	17.77	18.66
6	Asst Cook II	13.59	14.27	14.98	15.73	16.52
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277	* BUDGET UNIT TOTAL *					

JAIL COMMISSARY/INMATE WELFARE

1	Chaplain	21.25	22.31	23.43	24.60	25.83
1	Storekeeper II	19.46	20.43	21.45	22.52	23.65
1	Account Clerk III	18.53	19.46	20.43	21.45	22.52
1	Community Serv Offcr	18.29	19.20	20.16	21.17	22.23
2	Stock/Delivery Clerk II	15.34	16.11	16.92	17.77	18.66
<hr/>						
6	* BUDGET UNIT TOTAL *					

OPERATIONS

2	Forensic Pathologist	128.97	---	161.21	---	193.45
1	Captain	47.07	---	58.84	---	70.61
1	Manager II	29.41	---	36.76	---	44.11
1	Manager I	26.20	---	32.75	---	39.30
6	Lieutenant	37.78	---	47.22	---	56.66
18	Sergeant	36.46	38.28	40.19	42.20	44.31
108	Deputy Sheriff	30.80	32.34	33.96	35.66	37.44
2	Forensic Computer Examiner	30.78	32.32	33.94	35.64	37.42
3	Crime Analyst	27.09	28.44	29.86	31.35	32.92

STANISLAUS COUNTY
DEPARTMENT POSITION ALLOCATION REPORT
as of September 29, 2018

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

SHERIFF (Continued)

OPERATIONS (Continued)

1	Supv Public Administrator	26.43	27.75	29.14	30.60	32.13
2	Supv Legal Clerk II	23.44	24.61	25.84	27.13	28.49
6	Crime Analyst Tech	21.25	22.31	23.43	24.60	25.83
1	Admin Secretary	19.91	20.91	21.96	23.06	24.21
1	Storekeeper II	19.46	20.43	21.45	22.52	23.65
1	Legal Clerk IV	19.39	20.36	21.38	22.45	23.57
1	Equipment Serv Tech	18.43	19.35	20.32	21.34	22.41
11	Community Serv Offcr	18.29	19.20	20.16	21.17	22.23
1	Forensic Autopsy Technician	17.99	18.89	19.83	20.82	21.86
2	Admin Clerk III	17.77	18.66	19.59	20.57	21.60

169 * BUDGET UNIT TOTAL *

VEHICLE THEFT

1	Deputy Sheriff	30.80	32.34	33.96	35.66	37.44
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1 * BUDGET UNIT TOTAL *

730 ** DEPARTMENT TOTAL **

STANISLAUS REGIONAL 911

STANISLAUS REGIONAL 911

1	Dir Of Emergency Dispatch	47.07	---	58.84	---	70.61
1	Manager IV	37.59	---	46.99	---	56.39
4	Manager III	33.26	---	41.57	---	49.88
1	Manager I	26.20	---	32.75	---	39.30
1	Confidential Assistant IV	22.18	---	27.72	---	33.26
5	Systems Engineer II	35.61	37.39	39.26	41.22	43.28
2	Application Specialist II	26.11	27.42	28.79	30.23	31.74
39	Emergency Dispatcher	22.75	23.89	25.08	26.34	27.66
4	Emer Call Taker	20.65	21.68	22.76	23.90	25.09
1	Account Clerk III	18.53	19.46	20.43	21.45	22.52

59 * BUDGET UNIT TOTAL *

59 ** DEPARTMENT TOTAL **

STRATEGIC BUSINESS TECHNOLOGY

SBT TELECOMMUNICATIONS

2	Systems Engineer II	35.61	37.39	39.26	41.22	43.28
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2 * BUDGET UNIT TOTAL *

STANISLAUS COUNTY
DEPARTMENT POSITION ALLOCATION REPORT
as of September 29, 2018

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

STRATEGIC BUSINESS TECHNOLOGY (Continued)

STRATEGIC BUSINESS TECHNOLOGY

1	Director of SBT	47.07	---	58.84	---	70.61
1	Asst Director	41.78	---	52.22	---	62.66
2	Manager IV	37.59	---	46.99	---	56.39
1	Confidential Assistant IV	22.18	---	27.72	---	33.26
3	Sr Systems Engineer	41.19	43.25	45.41	47.68	50.06
4	Sr Software Developer/Analyst	41.19	43.25	45.41	47.68	50.06
4	Systems Engineer II	35.61	37.39	39.26	41.22	43.28
4	Software Developer/Analyst III	35.61	37.39	39.26	41.22	43.28
1	Sr Application Specialist	35.61	37.39	39.26	41.22	43.28
1	Staff Serv Coordinator	31.28	32.84	34.48	36.20	38.01
1	Software Developer II	30.78	32.32	33.94	35.64	37.42
6	Application Specialist III	30.78	32.32	33.94	35.64	37.42

29 * BUDGET UNIT TOTAL *

31 ** DEPARTMENT TOTAL **

TREASURER-TAX COLLECTOR

REVENUE RECOVERY

1	Manager II	29.41	---	36.76	---	44.11
1	Sr Collector	24.54	25.77	27.06	28.41	29.83
1	Accountant I	21.71	22.80	23.94	25.14	26.40
1	Accounting Tech	20.34	21.36	22.43	23.55	24.73
5	Collector	20.11	21.12	22.18	23.29	24.45
9	Account Clerk III	18.53	19.46	20.43	21.45	22.52

18 * BUDGET UNIT TOTAL *

TREASURER - ADMIN/TAXES

1	Treasurer-Tax Collector	---	---	80.87	---	---
1	Manager IV	37.59	---	46.99	---	56.39
1	Confidential Assistant IV	22.18	---	27.72	---	33.26
1	Accountant II	27.77	29.16	30.62	32.15	33.76
2	Accountant I	21.71	22.80	23.94	25.14	26.40
1	Accounting Tech	20.34	21.36	22.43	23.55	24.73
4	Account Clerk III	18.53	19.46	20.43	21.45	22.52

11 * BUDGET UNIT TOTAL *

TREASURY

1	Manager III	33.26	---	41.57	---	49.88
1	Accountant I	21.71	22.80	23.94	25.14	26.40
2	Account Clerk III	18.53	19.46	20.43	21.45	22.52

4 * BUDGET UNIT TOTAL *

STANISLAUS COUNTY
DEPARTMENT POSITION ALLOCATION REPORT
as of September 29, 2018

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

TREASURER-TAX COLLECTOR (Continued)

33 **** DEPARTMENT TOTAL ****

WORKFORCE DEVELOPMENT

WORKFORCE DEVELOPMENT

1	Workforce Development Director	47.07	---	58.84	---	70.61
4	Manager III	33.26	---	41.57	---	49.88
1	Confidential Assistant IV	22.18	---	27.72	---	33.26
1	Confidential Assistant II	16.38	---	20.48	---	24.58
1	Sr Systems Engineer	41.19	43.25	45.41	47.68	50.06
1	Systems Engineer II	35.61	37.39	39.26	41.22	43.28
1	Software Developer/Analyst III	35.61	37.39	39.26	41.22	43.28
1	Staff Serv Coordinator	31.28	32.84	34.48	36.20	38.01
1	Software Developer II	30.78	32.32	33.94	35.64	37.42
1	Accountant III	30.51	32.04	33.64	35.32	37.09
5	Family Services Supervisor	27.91	29.31	30.78	32.32	33.94
1	Application Specialist II	26.11	27.42	28.79	30.23	31.74
6	Staff Serv Analyst	25.77	27.06	28.41	29.83	31.32
3	Family Services Specialist IV	23.76	24.95	26.20	27.51	28.89
1	Accountant I	21.71	22.80	23.94	25.14	26.40
43	Family Services Specialist III	21.58	22.66	23.79	24.98	26.23
3	Accounting Tech	20.34	21.36	22.43	23.55	24.73
1	Account Clerk III	18.53	19.46	20.43	21.45	22.52
1	Admin Clerk III	17.77	18.66	19.59	20.57	21.60
7	Admin Clerk II	15.72	16.51	17.34	18.21	19.12
1	Stock/Delivery Clerk II	15.34	16.11	16.92	17.77	18.66

85 * BUDGET UNIT TOTAL *

85 **** DEPARTMENT TOTAL ****

4,496 ***** STANISLAUS COUNTY TOTAL *****

Unfunded Vacant Positions as of September 29, 2018

Department	Budget Unit	Number of Positions	Classification	
Aging & Veterans Services	Area Agency on Aging	1	Community Health Work III	
	Veterans Services	1	Admin Clerk II	
Subtotal:		2		
Agricultural Commissioner	Agricultural Commissioner	1	Accountant I	
Subtotal:		1		
Animal Services	Animal Services	2	Animal Care Spec I	
		2	Animal Serv Offcr II	
Subtotal:		4		
Assessor	Assessor	1	Account Clerk III	
		2	Appraiser III	
Subtotal:		3		
Chief Executive Office	OES/Fire Warden	1	Manager II	
		1	Confidential Assistant III	
	Operations and Services	2	Deputy Exec Offcr	
		1	Confidential Assistant I	
		2	Confidential Assistant II	
Subtotal:		7		
County Counsel	County Counsel	1	Confidential Assistant II	
		1	Confidential Assistant IV	
Subtotal:		2		
District Attorney	Criminal Division	2	Legal Clerk III	
		1	Sr Crmnl Investigator	
Subtotal:		3		
Environmental Resources	Environmental Resources	1	Assoc Civil Engineer	
		1	Manager II	
		1	Milk & Dairy Inspector II	
		1	Sr Resource Management Spec	
	Fink Road Landfill	1	Account Clerk III	
Subtotal:		5		
General Services Agency	Central Services Division	1	Sr Buyer	
	Facilities Maintenance	2	Housekeeper/Custodian	
	Fleet Services Division	1	Storekeeper I	
Subtotal:		4		
Health Services Agency	Administration	1	Sr Custodian	
		1	Admin Clerk I	
	Clinics & Ancillary Services	1	Community Health Work II	
		1	Family Practice Physician	
		1	Phys/Occupational Therapist II	
		1	Sr Physician Asst	
		3	Sr Nurse Practitioner	
		Public Health	1	Account Clerk II
			1	Asst Director
			3	Community Health Work III
	5		Public Health Nurse II	
	1	Public Health Nurse III		
1	Staff Nurse III			
Subtotal:		21		

Department	Budget Unit	Number of Positions	Classification
Library	Library	2	Admin Clerk I
		1	Application Specialist II
		1	Librarian III
		2	Library Asst II
		Subtotal:	6
Parks & Recreation	Parks & Recreation	1	Account Clerk III
		1	Deputy Director of Parks
		1	Manager III
		Subtotal:	3
Planning & Community Development	Building Permits	1	Admin Clerk III
	Planning	1	Manager III
	Redevelopment	1	Assoc Planner
	Special Revenue Grants	1	Assoc Planner
	Subtotal:	4	
Probation	Administration	1	Accounting Tech
	Institutional Services	1	Probation Corrections Offc II
	JJCPA	4	Probation Corrections Offc II
	Subtotal:	6	
Public Works	Administration	1	Account Clerk III
	Road & Bridge	2	Road Mntc Worker III
		2	Road Supv
	Subtotal:	5	
Sheriff	Administration	1	Legal Clerk III
	Court Security	1	Sergeant
	Detention	1	Deputy Sheriff-Custodial
	Operations	1	Deputy Sheriff
	Subtotal:	4	
Stanislaus Regional 911	Stanislaus Regional 911	2	Emer Call Taker
		3	Emergency Dispatcher
		Subtotal:	5
Treasurer-Tax Collector	Treasurer - Admin/Taxes	1	Account Clerk III
		Subtotal:	1
Workforce Development	Workforce Development	1	Admin Clerk II
		Subtotal:	1
Unfunded Vacant Positions Grand Total		87	

Special Districts Under the Board of Supervisors

Special Districts are a form of government created by a local community to meet a specific need. Most only provide a single service. Special Districts are distinguished by four common characteristics:

- ◆ Are a form of government;
- ◆ Governed by a board;
- ◆ Provide services and facilities; and
- ◆ Have defined boundaries.

Only those residents who benefit from services provided by a Special District pay for them. Certain types of Special Districts require that the City Council or County Supervisors serve as their governing boards. Nevertheless, Special Districts remain separate local governments.

Included in this budget document is a schedule of the 2018-2019 Proposed Budgets for Special Districts governed by the Board of Supervisors, whose funds are

maintained in the County Treasury. They are identified by type—County Service Area, Lighting, Lighting and Landscape, and Storm Drain.

Special District funds can only be used for the purpose for which they were collected. Districts receive revenue from property taxes and/or special assessments. A District levying a tax rate and receiving ad valorem taxes prior to the passage of Proposition 13 now receives a portion of the 1% levy.

With the passage of Proposition 13, the amount of property taxes received by Districts was restricted. To fund expenses, a direct assessment was authorized by the Board of Supervisors. In addition, in November 1996, California voters approved Proposition 218, which requires that an increase or new assessment can only become effective through a ballot procedure approved by a simple majority.

County Service Areas

Overview

A County Service Area (CSA) may be established to provide any one or more of a variety of extended services within a particular area. At the time the CSA is established, the Board of Supervisors specifies the type or types of services proposed to be provided within the area. CSAs in Stanislaus County typically provide drainage control and landscaping. These Districts provide for:

- ◆ The control of storm water, including waters which arise outside the District and which flow or drain into or through the District;
- ◆ The protection from damage by storm of private and public property within the District; and
- ◆ The maintenance of landscaping associated with drainage basins and/or park facilities within the District.

The Public Works Department determines estimated expenditures based on projected maintenance for the

District and determines estimated revenue based on projected direct assessments and property tax receipts.

2018-2019 Operating Budget

There are a total of 20 County Service Areas (CSA). The total budgeted amount for all the CSAs in Budget Year 2018-2019 is \$843,728. This Proposed Budget is funded by \$702,582 in revenue and \$141,143 in fund balance. Fund balances in all of the CSA's are projected to be positive at June 30, 2018 and remain positive through June 30, 2019.

2019-2020 Spending Plan

The total budgeted amount for all the CSAs in Budget Year 2019-2020 is \$863,638. This Proposed Budget is funded by \$702,582 in revenue and \$161,053 in fund balance. Fund balances in all of the CSA's are projected to be positive at June 30, 2019 and remain positive through June 30, 2020.

Lighting and/or Landscape Districts

Lighting and/or Landscape Districts

Each Lighting and/or Landscape District funds provide specific improvements and/or services that include the maintenance and operation of lighting and/or landscape

improvements and associated structures located within public right-of-ways and dedicated easements.

The Public Works Department determines estimated

expenditures based on prior year actual expenses and projected maintenance and determines estimated revenue based on projected direct assessments and property tax receipts.

2018 -2019 Operating Budget

The largest number of Districts, 38, is the Lighting Districts (LD), Landscape Assessment District (LAD), and/or Landscape Lighting Districts (LLD). The total budgeted amount for all Landscape and/or Lighting Districts for Budget Year 2018-2019 is \$573,960. This Proposed Budget is funded by \$566,014 in revenue and \$7,946 in fund balance.

Lighting Districts continue to experience loss due to several hit and run collisions with streetlight poles, vandalism and theft. These costs are borne by the lighting district in addition to regular maintenance and operations. This can result in significant fluctuation of needed assessments. In order to smooth out assessments, a contingency reserve has been implemented. Department maintenance staff have also implemented measures to reduce instances of vandalism and theft.

North McHenry Lighting District is anticipated to have a negative cash balance of \$2,065 on June 30, 2018. The assessment for this district is fixed and cannot be increased without property owners' approval. A ballot procedure was conducted in Fiscal Year 2010-2011, and an increase was not approved. Therefore, roughly 60%

of the lights within the lighting district were turned off. These will remain off until the deficit is recovered. At that time, the funding and expenditures will be evaluated to determine how many of the lights can be re-energized.

2019-2020 Spending Plan

The total budgeted amount for all Landscape and/or Lighting Districts for Budget Year 2019-2020 is \$591,140. This Proposed Budget is funded by \$566,014 in revenue and \$24,882 in fund balance.

Lighting Districts continue to experience loss due to several hit-and-run collisions with streetlight poles, vandalism and theft. These costs are borne by the lighting district in addition to regular maintenance and operations. This can result in significant fluctuation of needed assessments. To smooth out assessments, a contingency reserve has been implemented. Department maintenance staff have also implemented measures to reduce instances of vandalism and theft.

North McHenry Lighting District is anticipated to have a positive cash balance of \$1,414 on June 30, 2019. The assessment for this district is fixed and cannot be increased without property owners' approval. A ballot procedure was conducted in Fiscal Year 2010-2011, and an increase was not approved. Therefore, roughly 60% of the lights within the lighting district were turned off. At that time, the funding and expenditures will be evaluated to determine how many of the lights can be re-energized.

Storm Drain Districts

Overview

The Board of Supervisors may create and govern a Storm Drain Maintenance District to do the following work: cleaning, repairing, renewal, replacement, widening or straightening of existing storm drain structures, watercourses or drainage channels, and the installation of adjoining structures when necessary for the adequate functioning of such drainage facilities. The District may also construct additional storm drain channels or structures and maintain the same whenever necessary to provide proper and adequate drainage of the surface water.

The Public Works Department determines estimated revenues based on projected direct assessments and property tax receipts and determines estimated District expenditures based on available financing. The District's Advisory Board initiates any necessary maintenance.

Payment requests are submitted to the Public Works Department for review and processing.

2018-2019 Operating Budget

There are a total of seven Storm Drain Districts. The total budgeted amount for all Storm Drain Districts in Budget Year 2018-2019 is \$779,852. This Proposed Budget is funded by \$39,644 in revenue and \$740,208 in fund balance. Due to the type of service provided and the potential for significant expenditures in a severe winter, all available resources are typically budgeted.

2019-2020 Spending Plan

There is a total of seven Storm Drain Districts. The total budgeted amount for all Storm Drain Districts in Budget Year 2019-2020 is \$779,852. This spending plan is funded by \$39,644 in revenue and \$740,208 in fund balance. It is anticipated the Storm Drainage and

Maintenance districts will have a negative balance by the end of Fiscal Year 2019-2020. This potential deficit will be addressed and remediated during Fiscal Year 2018-2019.

Due to the type of service provided and the potential for significant expenditures in a severe winter, all available resources are typically budgeted.

Stormwater Quality Control

The threat to stormwater quality comes from the urbanized areas within the County, which the CSA's encompass. The County is mandated by the State Water Resources Control Board, Water Quality Order No. 2013-0001-DWQ to regulate stormwater within these urbanized areas. The Special Districts receive additional services above the General Benefit for the following permit areas: Education and Outreach (E.7), Public Involvement and Participation Program (E.8), Illicit Discharge Detection and Elimination Program (E.9), Post-Construction Stormwater Management Program (E.12),

Water Quality Monitoring (E.13), Program Effectiveness Assessment and Improvement (E.14), Total Maximum Daily Loads Compliance Requirements (E.15) and the Annual Reporting Program (E.16).

The fee structure to implement the state requirements has not been determined for fiscal years 2018-2019 and 2019-2020. An estimated annual fee of \$5 per parcel for CSA's, LLD's, and LAD's is included in this year's budget. Any surplus or shortfall will be adjusted in future calculations.

Special Districts Summary

Stanislaus County Special Districts Summary Fiscal Year 2018-2019				
District Name	2018-2019 Final Budget			
	Fund Balance June 30, 2018	Revenue	Expenditures	Estimated Fund Balance June 30, 2019
Lighting & Lighting Maintenance Districts				
Airport Neighborhood Lighting	\$ 60,554	\$ 28,151	\$ 30,797	\$ 57,908
Almond Wood Estates Lighting	\$ 25,432	\$ 10,816	\$ 11,476	\$ 24,772
Beard Industrial Lighting	\$ 18,997	\$ 6,244	\$ 6,715	\$ 18,526
Country Club Lighting Zone A	\$ 17,815	\$ 4,581	\$ 4,718	\$ 17,678
Country Club Lighting Zone B	\$ 1,531	\$ 1,274	\$ 1,409	\$ 1,396
Crowslanding Lighting	\$ 17,555	\$ 3,762	\$ 4,214	\$ 17,103
Denair Lighting	\$ 180,671	\$ 55,621	\$ 47,348	\$ 188,944
Deo Gloria Estates Lighting	\$ 13,648	\$ 5,055	\$ 5,895	\$ 12,809
Empire Lighting	\$ 71,541	\$ 30,310	\$ 31,955	\$ 69,896
Fairview Tract Lighting	\$ 36,710	\$ 9,826	\$ 10,233	\$ 36,303
Fruit Yard Lighting	\$ 903	\$ 313	\$ 530	\$ 686
Gibbs Ranch Lighting	\$ 16,717	\$ 3,220	\$ 3,317	\$ 16,621
Gilbert Road Lighting	\$ 2,351	\$ 470	\$ 484	\$ 2,337
Golden State Lighting	\$ 6,274	\$ 2,503	\$ 3,109	\$ 5,668
Hillcrest Estates Lighting	\$ 56,293	\$ 16,134	\$ 16,619	\$ 55,808
Kenwood Park Lighting	\$ 6,737	\$ 3,383	\$ 3,381	\$ 6,738
Mancini Park Homes Lighting	\$ 18,665	\$ 7,490	\$ 8,383	\$ 17,772
Marshall Avenue Lighting	\$ 5,381	\$ 1,997	\$ 2,829	\$ 4,549
Monterey Park Lighting	\$ 9,639	\$ 3,075	\$ 3,405	\$ 9,309
North McHenry Lighting	\$ (2,065)	\$ 7,245	\$ 3,766	\$ 1,414
North McHenry #2 Lighting	\$ 4,385	\$ 1,381	\$ 1,907	\$ 3,859
North Oaks Lighting	\$ 11,726	\$ 4,493	\$ 4,628	\$ 11,591
Olympic Tract Lighting	\$ 42,968	\$ 15,854	\$ 17,363	\$ 41,459
Peach Blossom Estates Lighting	\$ 4,770	\$ 1,164	\$ 1,250	\$ 4,684
Richland Tract Lighting	\$ 18,662	\$ 7,186	\$ 7,814	\$ 18,034
Salida Lighting	\$ 282,666	\$ 127,796	\$ 131,481	\$ 278,981
Schwartz-Baize Lighting	\$ 1,842	\$ 380	\$ 391	\$ 1,831
Sunset Oaks Lighting	\$ 34,562	\$ 17,230	\$ 18,851	\$ 32,941
Sylvan Village #2 Lighting	\$ 25,794	\$ 6,104	\$ 6,293	\$ 25,605
Tempo Park Lighting	\$ 24,391	\$ 11,229	\$ 10,896	\$ 24,724
Total Lighting & Lighting Mtc Districts	\$ 1,017,115	\$ 394,287	\$ 401,457	\$ 1,009,945

Stanislaus County				
Special Districts Summary				
Fiscal Year 2018-2019				
District Name	2018-2019 Final Budget			
	Fund Balance June 30, 2018	Revenue	Expenditures	Estimated Fund Balance June 30, 2019
Storm Drainage & Maintenance Districts				
Storm Drain #1	\$ 26,274	\$ 560	\$ 22,371	\$ 4,463
Storm Drain #2	\$ 4,855	\$ 23	\$ 4,727	\$ 151
Storm Drain #3	\$ 1,803	\$ 7	\$ 1,776	\$ 34
Storm Drain #6	\$ 142,386	\$ 2,236	\$ 128,422	\$ 16,200
Storm Drain #8	\$ 846,485	\$ 36,342	\$ 590,367	\$ 292,460
Storm Drain #9	\$ 4,217	\$ 17	\$ 4,111	\$ 123
Storm Drain #10	\$ 31,114	\$ 459	\$ 28,078	\$ 3,495
Total Storm Drainage & Mtc Districts	\$ 1,057,135	\$ 39,644	\$ 779,852	\$ 316,927
County Service Area Districts				
County Service Area No. 1	\$ 62	\$ 1,800	\$ 1,854	\$ 8
County Service Area No. 4	\$ 79,984	\$ 4,275	\$ 11,171	\$ 73,087
County Service Area No. 5	\$ 141,073	\$ 6,388	\$ 11,872	\$ 135,588
County Service Area No. 7	\$ 56,226	\$ 1,985	\$ 5,085	\$ 53,126
County Service Area No. 8	\$ 1,521	\$ 721	\$ 721	\$ 1,521
County Service Area No. 9	\$ 31,387	\$ 1,462	\$ 7,597	\$ 25,252
County Service Area No. 10	\$ 380,120	\$ 416,212	\$ 400,000	\$ 396,332
County Service Area No. 11	\$ 6,176	\$ -	\$ 1,530	\$ 4,646
County Service Area No. 12	\$ 17,504	\$ 1,000	\$ 3,429	\$ 15,075
County Service Area No. 16	\$ 100,101	\$ 14,583	\$ 15,737	\$ 98,947
County Service Area No. 18	\$ 33,493	\$ 10,332	\$ 12,295	\$ 31,530
County Service Area No. 19	\$ 208,530	\$ 42,627	\$ 71,257	\$ 179,900
County Service Area No. 20	\$ 21,131	\$ 8,430	\$ 8,479	\$ 21,082
County Service Area No. 21	\$ 84,806	\$ 22,688	\$ 43,349	\$ 64,145
County Service Area No. 22	\$ 35,188	\$ 6,949	\$ 13,823	\$ 28,314
County Service Area No. 23	\$ 63,822	\$ 3,325	\$ 9,692	\$ 57,455
County Service Area No. 24	\$ 43,215	\$ 7,268	\$ 13,500	\$ 36,983
County Service Area No. 25	\$ 17,137	\$ 5,941	\$ 10,808	\$ 12,270
County Service Area No. 26	\$ 444,842	\$ 135,189	\$ 190,118	\$ 389,913
County Service Area No. 27	\$ 18,229	\$ 11,410	\$ 11,410	\$ 18,229
Total County Service Area Districts	\$ 1,784,548	\$ 702,584	\$ 843,728	\$ 1,643,405

Stanislaus County Special Districts Summary Fiscal Year 2018-2019				
District Name	2018-2019 Final Budget			
	Fund Balance June 30, 2018	Revenue	Expenditures	Estimated Fund Balance June 30, 2019
Lighting & Landscape Districts				
Bret Hart Landscape & Lighting	\$ 83,802	\$ 54,454	\$ 52,942	\$ 85,315
Bystrom Landscape & Lighting	\$ 42,610	\$ 28,170	\$ 28,840	\$ 41,940
Del Rio Heights Landscape	\$ 6,264	\$ 4,512	\$ 4,617	\$ 6,159
Howard/McCracken Landscape & Lighting	\$ 52,942	\$ 22,352	\$ 22,141	\$ 53,153
Laurel Landscape & Lighting	\$ 19,424	\$ 12,790	\$ 14,420	\$ 17,794
Paradise South Landscape & Lighting	\$ 34,339	\$ 22,406	\$ 21,218	\$ 35,527
Riverdale Landscape & Lighting	\$ 28,148	\$ 12,329	\$ 12,360	\$ 28,117
Riverview Landscape & Lighting	\$ 32,342	\$ 14,713	\$ 15,965	\$ 31,091
Total Lighting & Landscape Districts	\$ 299,871	\$ 171,727	\$ 172,503	\$ 299,095
Total Special Districts	\$ 4,158,670	\$ 1,308,242	\$ 2,197,540	\$ 3,269,372

Special Districts Summary

Stanislaus County Special Districts Summary Fiscal Year 2019-2020				
District Name	2019-2020 Spending Plan			
	Estimated Fund Balance June 30, 2019	Revenue	Expenditures	Estimated Fund Balance June 30, 2020
Lighting & Lighting Maintenance Districts				
Airport Neighborhood Lighting	\$ 57,908	\$ 28,151	\$ 31,721	\$ 54,338
Almond Wood Estates Lighting	\$ 24,772	\$ 10,816	\$ 11,821	\$ 23,767
Beard Industrial Lighting	\$ 18,526	\$ 6,244	\$ 6,915	\$ 17,855
Country Club Lighting Zone A	\$ 17,678	\$ 4,581	\$ 4,860	\$ 17,399
Country Club Lighting Zone B	\$ 1,396	\$ 1,274	\$ 1,409	\$ 1,261
Crowslanding Lighting	\$ 17,103	\$ 3,762	\$ 4,340	\$ 16,525
Denair Lighting	\$ 188,944	\$ 55,621	\$ 48,769	\$ 195,796
Deo Gloria Estates Lighting	\$ 12,809	\$ 5,055	\$ 6,072	\$ 11,792
Empire Lighting	\$ 69,896	\$ 30,310	\$ 32,913	\$ 67,293
Fairview Tract Lighting	\$ 36,303	\$ 9,826	\$ 10,540	\$ 35,589
Fruit Yard Lighting	\$ 686	\$ 313	\$ 546	\$ 453
Gibbs Ranch Lighting	\$ 16,621	\$ 3,220	\$ 3,416	\$ 16,425
Gilbert Road Lighting	\$ 2,337	\$ 470	\$ 499	\$ 2,308
Golden State Lighting	\$ 5,668	\$ 2,503	\$ 3,202	\$ 4,969
Hillcrest Estates Lighting	\$ 55,808	\$ 16,134	\$ 17,118	\$ 54,824
Kenwood Park Lighting	\$ 6,738	\$ 3,383	\$ 3,483	\$ 6,638
Mancini Park Homes Lighting	\$ 17,772	\$ 7,490	\$ 8,635	\$ 16,627
Marshall Avenue Lighting	\$ 4,549	\$ 1,997	\$ 2,914	\$ 3,632
Monterey Park Lighting	\$ 9,309	\$ 3,075	\$ 3,507	\$ 8,877
North McHenry Lighting	\$ 1,414	\$ 7,245	\$ 3,879	\$ 4,780
North McHenry #2 Lighting	\$ 3,859	\$ 1,381	\$ 1,964	\$ 3,276
North Oaks Lighting	\$ 11,591	\$ 4,493	\$ 4,767	\$ 11,317
Olympic Tract Lighting	\$ 41,459	\$ 15,854	\$ 17,884	\$ 39,429
Peach Blossom Estates Lighting	\$ 4,684	\$ 1,164	\$ 1,288	\$ 4,560
Richland Tract Lighting	\$ 18,034	\$ 7,186	\$ 8,048	\$ 17,172
Salida Lighting	\$ 278,981	\$ 127,796	\$ 135,425	\$ 271,352
Schwartz-Baize Lighting	\$ 1,831	\$ 380	\$ 403	\$ 1,808
Sunset Oaks Lighting	\$ 32,941	\$ 17,230	\$ 19,417	\$ 30,754
Sylvan Village #2 Lighting	\$ 25,605	\$ 6,104	\$ 6,482	\$ 25,227
Tempo Park Lighting	\$ 24,724	\$ 11,229	\$ 11,223	\$ 24,730
Total Lighting & Lighting Mtc Districts	\$ 1,009,945	\$ 394,287	\$ 413,460	\$ 990,772

Stanislaus County				
Special Districts Summary				
Fiscal Year 2019-2020				
District Name	2019-2020 Spending Plan			
	Estimated Fund Balance June 30, 2019	Revenue	Expenditures	Estimated Fund Balance June 30, 2020
Storm Drainage & Maintenance Districts				
Storm Drain #1	\$ 4,463	\$ 560	\$ 22,371	\$ (17,348)
Storm Drain #2	\$ 151	\$ 23	\$ 4,727	\$ (4,553)
Storm Drain #3	\$ 34	\$ 7	\$ 1,776	\$ (1,735)
Storm Drain #6	\$ 16,200	\$ 2,236	\$ 128,422	\$ (109,986)
Storm Drain #8	\$ 292,460	\$ 36,342	\$ 590,367	\$ (261,565)
Storm Drain #9	\$ 123	\$ 17	\$ 4,111	\$ (3,971)
Storm Drain #10	\$ 3,495	\$ 459	\$ 28,078	\$ (24,124)
Total Storm Drainage & Mtc Districts	\$ 316,927	\$ 39,644	\$ 779,852	\$ (423,281)
County Service Area Districts				
County Service Area No. 1	\$ 8	\$ 1,800	\$ 1,910	\$ (102)
County Service Area No. 4	\$ 73,087	\$ 4,275	\$ 11,507	\$ 65,855
County Service Area No. 5	\$ 135,588	\$ 6,388	\$ 12,228	\$ 129,748
County Service Area No. 7	\$ 53,126	\$ 1,985	\$ 5,238	\$ 49,873
County Service Area No. 8	\$ 1,521	\$ 721	\$ 721	\$ 1,521
County Service Area No. 9	\$ 25,252	\$ 1,462	\$ 7,825	\$ 18,889
County Service Area No. 10	\$ 396,332	\$ 416,212	\$ 411,850	\$ 400,694
County Service Area No. 11	\$ 4,646	\$ -	\$ 1,530	\$ 3,116
County Service Area No. 12	\$ 15,075	\$ 1,000	\$ 3,532	\$ 12,543
County Service Area No. 16	\$ 98,947	\$ 14,583	\$ 16,209	\$ 97,321
County Service Area No. 18	\$ 31,530	\$ 10,332	\$ 12,664	\$ 29,198
County Service Area No. 19	\$ 179,900	\$ 42,627	\$ 75,763	\$ 146,764
County Service Area No. 20	\$ 21,082	\$ 8,430	\$ 8,733	\$ 20,779
County Service Area No. 21	\$ 64,145	\$ 22,688	\$ 44,649	\$ 42,184
County Service Area No. 22	\$ 28,314	\$ 6,949	\$ 14,238	\$ 21,025
County Service Area No. 23	\$ 57,455	\$ 3,325	\$ 9,983	\$ 50,797
County Service Area No. 24	\$ 36,983	\$ 7,268	\$ 13,905	\$ 30,346
County Service Area No. 25	\$ 12,270	\$ 5,941	\$ 11,132	\$ 7,079
County Service Area No. 26	\$ 389,913	\$ 135,189	\$ 188,611	\$ 336,491
County Service Area No. 27	\$ 18,229	\$ 11,410	\$ 11,410	\$ 18,229
Total County Service Area Districts	\$ 1,643,405	\$ 702,585	\$ 863,638	\$ 1,482,352

Stanislaus County Special Districts Summary Fiscal Year 2019-2020				
District Name	2019-2020 Spending Plan			
	Estimated Fund Balance June 30, 2019	Revenue	Expenditures	Estimated Fund Balance June 30, 2020
Lighting & Landscape Districts				
Bret Hart Landscape & Lighting	\$ 85,315	\$ 54,454	\$ 54,530	\$ 85,239
Bystrom Landscape & Lighting	\$ 41,940	\$ 28,170	\$ 29,705	\$ 40,405
Del Rio Heights Landscape	\$ 6,159	\$ 4,512	\$ 4,756	\$ 5,705
Howard/McCracken Landscape & Lighting	\$ 53,153	\$ 22,352	\$ 22,806	\$ 51,090
Laurel Landscape & Lighting	\$ 17,794	\$ 12,790	\$ 14,853	\$ 18,345
Paradise South Landscape & Lighting	\$ 35,527	\$ 22,407	\$ 21,855	\$ 35,126
Riverdale Landscape & Lighting	\$ 28,117	\$ 12,329	\$ 12,731	\$ 26,386
Riverview Landscape & Lighting	\$ 31,091	\$ 14,713	\$ 16,444	\$ 31,091
Total Lighting & Landscape Districts	\$ 299,095	\$ 171,727	\$ 177,680	\$ 293,386
Total Special Districts	\$ 3,269,372	\$ 1,308,243	\$ 2,234,630	\$ 2,343,230

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Aging and Veterans Services						
1051 0031000						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$3,562	\$8,221	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$3,094,224	\$2,773,438	\$2,807,514	\$2,807,514	\$0	\$2,807,514
Charges for Service	\$312,000	\$312,000	\$312,000	\$312,000	\$0	\$312,000
Miscellaneous Revenue	\$4,559	\$7,636	\$5,000	\$5,000	\$0	\$5,000
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$3,414,345	\$3,101,295	\$3,124,514	\$3,124,514	\$0	\$3,124,514
Use of Fund Balance	(\$187,901)	\$316,949	\$323,505	\$323,505	\$0	\$474,548
Total Funding Sources	\$3,226,444	\$3,418,244	\$3,448,019	\$3,448,019	\$0	\$3,599,062
Salaries and Benefits	\$1,542,236	\$1,718,325	\$1,854,028	\$1,854,028	\$0	\$1,940,129
Services and Supplies	\$314,459	\$189,853	\$154,118	\$154,118	\$0	\$158,413
Other Charges	\$1,662,671	\$1,802,988	\$1,732,795	\$1,732,795	\$0	\$1,793,442
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$3,519,366	\$3,711,166	\$3,740,941	\$3,740,941	\$0	\$3,891,984
General Fund Contribution	\$292,922	\$292,922	\$292,922	\$292,922	\$0	\$292,922
Total Allocated Positions	-	-	17	17	0	17

AAA - Veterans Services						
0100 0032000						
General Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$128,679	\$170,997	\$193,425	\$193,425	\$0	\$193,425
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$128,679	\$170,997	\$193,425	\$193,425	\$0	\$193,425
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$128,679	\$170,997	\$193,425	\$193,425	\$0	\$193,425
Salaries and Benefits	\$389,954	\$454,624	\$495,949	\$500,385	\$4,436	\$523,569
Services and Supplies	\$33,899	\$26,879	\$35,350	\$35,350	\$0	\$36,588
Other Charges	\$40,614	\$38,041	\$51,911	\$51,911	\$0	\$53,727
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$5	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$464,472	\$519,544	\$583,210	\$587,646	\$4,436	\$613,884
General Fund Contribution	\$335,793	\$348,547	\$389,785	\$394,221	\$4,436	\$420,459
Total Allocated Positions	-	-	5	5	0	5

Agricultural Commissioner						
0100 0010100						
General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$429,262	\$431,123	\$429,500	\$429,500	\$0	\$442,385
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$7,476	\$9,849	\$7,825	\$7,825	\$0	\$8,060
Intergovernmental Revenue	\$2,356,984	\$2,432,698	\$2,431,765	\$2,431,765	\$0	\$2,504,717
Charges for Service	\$812,843	\$765,111	\$762,733	\$762,733	\$0	\$785,615
Miscellaneous Revenue	\$70	\$2,757	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$11,254	\$0	\$0	\$0	\$0
Total Revenue	\$3,606,635	\$3,652,792	\$3,631,823	\$3,631,823	\$0	\$3,740,777
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$3,606,635	\$3,652,792	\$3,631,823	\$3,631,823	\$0	\$3,740,777
Salaries and Benefits	\$3,658,930	\$3,974,656	\$4,287,056	\$4,382,966	\$95,910	\$4,519,721
Services and Supplies	\$373,613	\$282,998	\$325,520	\$325,520	\$0	\$336,918
Other Charges	\$393,247	\$417,453	\$497,553	\$497,553	\$0	\$514,967
Fixed Assets						
Buildings & Improvements	\$42,535	\$91,477	\$0	\$0	\$0	\$0
Equipment	\$249,328	\$161,656	\$113,000	\$113,000	\$0	\$113,000
Other Financing Uses	\$0	\$327,287	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$86,205	\$67,866	\$70,761	\$70,761	\$0	\$70,761
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$4,803,858	\$5,323,393	\$5,293,890	\$5,389,800	\$95,910	\$5,555,367
General Fund Contribution	\$1,197,223	\$1,670,601	\$1,662,067	\$1,757,977	\$95,910	\$1,814,590
Total Allocated Positions	-	-	38	38	0	38

Assessor						
0100 0012000						
General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$22,575	\$164,397	\$16,000	\$16,000	\$0	\$16,000
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$1,108,534	\$1,164,019	\$1,010,500	\$1,010,500	\$0	\$1,010,500
Miscellaneous Revenue	\$17,766	\$16,947	\$13,000	\$13,000	\$0	\$13,000
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,148,875	\$1,345,363	\$1,039,500	\$1,039,500	\$0	\$1,039,500
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$1,148,875	\$1,345,363	\$1,039,500	\$1,039,500	\$0	\$1,039,500
Salaries and Benefits	\$5,249,897	\$5,669,771	\$6,016,342	\$6,165,296	\$148,954	\$6,358,273
Services and Supplies	\$521,120	\$490,898	\$465,534	\$465,534	\$0	\$481,828
Other Charges	\$405,699	\$376,842	\$465,566	\$465,566	\$0	\$481,861
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$105	\$105	\$1,225	\$1,225	\$0	\$1,225
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$6,176,821	\$6,537,616	\$6,948,667	\$7,097,621	\$148,954	\$7,323,187
General Fund Contribution	\$5,027,946	\$5,192,253	\$5,909,167	\$6,058,121	\$148,954	\$6,283,687
Total Allocated Positions	-	-	58	58	0	58

Auditor-Controller						
0100 0013000						
General Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D -	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$136,392	\$146,927	\$151,096	\$151,096	\$0	\$155,629
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$2,833,153	\$3,006,947	\$3,185,004	\$3,238,232	\$53,228	\$3,459,667
Miscellaneous Revenue	\$144,842	\$133,877	\$150,400	\$150,400	\$0	\$150,400
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$3,114,387	\$3,287,751	\$3,486,500	\$3,539,728	\$53,228	\$3,765,696
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$3,114,387	\$3,287,751	\$3,486,500	\$3,539,728	\$53,228	\$3,765,696
Salaries and Benefits	\$4,010,348	\$4,238,135	\$4,710,418	\$4,910,887	\$200,469	\$5,279,099
Services and Supplies	\$151,557	\$168,679	\$193,373	\$293,373	\$100,000	\$630,441
Other Charges	\$287,087	\$268,017	\$333,898	\$333,898	\$0	\$345,584
Fixed Assets						
Equipment	\$0	\$20,950	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$45	\$30	\$200	\$200	\$0	\$200
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$4,449,037	\$4,695,811	\$5,237,889	\$5,538,358	\$300,469	\$6,255,024
General Fund Contribution	\$1,334,650	\$1,408,060	\$1,751,389	\$1,998,630	\$247,241	\$2,489,328
Total Allocated Positions	-	-	42	43	1	43

Behavioral Health and Recovery Services						
1501 6000000						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D -	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$105,109	\$195,114	\$200,000	\$200,000	\$0	\$206,000
Intergovernmental Revenue	\$25,359,744	\$25,682,454	\$28,035,416	\$28,035,416	\$0	\$28,133,481
Charges for Service	\$22,679,399	\$23,244,551	\$23,420,590	\$23,420,590	\$0	\$24,123,208
Miscellaneous Revenue	\$3,836	\$9,162	\$0	\$0	\$0	\$0
Other Financing Sources	\$1,858,094	\$1,231,779	\$164,284	\$164,284	\$0	\$161,404
Total Revenue	\$50,006,182	\$50,363,060	\$51,820,290	\$51,820,290	\$0	\$52,624,093
Use of Fund Balance	\$1,032,855	\$1,531,361	\$4,445,218	\$4,445,218	\$0	\$5,712,672
Total Funding Sources	\$51,039,037	\$51,894,421	\$56,265,508	\$56,265,508	\$0	\$58,336,765
Salaries and Benefits	\$25,124,268	\$26,927,165	\$28,203,281	\$28,203,281	\$0	\$29,093,012
Services and Supplies	\$25,419,285	\$27,872,128	\$30,214,884	\$30,214,884	\$0	\$31,272,405
Other Charges	\$2,751,375	\$2,527,535	\$3,543,014	\$3,543,014	\$0	\$3,667,019
Fixed Assets						
Buildings & Improvements	\$0	\$0	\$88,037	\$88,037	\$0	\$88,037
Equipment	\$116,190	\$42,070	\$79,000	\$79,000	\$0	\$79,000
Other Financing Uses	\$2,575,421	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$4,122,143)	(\$4,649,118)	(\$5,037,349)	(\$5,037,349)	\$0	(\$5,037,349)
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$51,864,396	\$52,719,780	\$57,090,867	\$57,090,867	\$0	\$59,162,124
General Fund Contribution	\$825,359	\$825,359	\$825,359	\$825,359	\$0	\$825,359
Total Allocated Positions	-	-	283	283	0	283

BHRS - Alcohol and Drug						
1502 6500001						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$9,262	\$30,585	\$9,675	\$9,675	\$0	\$9,965
Revenue from use of Assets	\$13,889	(\$7,105)	\$2,500	\$2,500	\$0	\$2,575
Intergovernmental Revenue	\$5,529,973	\$5,836,866	\$5,533,387	\$5,533,387	\$0	\$5,603,883
Charges for Service	\$5,512,834	\$6,642,328	\$8,833,542	\$8,833,542	\$0	\$9,098,548
Miscellaneous Revenue	\$0	\$501	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$11,065,958	\$12,503,175	\$14,379,104	\$14,379,104	\$0	\$14,714,971
Use of Fund Balance	(\$1,152,998)	(\$1,283,024)	\$0	\$0	\$0	\$129,466
Total Funding Sources	\$9,912,960	\$11,220,151	\$14,379,104	\$14,379,104	\$0	\$14,844,437
Salaries and Benefits	\$2,466,989	\$2,718,003	\$3,748,513	\$3,748,513	\$0	\$3,876,718
Services and Supplies	\$6,701,855	\$7,756,275	\$9,432,750	\$9,432,750	\$0	\$9,762,896
Other Charges	\$145,263	\$160,862	\$199,490	\$199,490	\$0	\$206,472
Fixed Assets						
Equipment	\$0	\$0	\$23,500	\$23,500	\$0	\$23,500
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$598,853	\$585,011	\$974,851	\$974,851	\$0	\$974,851
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$9,912,960	\$11,220,151	\$14,379,104	\$14,379,104	\$0	\$14,844,437
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	36	36	0	36

BHRS - Managed Care						
1504 6400001						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$275,083	\$324,540	\$345,332	\$345,332	\$0	\$355,692
Intergovernmental Revenue	\$5,351,585	\$5,615,774	\$6,251,620	\$6,251,620	\$0	\$6,254,236
Charges for Service	\$2,780,102	\$3,140,411	\$3,189,372	\$3,189,372	\$0	\$3,285,053
Miscellaneous Revenue	\$0	\$167	\$0	\$0	\$0	\$0
Other Financing Sources	\$3,244,172	\$517,860	\$152,054	\$152,054	\$0	\$154,784
Total Revenue	\$11,650,942	\$9,598,752	\$9,938,378	\$9,938,378	\$0	\$10,049,765
Use of Fund Balance	(\$189,289)	\$2,180,139	\$3,665,284	\$3,665,284	\$0	\$4,016,083
Total Funding Sources	\$11,461,653	\$11,778,891	\$13,603,662	\$13,603,662	\$0	\$14,065,848
Salaries and Benefits	\$929,021	\$980,683	\$1,376,835	\$1,376,835	\$0	\$1,422,526
Services and Supplies	\$8,438,282	\$8,720,064	\$9,969,297	\$9,969,297	\$0	\$10,318,222
Other Charges	\$1,738,419	\$1,657,938	\$1,930,581	\$1,930,581	\$0	\$1,998,151
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$355,931	\$420,206	\$326,949	\$326,949	\$0	\$326,949
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$11,461,653	\$11,778,891	\$13,603,662	\$13,603,662	\$0	\$14,065,848
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	12	12	0	12

BHRS - Mental Health Services Act						
1507 6800000						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$259,131	\$376,296	\$369,460	\$369,460	\$0	\$380,544
Intergovernmental Revenue	\$23,660,774	\$23,403,083	\$33,612,156	\$33,612,156	\$0	\$34,617,189
Charges for Service	\$5,511,858	\$6,578,626	\$5,916,607	\$5,916,607	\$0	\$6,094,389
Miscellaneous Revenue	\$495	\$3,345	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$29,432,258	\$30,361,350	\$39,898,223	\$39,898,223	\$0	\$41,092,122
Use of Fund Balance	\$63,977	\$232,454	\$0	\$0	\$0	\$0
Total Funding Sources	\$29,496,235	\$30,593,804	\$39,898,223	\$39,898,223	\$0	\$41,092,122
Salaries and Benefits	\$9,669,744	\$10,287,119	\$12,303,796	\$12,303,796	\$0	\$12,704,506
Services and Supplies	\$14,446,774	\$14,419,028	\$20,920,650	\$20,920,650	\$0	\$21,652,873
Other Charges	\$1,380,991	\$1,380,715	\$1,741,888	\$1,741,888	\$0	\$1,802,854
Fixed Assets						
Buildings & Improvements	\$0	\$0	\$50,000	\$50,000	\$0	\$50,000
Equipment	\$0	\$22,817	\$110,000	\$110,000	\$0	\$110,000
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$3,998,726	\$4,484,125	\$4,771,889	\$4,771,889	\$0	\$4,771,889
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$29,496,235	\$30,593,804	\$39,898,223	\$39,898,223	\$0	\$41,092,122
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	110	110	0	110

BHRS - Public Guardian						
1503 6030000						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$737	\$589	\$500	\$500	\$0	\$515
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$138,822	\$139,116	\$140,000	\$140,000	\$0	\$144,200
Miscellaneous Revenue	\$0	\$191	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$139,559	\$139,896	\$140,500	\$140,500	\$0	\$144,715
Use of Fund Balance	\$7,350	(\$76,302)	\$31,693	\$31,693	\$0	\$66,802
Total Funding Sources	\$146,909	\$63,594	\$172,193	\$172,193	\$0	\$211,517
Salaries and Benefits	\$920,074	\$871,555	\$962,631	\$962,631	\$0	\$993,753
Services and Supplies	\$73,963	\$60,039	\$93,825	\$93,825	\$0	\$97,109
Other Charges	\$168,596	\$172,927	\$140,524	\$140,524	\$0	\$145,442
Fixed Assets						
Equipment	\$20,604	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$119,237	\$114,638	\$130,778	\$130,778	\$0	\$130,778
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$1,302,474	\$1,219,159	\$1,327,758	\$1,327,758	\$0	\$1,367,082
General Fund Contribution	\$1,155,565	\$1,155,565	\$1,155,565	\$1,155,565	\$0	\$1,155,565
Total Allocated Positions	-	-	10	10	0	10

BHRS - Stanislaus Recovery Center						
1505 6700001						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$41,152	\$84,886	\$62,000	\$62,000	\$0	\$63,860
Revenue from use of Assets	(\$11,015)	\$3,462	\$4,895	\$4,895	\$0	\$5,042
Intergovernmental Revenue	\$1,331,691	\$1,648,080	\$1,271,036	\$1,271,036	\$0	\$1,289,085
Charges for Service	\$928,741	\$1,036,301	\$2,104,103	\$2,104,103	\$0	\$2,167,226
Miscellaneous Revenue	\$140	\$3,228	\$0	\$0	\$0	\$0
Other Financing Sources	\$3,625	\$3,047	\$5,000	\$5,000	\$0	\$5,150
Total Revenue	\$2,294,334	\$2,779,004	\$3,447,034	\$3,447,034	\$0	\$3,530,363
Use of Fund Balance	\$8,884	\$25,932	\$0	\$0	\$0	\$70,715
Total Funding Sources	\$2,303,218	\$2,804,936	\$3,447,034	\$3,447,034	\$0	\$3,601,078
Salaries and Benefits	\$2,173,487	\$2,464,455	\$3,313,723	\$3,313,723	\$0	\$3,422,252
Services and Supplies	\$818,440	\$1,015,068	\$1,001,910	\$1,001,910	\$0	\$1,036,977
Other Charges	\$239,922	\$254,307	\$298,519	\$298,519	\$0	\$308,967
Fixed Assets						
Buildings & Improvements	\$0	\$25,968	\$0	\$0	\$0	\$0
Equipment	\$21,972	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$950,603)	(\$954,862)	(\$1,167,118)	(\$1,167,118)	\$0	(\$1,167,118)
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$2,303,218	\$2,804,936	\$3,447,034	\$3,447,034	\$0	\$3,601,078
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	34	34	0	34

Board of Supervisors						
0100 0014100						
General Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$62,691	\$63,945	\$64,005	\$64,005	\$0	\$64,005
Miscellaneous Revenue	\$0	\$677	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$62,691	\$64,622	\$64,005	\$64,005	\$0	\$64,005
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$62,691	\$64,622	\$64,005	\$64,005	\$0	\$64,005
Salaries and Benefits	\$812,906	\$976,677	\$1,125,610	\$1,150,878	\$25,268	\$1,188,931
Services and Supplies	\$161,948	\$107,734	\$117,800	\$117,800	\$0	\$121,923
Other Charges	\$80,642	\$73,612	\$89,295	\$89,295	\$0	\$92,420
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$30	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$1,055,526	\$1,158,023	\$1,332,705	\$1,357,973	\$25,268	\$1,403,274
General Fund Contribution	\$992,835	\$1,093,401	\$1,268,700	\$1,293,968	\$25,268	\$1,339,269
Total Allocated Positions	-	-	9	9	0	9

Chief Executive Office - Operations and Services						
0100 0015000 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$250,420	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$2,569,331	\$3,094,032	\$4,001,358	\$4,764,048	\$762,690	\$4,922,023
Miscellaneous Revenue	\$11	\$7,961	\$0	\$0	\$0	\$0
Other Financing Sources	\$34,704	\$33,550	\$0	\$0	\$0	\$0
Total Revenue	\$2,604,046	\$3,385,963	\$4,001,358	\$4,764,048	\$762,690	\$4,922,023
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$2,604,046	\$3,385,963	\$4,001,358	\$4,764,048	\$762,690	\$4,922,023
Salaries and Benefits	\$5,193,857	\$6,058,109	\$7,021,542	\$7,980,647	\$959,105	\$8,234,931
Services and Supplies	\$1,189,007	\$1,527,719	\$2,333,155	\$2,333,155	\$0	\$2,220,717
Other Charges	\$429,831	\$406,631	\$578,069	\$578,069	\$0	\$598,301
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$124)	\$255	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$6,812,571	\$7,992,714	\$9,932,766	\$10,891,871	\$959,105	\$11,053,949
General Fund Contribution	\$4,208,525	\$4,606,751	\$5,931,408	\$6,127,823	\$196,415	\$6,131,926
Total Allocated Positions	-	-	50	55	5	55

Chief Executive Office - Courthouse Construction Fund						
2025 0061301 Capital Projects Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$431,864	\$390,024	\$380,000	\$380,000	\$0	\$380,000
Revenue from use of Assets	\$10,521	\$29,079	\$20,000	\$20,000	\$0	\$20,000
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$442,385	\$419,103	\$400,000	\$400,000	\$0	\$400,000
Use of Fund Balance	\$269,203	\$170,106	\$300,000	\$300,000	\$0	\$300,000
Total Funding Sources	\$711,588	\$589,209	\$700,000	\$700,000	\$0	\$700,000
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$711,588	\$589,209	\$700,000	\$700,000	\$0	\$700,000
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$711,588	\$589,209	\$700,000	\$700,000	\$0	\$700,000
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - Criminal Justice Facilities Fund						
2026 0061303 Capital Projects Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$506,532	\$434,281	\$350,000	\$350,000	\$0	\$350,000
Revenue from use of Assets	\$1,689	\$5,244	\$10,000	\$10,000	\$0	\$10,000
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$508,221	\$439,525	\$360,000	\$360,000	\$0	\$360,000
Use of Fund Balance	\$322,289	\$390,985	(\$329,000)	(\$329,000)	\$0	(\$329,000)
Total Funding Sources	\$830,510	\$830,510	\$31,000	\$31,000	\$0	\$31,000
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Other Charges	\$30,510	\$30,510	\$31,000	\$31,000	\$0	\$31,000
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$800,000	\$800,000	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$830,510	\$830,510	\$31,000	\$31,000	\$0	\$31,000
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - ADA Self-Evaluation and Transition Plan Project						
0100 0016006 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$0	\$0	\$0	\$0	\$0	\$0
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$473,723	\$37,519	\$500,000	\$500,000	\$0	\$500,000
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$473,723	\$37,519	\$500,000	\$500,000	\$0	\$500,000
General Fund Contribution	\$473,723	\$37,519	\$500,000	\$500,000	\$0	\$500,000
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - Airport						
0100 0016041 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$0	\$0	\$0	\$0	\$0	\$0
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$189,286	\$188,599	\$190,000	\$190,000	\$0	\$190,000
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$189,286	\$188,599	\$190,000	\$190,000	\$0	\$190,000
General Fund Contribution	\$189,286	\$188,599	\$190,000	\$190,000	\$0	\$190,000
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - Appropriations for Contingencies						
0100 0016071 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$0	\$0	\$0	\$0	\$0	\$0
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$12,008,510	\$7,915,499	(\$4,093,011)	\$12,008,510
Gross Costs	\$0	\$0	\$12,008,510	\$7,915,499	(\$4,093,011)	\$12,008,510
General Fund Contribution	\$0	\$0	\$12,008,510	\$7,915,499	(\$4,093,011)	\$12,008,510
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - Cannabis Program						
0100 0016105 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$1,189,755	\$1,189,755	\$0	\$972,597
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$1,189,755	\$1,189,755	\$0	\$972,597
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$0	\$0	\$1,189,755	\$1,189,755	\$0	\$972,597
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Other Charges	\$0	\$0	\$1,189,755	\$1,189,755	\$0	\$972,597
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$0	\$0	\$1,189,755	\$1,189,755	\$0	\$972,597
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - C.I.F.A.						
0100 0016021 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$0	\$0	\$0	\$0	\$0	\$0
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$24,641	\$33,784	\$140,633	\$140,633	\$0	\$140,633
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$24,641	\$33,784	\$140,633	\$140,633	\$0	\$140,633
General Fund Contribution	\$24,641	\$33,784	\$140,633	\$140,633	\$0	\$140,633
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - County Court Funding						
0100 0016120 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$5	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$2,355,793	\$2,573,825	\$2,267,912	\$2,267,912	\$0	\$2,313,273
Revenue from use of Assets	\$135,834	\$73,317	\$66,706	\$66,706	\$0	\$68,040
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$372,357	\$606,363	\$697,924	\$697,924	\$0	\$711,882
Miscellaneous Revenue	\$124,847	\$109,107	\$110,274	\$110,274	\$0	\$112,480
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$2,988,836	\$3,362,612	\$3,142,816	\$3,142,816	\$0	\$3,205,675
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$2,988,836	\$3,362,612	\$3,142,816	\$3,142,816	\$0	\$3,205,675
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$251,013	\$124,736	\$169,485	\$169,485	\$0	\$172,875
Other Charges	\$5,488,420	\$5,554,308	\$5,917,218	\$5,917,218	\$0	\$6,035,564
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$522,171	\$400,406	\$399,910	\$399,910	\$0	\$407,909
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$6,261,604	\$6,079,450	\$6,486,613	\$6,486,613	\$0	\$6,616,348
General Fund Contribution	\$3,272,768	\$2,716,838	\$3,343,797	\$3,343,797	\$0	\$3,410,673
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - County Facilities						
0100 0016091 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$3,622	\$2,026	\$5,750	\$5,750	\$0	\$5,750
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$3,160	\$7,803	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$6,782	\$9,829	\$5,750	\$5,750	\$0	\$5,750
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$6,782	\$9,829	\$5,750	\$5,750	\$0	\$5,750
Salaries and Benefits	\$0	\$1,417	\$0	\$0	\$0	\$0
Services and Supplies	\$22,039	\$305,203	\$79,467	\$79,467	\$0	\$79,467
Other Charges	\$580,773	\$606,035	\$624,974	\$624,974	\$0	\$646,848
Fixed Assets						
Equipment	\$103,256	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$2,231,727	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$39,535	\$50,234	\$40,000	\$40,000	\$0	\$40,000
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$745,603	\$3,194,616	\$744,441	\$744,441	\$0	\$766,315
General Fund Contribution	\$738,821	\$3,184,787	\$738,691	\$738,691	\$0	\$760,565
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - Crows Landing Air Facility						
0100 0016046 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$177,534	\$139,732	\$193,294	\$193,294	\$0	\$199,092
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$154,230	\$153,580	\$80,000	\$80,000	\$0	\$80,000
Other Financing Sources	\$0	\$0	\$0	\$2,880,000	\$2,880,000	\$0
Total Revenue	\$331,764	\$293,312	\$273,294	\$3,153,294	\$2,880,000	\$279,092
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$331,764	\$293,312	\$273,294	\$3,153,294	\$2,880,000	\$279,092
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$311,692	\$137,483	\$248,394	\$3,128,394	\$2,880,000	\$254,022
Other Charges	\$408,292	\$33,415	\$24,900	\$24,900	\$0	\$25,070
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$562,250	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$10,470	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$719,984	\$743,618	\$273,294	\$3,153,294	\$2,880,000	\$279,092
General Fund Contribution	\$388,220	\$450,306	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - Debt Service						
0100 0016081 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$571,297	\$466,164	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$1,259,719	\$1,785,434	\$2,050,489	\$2,050,489	\$0	\$2,050,489
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$3,287,995	\$3,277,731	\$0	\$0	\$0	\$0
Total Revenue	\$5,119,011	\$5,529,329	\$2,050,489	\$2,050,489	\$0	\$2,050,489
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$5,119,011	\$5,529,329	\$2,050,489	\$2,050,489	\$0	\$2,050,489
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Other Charges	\$101,357	\$1,781,522	\$120,762	\$0	(\$120,762)	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$11,198,988	\$12,317,409	\$586,744	\$586,744	\$0	\$586,328
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$85,929)	(\$67,659)	(\$69,878)	(\$69,878)	\$0	(\$69,878)
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$11,214,416	\$14,031,272	\$637,628	\$516,866	(\$120,762)	\$516,450
General Fund Contribution	\$6,095,405	\$8,501,943	(\$1,412,861)	(\$1,533,623)	(\$120,762)	(\$1,534,039)
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - DOJ Drug & Alcohol						
1726 0017200 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$41,895	\$64,734	\$30,000	\$30,000	\$0	\$30,000
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$41,895	\$64,734	\$30,000	\$30,000	\$0	\$30,000
Use of Fund Balance	(\$41,658)	\$11,829	\$70,000	\$70,000	\$0	\$70,000
Total Funding Sources	\$237	\$76,563	\$100,000	\$100,000	\$0	\$100,000
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$55,780	\$76,563	\$100,000	\$100,000	\$0	\$100,000
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$55,780	\$76,563	\$100,000	\$100,000	\$0	\$100,000
General Fund Contribution	\$55,543	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - DNA Identification Fund Prop 69						
1777 0017710 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$136,672	\$122,702	\$126,000	\$118,100	(\$7,900)	\$118,000
Revenue from use of Assets	\$1,297	\$1,221	\$1,900	\$1,900	\$0	\$2,000
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$137,969	\$123,923	\$127,900	\$120,000	(\$7,900)	\$120,000
Use of Fund Balance	\$70,031	\$84,077	\$80,100	\$70,000	(\$10,100)	\$0
Total Funding Sources	\$208,000	\$208,000	\$208,000	\$190,000	(\$18,000)	\$120,000
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$208,000	\$208,000	\$208,000	\$190,000	(\$18,000)	\$120,000
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$208,000	\$208,000	\$208,000	\$190,000	(\$18,000)	\$120,000
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - Economic Development Bank						
0105 0015291 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$16,014	\$57,443	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$1,500,000	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,516,014	\$57,443	\$0	\$0	\$0	\$0
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$1,516,014	\$57,443	\$0	\$0	\$0	\$0
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$195,467	\$22,045	\$0	\$0	\$0	\$0
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$2,880,000	\$2,880,000	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$195,467	\$22,045	\$0	\$2,880,000	\$2,880,000	\$0
General Fund Contribution	(\$1,320,547)	(\$35,398)	\$0	\$2,880,000	\$2,880,000	\$0
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - Focus on Prevention						
0100 0016001 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$2,562,287	\$130,378	\$130,378	\$0	\$137,000
Charges for Service	\$0	\$120,600	\$144,285	\$144,285	\$0	\$152,000
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$2,682,887	\$274,663	\$274,663	\$0	\$289,000
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$0	\$2,682,887	\$274,663	\$274,663	\$0	\$289,000
Salaries and Benefits	\$0	\$459,811	\$762,690	\$0	(\$762,690)	\$0
Services and Supplies	\$34,135	\$288,430	\$991,573	\$991,573	\$0	\$466,955
Other Charges	\$0	\$25,740	\$20,400	\$783,090	\$762,690	\$822,045
Fixed Assets						
Buildings & Improvements	\$0	\$99,255	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$34,135	\$873,236	\$1,774,663	\$1,774,663	\$0	\$1,289,000
General Fund Contribution	\$34,135	(\$1,809,651)	\$1,500,000	\$1,500,000	\$0	\$1,000,000
Total Allocated Positions	-	-	5	0	(5)	0

Chief Executive Office - General Fund Contribution to Other Programs						
0100 0016401 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$0	\$0	\$0	\$0	\$0	\$0
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Other Charges	\$3,806,620	\$4,364,140	\$4,379,034	\$6,846,487	\$2,467,453	\$4,596,487
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$6,867,977	\$2,327,394	\$1,713,349	\$1,713,349	\$0	\$1,705,268
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$10,674,597	\$6,691,534	\$6,092,383	\$8,559,836	\$2,467,453	\$6,301,755
General Fund Contribution	\$10,674,597	\$6,691,534	\$6,092,383	\$8,559,836	\$2,467,453	\$6,301,755
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - General Fund Match - VLF						
0100 0016051 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$27,039,901	\$28,652,823	\$33,500,000	\$33,500,000	\$0	\$33,500,000
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$27,039,901	\$28,652,823	\$33,500,000	\$33,500,000	\$0	\$33,500,000
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$27,039,901	\$28,652,823	\$33,500,000	\$33,500,000	\$0	\$33,500,000
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$27,039,901	\$28,652,823	\$33,500,000	\$33,500,000	\$0	\$33,500,000
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$27,039,901	\$28,652,823	\$33,500,000	\$33,500,000	\$0	\$33,500,000
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - Jail Medical						
0100 0017400 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$500,000	\$1,224,891	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$500,000	\$1,224,891	\$0	\$0	\$0	\$0
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$500,000	\$1,224,891	\$0	\$0	\$0	\$0
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$10,514,241	\$13,066,855	\$0	\$0	\$0	\$0
Other Charges	\$28	\$50	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$10,514,269	\$13,066,905	\$0	\$0	\$0	\$0
General Fund Contribution	\$10,014,269	\$11,842,014	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - Mandated County Match						
0100 0016061 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$410	\$1,958	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$410	\$1,958	\$0	\$0	\$0	\$0
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$410	\$1,958	\$0	\$0	\$0	\$0
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$16,038,970	\$18,664,225	\$19,068,077	\$19,068,077	\$0	\$19,068,077
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$16,038,970	\$18,664,225	\$19,068,077	\$19,068,077	\$0	\$19,068,077
General Fund Contribution	\$16,038,560	\$18,662,267	\$19,068,077	\$19,068,077	\$0	\$19,068,077
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - Plant Acquisition						
0100 0016031 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$180,804	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$104,829	\$52,746	\$0	\$0	\$0	\$0
Total Revenue	\$285,633	\$52,746	\$0	\$0	\$0	\$0
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$285,633	\$52,746	\$0	\$0	\$0	\$0
Salaries and Benefits	\$192,131	\$146,075	\$83,325	\$83,325	\$0	\$0
Services and Supplies	\$1,962,552	\$2,699,892	\$3,159,750	\$3,159,750	\$0	\$3,159,750
Other Charges	\$30,711	\$4,291	\$89,460	\$89,460	\$0	\$92,591
Fixed Assets						
Equipment	\$323,911	\$68,134	\$0	\$0	\$0	\$0
Other Financing Uses	\$1,302,557	\$437,500	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$3,811,862	\$3,355,892	\$3,332,535	\$3,332,535	\$0	\$3,252,341
General Fund Contribution	\$3,526,229	\$3,303,146	\$3,332,535	\$3,332,535	\$0	\$3,252,341
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - Stanislaus Veterans Center						
1665 0016600 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$113,157	\$151,804	\$210,231	\$210,231	\$0	\$210,231
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$70,423	\$288,315	\$308,969	\$308,969	\$0	\$314,706
Miscellaneous Revenue	\$82,746	\$80,923	\$80,000	\$80,000	\$0	\$80,000
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$266,326	\$521,042	\$599,200	\$599,200	\$0	\$604,937
Use of Fund Balance	(\$1,073,118)	\$6,931	\$100,000	\$100,000	\$0	\$100,000
Total Funding Sources	(\$806,792)	\$527,973	\$699,200	\$699,200	\$0	\$704,937
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$290,431	\$533,809	\$635,296	\$635,296	\$0	\$635,296
Other Charges	\$2,777	\$94,164	\$163,904	\$163,904	\$0	\$169,641
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$293,208	\$627,973	\$799,200	\$799,200	\$0	\$804,937
General Fund Contribution	\$1,100,000	\$100,000	\$100,000	\$100,000	\$0	\$100,000
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - OES/Fire Warden						
0100 0015500 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$235,425	\$236,389	\$236,389	\$236,389	\$0	\$243,481
Charges for Service	\$57,161	\$25,877	\$14,658	\$14,658	\$0	\$15,098
Miscellaneous Revenue	\$1,131	\$995	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$293,717	\$263,261	\$251,047	\$251,047	\$0	\$258,579
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$293,717	\$263,261	\$251,047	\$251,047	\$0	\$258,579
Salaries and Benefits	\$891,729	\$1,001,469	\$843,507	\$859,625	\$16,118	\$884,485
Services and Supplies	\$870,772	\$1,069,873	\$935,003	\$935,003	\$0	\$926,328
Other Charges	\$172,235	\$155,790	\$223,060	\$223,060	\$0	\$230,867
Fixed Assets						
Equipment	\$0	\$58,613	\$75,000	\$75,000	\$0	\$75,000
Other Financing Uses	\$132,801	\$189,255	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$601	\$21	\$500	\$500	\$0	\$500
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$2,068,138	\$2,475,021	\$2,077,070	\$2,093,188	\$16,118	\$2,117,180
General Fund Contribution	\$1,774,421	\$2,211,760	\$1,826,023	\$1,842,141	\$16,118	\$1,858,601
Total Allocated Positions	-	-	7	7	0	7

Chief Executive Office - OES Homeland Security Grants						
1670 0017370 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$605,197	\$299,314	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$48,569	\$0	\$0	\$0	\$0
Total Revenue	\$605,197	\$347,883	\$0	\$0	\$0	\$0
Use of Fund Balance	\$9,917	(\$21,371)	\$0	\$0	\$0	\$0
Total Funding Sources	\$615,114	\$326,512	\$0	\$0	\$0	\$0
Salaries and Benefits	\$74,973	\$64,162	\$0	\$0	\$0	\$0
Services and Supplies	\$313,108	\$122,329	\$0	\$0	\$0	\$0
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets						
Buildings & Improvements	\$46,366	\$0	\$0	\$0	\$0	\$0
Equipment	\$180,667	\$112,269	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$27,753	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$615,114	\$326,512	\$0	\$0	\$0	\$0
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - County Fire Service Fund						
1725 0017100 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$1,429,972	\$1,505,321	\$1,385,526	\$1,385,526	\$0	\$1,427,092
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$14,980	\$15,020	\$14,500	\$14,500	\$0	\$14,935
Charges for Service	\$172,354	\$188,611	\$175,000	\$175,000	\$0	\$180,250
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,617,306	\$1,708,952	\$1,575,026	\$1,575,026	\$0	\$1,622,277
Use of Fund Balance	(\$320,629)	(\$392,694)	\$128,000	\$128,000	\$0	\$128,000
Total Funding Sources	\$1,296,677	\$1,316,258	\$1,703,026	\$1,703,026	\$0	\$1,750,277
Salaries and Benefits	\$659,887	\$841,092	\$958,210	\$958,210	\$0	\$1,027,886
Services and Supplies	\$515,018	\$528,126	\$716,280	\$716,280	\$0	\$741,350
Other Charges	\$159,098	\$160,028	\$113,524	\$113,524	\$0	\$117,497
Fixed Assets						
Equipment	\$42,861	\$0	\$128,000	\$128,000	\$0	\$128,000
Other Financing Uses	\$132,801	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$1,509,665	\$1,529,246	\$1,916,014	\$1,916,014	\$0	\$2,014,733
General Fund Contribution	\$212,988	\$212,988	\$212,988	\$212,988	\$0	\$264,456
Total Allocated Positions	-	-	7	7	0	7

Chief Executive Office - Risk Management Division						
0100 0015600 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$1,440,318	\$1,400,547	\$1,518,730	\$1,518,730	\$0	\$1,564,292
Miscellaneous Revenue	\$1,238	\$3,891	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,441,556	\$1,404,438	\$1,518,730	\$1,518,730	\$0	\$1,564,292
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$1,441,556	\$1,404,438	\$1,518,730	\$1,518,730	\$0	\$1,564,292
Salaries and Benefits	\$1,424,361	\$1,485,778	\$1,623,315	\$1,710,276	\$86,961	\$1,780,166
Services and Supplies	\$272,619	\$107,772	\$102,495	\$102,495	\$0	\$106,082
Other Charges	\$89,966	\$90,511	\$104,400	\$104,400	\$0	\$108,054
Fixed Assets						
Equipment	\$0	\$18,308	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$22	\$45	\$31	\$31	\$0	\$31
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$1,786,968	\$1,702,444	\$1,830,241	\$1,917,202	\$86,961	\$1,994,333
General Fund Contribution	\$345,412	\$297,976	\$311,511	\$398,472	\$86,961	\$430,041
Total Allocated Positions	-	-	12	13	1	13

Chief Executive Office - Dental Self-Insurance						
5101 0018101 Internal Service Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$6,323	\$12,692	\$13,200	\$13,200	\$0	\$13,596
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$4,075,799	\$4,337,512	\$4,349,669	\$4,349,669	\$0	\$4,480,159
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$4,082,122	\$4,350,204	\$4,362,869	\$4,362,869	\$0	\$4,493,755
Retained Earnings	(\$29,332)	(\$185,966)	\$202,735	\$202,735	\$0	\$231,645
Total Funding Sources	\$4,052,790	\$4,164,238	\$4,565,604	\$4,565,604	\$0	\$4,725,400
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$4,012,412	\$4,112,144	\$4,500,310	\$4,500,310	\$0	\$4,657,821
Other Charges	\$40,378	\$52,094	\$65,294	\$65,294	\$0	\$67,579
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$4,052,790	\$4,164,238	\$4,565,604	\$4,565,604	\$0	\$4,725,400
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - General Liability						
5051 0018051 Internal Service Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$20,065	\$41,638	\$35,000	\$35,000	\$0	\$36,050
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$4,847,818	\$3,556,898	\$5,485,608	\$5,485,608	\$0	\$5,650,176
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$4,867,883	\$3,598,536	\$5,520,608	\$5,520,608	\$0	\$5,686,226
Retained Earnings	(\$849,606)	\$1,527,385	\$0	\$0	\$0	\$27,603
Total Funding Sources	\$4,018,277	\$5,125,921	\$5,520,608	\$5,520,608	\$0	\$5,713,829
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$3,797,480	\$4,880,650	\$5,237,967	\$5,237,967	\$0	\$5,421,296
Other Charges	\$220,797	\$245,271	\$282,641	\$282,641	\$0	\$292,533
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$4,018,277	\$5,125,921	\$5,520,608	\$5,520,608	\$0	\$5,713,829
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - Medical Self-Insurance						
5091 0018091 Internal Service Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$74,401	\$162,735	\$180,000	\$180,000	\$0	\$185,400
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$56,935,570	\$58,691,399	\$64,500,734	\$64,500,734	\$0	\$66,435,756
Miscellaneous Revenue	\$100,000	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$57,109,971	\$58,854,134	\$64,680,734	\$64,680,734	\$0	\$66,621,156
Retained Earnings	(\$2,233,732)	\$1,429,439	(\$225,000)	(\$225,000)	\$0	\$90,529
Total Funding Sources	\$54,876,239	\$60,283,573	\$64,455,734	\$64,455,734	\$0	\$66,711,685
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$54,876,239	\$60,283,573	\$64,455,734	\$64,455,734	\$0	\$66,711,685
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$54,876,239	\$60,283,573	\$64,455,734	\$64,455,734	\$0	\$66,711,685
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - Other Employee Benefits						
5093 0018093 Internal Service Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$1,129	\$2,951	\$3,000	\$3,000	\$0	\$3,090
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$385,451	\$403,504	\$407,376	\$407,376	\$0	\$419,597
Miscellaneous Revenue	(\$105,203)	\$100,248	\$98,500	\$98,500	\$0	\$101,455
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$281,377	\$506,703	\$508,876	\$508,876	\$0	\$524,142
Retained Earnings	\$154,085	\$23,556	\$130,452	\$130,452	\$0	\$137,562
Total Funding Sources	\$435,462	\$530,259	\$639,328	\$639,328	\$0	\$661,704
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$149,386	\$156,132	\$165,200	\$165,200	\$0	\$170,982
Other Charges	\$286,076	\$374,127	\$474,128	\$474,128	\$0	\$490,722
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$435,462	\$530,259	\$639,328	\$639,328	\$0	\$661,704
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - Professional Liability						
5061 0018061 Internal Service Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$422	\$4,481	\$5,000	\$5,000	\$0	\$5,150
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$17,733	\$358,258	\$222,100	\$222,100	\$0	\$228,763
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$18,155	\$362,739	\$227,100	\$227,100	\$0	\$233,913
Retained Earnings	\$266,810	\$31,264	\$250,000	\$250,000	\$0	\$259,885
Total Funding Sources	\$284,965	\$394,003	\$477,100	\$477,100	\$0	\$493,798
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$284,913	\$394,003	\$476,997	\$476,997	\$0	\$493,692
Other Charges	\$52	\$0	\$103	\$103	\$0	\$106
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$284,965	\$394,003	\$477,100	\$477,100	\$0	\$493,798
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - Unemployment Insurance						
5071 0018071 Internal Service Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$712	\$2,974	\$3,500	\$3,500	\$0	\$3,605
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$117,748	\$438,500	\$671,850	\$671,850	\$0	\$692,006
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$118,460	\$441,474	\$675,350	\$675,350	\$0	\$695,611
Retained Earnings	\$476,645	\$98,822	(\$57,293)	(\$57,293)	\$0	(\$55,922)
Total Funding Sources	\$595,105	\$540,296	\$618,057	\$618,057	\$0	\$639,689
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$595,037	\$540,263	\$618,012	\$618,012	\$0	\$639,642
Other Charges	\$68	\$33	\$45	\$45	\$0	\$47
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$595,105	\$540,296	\$618,057	\$618,057	\$0	\$639,689
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - Vision Care Insurance						
5111 0018111 Internal Service Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$660	\$1,782	\$2,100	\$2,100	\$0	\$2,163
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$605,419	\$730,834	\$729,679	\$729,679	\$0	\$751,569
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$606,079	\$732,616	\$731,779	\$731,779	\$0	\$753,732
Retained Earnings	\$89,574	(\$14,542)	\$30,000	\$30,000	\$0	\$34,710
Total Funding Sources	\$695,653	\$718,074	\$761,779	\$761,779	\$0	\$788,442
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$676,247	\$692,123	\$727,900	\$727,900	\$0	\$753,377
Other Charges	\$19,406	\$25,951	\$33,879	\$33,879	\$0	\$35,065
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$695,653	\$718,074	\$761,779	\$761,779	\$0	\$788,442
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Chief Executive Office - Workers Compensation						
5081 0018081 Internal Service Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$87,634	\$214,984	\$250,000	\$250,000	\$0	\$257,500
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$4,669,896	\$5,366,184	\$4,973,568	\$4,973,568	\$0	\$5,122,775
Miscellaneous Revenue	\$50	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$4,757,580	\$5,581,168	\$5,223,568	\$5,223,568	\$0	\$5,380,275
Retained Earnings	(\$820,603)	(\$534,168)	\$0	\$0	\$0	\$26,118
Total Funding Sources	\$3,936,977	\$5,047,000	\$5,223,568	\$5,223,568	\$0	\$5,406,393
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$3,655,757	\$4,824,547	\$4,962,345	\$4,962,345	\$0	\$5,136,027
Other Charges	\$281,220	\$222,453	\$261,223	\$261,223	\$0	\$270,366
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$3,936,977	\$5,047,000	\$5,223,568	\$5,223,568	\$0	\$5,406,393
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Child Support Services						
1071 0240000						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$17,085	\$30,708	\$25,000	\$25,000	\$0	\$25,000
Intergovernmental Revenue	\$14,422,828	\$10,816,433	\$15,427,111	\$15,427,111	\$0	\$15,327,950
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$8,215	\$0	\$0	\$0	\$0
Total Revenue	\$14,439,913	\$10,855,356	\$15,452,111	\$15,452,111	\$0	\$15,352,950
Use of Fund Balance	(\$2,508)	\$4,441,925	\$0	\$0	\$0	\$505,018
Total Funding Sources	\$14,437,405	\$15,297,281	\$15,452,111	\$15,452,111	\$0	\$15,857,968
Salaries and Benefits	\$11,941,611	\$12,243,334	\$13,338,067	\$13,338,067	\$0	\$13,848,985
Services and Supplies	\$1,070,981	\$887,352	\$960,832	\$960,832	\$0	\$972,524
Other Charges	\$1,341,586	\$1,210,786	\$1,073,212	\$1,073,212	\$0	\$1,036,459
Fixed Assets						
Buildings & Improvements	\$0	\$4,999	\$0	\$0	\$0	\$0
Equipment	\$83,227	\$950,810	\$80,000	\$80,000	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$14,437,405	\$15,297,281	\$15,452,111	\$15,452,111	\$0	\$15,857,968
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	161	161	0	161

Children and Families Commission						
1755 0016140						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$49,008	\$73,889	\$75,000	\$75,000	\$0	\$43,750
Intergovernmental Revenue	\$4,833,042	\$4,475,630	\$4,814,108	\$4,814,108	\$0	\$4,847,124
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$75,083	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$4,882,050	\$4,624,602	\$4,889,108	\$4,889,108	\$0	\$4,890,874
Use of Fund Balance	\$1,421,736	\$1,804,436	\$1,499,085	\$1,499,085	\$0	\$1,526,471
Total Funding Sources	\$6,303,786	\$6,429,038	\$6,388,193	\$6,388,193	\$0	\$6,417,345
Salaries and Benefits	\$345,370	\$456,323	\$540,588	\$540,588	\$0	\$560,300
Services and Supplies	\$3,109,053	\$3,140,232	\$3,492,027	\$3,492,027	\$0	\$3,499,862
Other Charges	\$2,849,363	\$2,832,483	\$2,355,578	\$2,355,578	\$0	\$2,357,183
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$6,303,786	\$6,429,038	\$6,388,193	\$6,388,193	\$0	\$6,417,345
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	5	5	0	5

Clerk-Recorder						
0100 0020001						
General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$147,448	\$137,452	\$134,947	\$134,947	\$0	\$139,670
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$1,772,733	\$1,691,409	\$1,655,562	\$1,655,562	\$0	\$1,713,508
Miscellaneous Revenue	\$331,257	\$485,833	\$371,178	\$371,178	\$0	\$373,359
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$2,251,438	\$2,314,694	\$2,161,687	\$2,161,687	\$0	\$2,226,537
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$2,251,438	\$2,314,694	\$2,161,687	\$2,161,687	\$0	\$2,226,537
Salaries and Benefits	\$1,562,577	\$1,672,048	\$2,194,572	\$2,271,842	\$77,270	\$2,342,964
Services and Supplies	\$100,925	\$94,547	\$173,648	\$173,648	\$0	\$179,726
Other Charges	\$265,949	\$273,851	\$348,257	\$348,257	\$0	\$360,446
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$446,709	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$460	\$515	\$439	\$439	\$0	\$439
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$1,929,911	\$2,487,670	\$2,716,916	\$2,794,186	\$77,270	\$2,883,575
General Fund Contribution	(\$321,527)	\$172,976	\$555,229	\$632,499	\$77,270	\$657,038
Total Allocated Positions	-	-	34	34	0	34

Clerk-Recorder - Elections						
0100 0020299						
General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$210,503	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$291,620	\$873,333	\$205,000	\$205,000	\$0	\$721,000
Miscellaneous Revenue	\$27,142	\$3,004	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$529,265	\$876,337	\$205,000	\$205,000	\$0	\$721,000
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$529,265	\$876,337	\$205,000	\$205,000	\$0	\$721,000
Salaries and Benefits	\$1,085,757	\$1,074,035	\$1,026,269	\$1,049,457	\$23,188	\$1,082,948
Services and Supplies	\$1,259,285	\$1,623,774	\$1,287,206	\$1,287,206	\$0	\$2,083,741
Other Charges	\$100,917	\$103,300	\$103,656	\$103,656	\$0	\$107,284
Fixed Assets						
Equipment	\$8,250	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$1,198	\$5	\$700	\$700	\$0	\$1,400
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$2,455,407	\$2,801,114	\$2,417,831	\$2,441,019	\$23,188	\$3,275,373
General Fund Contribution	\$1,926,142	\$1,924,777	\$2,212,831	\$2,236,019	\$23,188	\$2,554,373
Total Allocated Positions	-	-	14	14	0	14

Clerk-Recorder Modernization						
1723 0020500						
Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$901,809	\$814,107	\$740,118	\$740,118	\$0	\$762,322
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$901,809	\$814,107	\$740,118	\$740,118	\$0	\$762,322
Use of Fund Balance	\$35,318	\$67,401	\$1,697,680	\$1,697,680	\$0	\$1,753,166
Total Funding Sources	\$937,127	\$881,508	\$2,437,798	\$2,437,798	\$0	\$2,515,488
Salaries and Benefits	\$675,158	\$735,073	\$940,532	\$940,532	\$0	\$971,068
Services and Supplies	\$233,443	\$146,435	\$1,347,266	\$1,347,266	\$0	\$1,394,420
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets						
Equipment	\$28,526	\$0	\$150,000	\$150,000	\$0	\$150,000
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$937,127	\$881,508	\$2,437,798	\$2,437,798	\$0	\$2,515,488
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Clerk-Recorder - Vital & Health Statistics						
1786 0020601						
Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$55,591	\$58,815	\$56,745	\$56,745	\$0	\$58,447
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$55,591	\$58,815	\$56,745	\$56,745	\$0	\$58,447
Use of Fund Balance	(\$55,591)	(\$58,815)	\$127,539	\$127,539	\$0	(\$28,447)
Total Funding Sources	\$0	\$0	\$184,284	\$184,284	\$0	\$30,000
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$184,284	\$184,284	\$0	\$30,000
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$0	\$0	\$184,284	\$184,284	\$0	\$30,000
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

CSA - County Childrens Fund						
1637 0045961						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$14,197	\$14,033	\$13,487	\$13,487	\$0	\$12,813
Charges for Service	\$145,088	\$160,008	\$156,029	\$156,029	\$0	\$163,678
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$159,285	\$174,041	\$169,516	\$169,516	\$0	\$176,491
Use of Fund Balance	(\$49,285)	(\$41,169)	\$0	\$0	\$0	\$0
Total Funding Sources	\$110,000	\$132,872	\$169,516	\$169,516	\$0	\$176,491
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$110,000	\$132,872	\$169,516	\$169,516	\$0	\$176,491
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$110,000	\$132,872	\$169,516	\$169,516	\$0	\$176,491
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

CSA - General Assistance						
1633 0045901						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$188,456	\$238,499	\$173,344	\$173,344	\$0	\$173,344
Miscellaneous Revenue	\$11,199	\$6,797	\$1,705	\$1,705	\$0	\$1,705
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$199,655	\$245,296	\$175,049	\$175,049	\$0	\$175,049
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$199,655	\$245,296	\$175,049	\$175,049	\$0	\$175,049
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Other Charges	\$688,532	\$984,991	\$981,716	\$1,139,549	\$157,833	\$1,135,522
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$688,532	\$984,991	\$981,716	\$1,139,549	\$157,833	\$1,135,522
General Fund Contribution	\$488,877	\$739,695	\$806,667	\$964,500	\$157,833	\$960,473
Total Allocated Positions	-	-	-	0	0	0

CSA - IHSS Provider Wages						
1642 0045992						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$149	\$148	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$82,176,599	\$93,880,783	\$105,149,053	\$105,149,053	\$0	\$117,010,470
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$426,998	\$1,384,843	\$1,826,368	\$1,826,368	\$0	\$1,881,159
Total Revenue	\$82,603,746	\$95,265,774	\$106,975,421	\$106,975,421	\$0	\$118,891,629
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$82,603,746	\$95,265,774	\$106,975,421	\$106,975,421	\$0	\$118,891,629
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Other Charges	\$83,934,898	\$98,878,832	\$110,684,933	\$110,684,933	\$0	\$122,601,141
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$83,934,898	\$98,878,832	\$110,684,933	\$110,684,933	\$0	\$122,601,141
General Fund Contribution	\$1,331,152	\$3,613,058	\$3,709,512	\$3,709,512	\$0	\$3,709,512
Total Allocated Positions	-	-	-	0	0	0

CSA - IHSS Public Authority - Administration						
1640 0045980						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$2	\$2	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$939,008	\$546,313	\$604,393	\$604,393	\$0	\$604,078
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$10,492	\$10,492	\$10,492	\$10,492	\$0	\$10,807
Total Revenue	\$949,502	\$556,807	\$614,885	\$614,885	\$0	\$614,885
Use of Fund Balance	(\$1)	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$949,501	\$556,807	\$614,885	\$614,885	\$0	\$614,885
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$184,091	\$18,897	\$48,675	\$48,675	\$0	\$48,675
Other Charges	\$770,056	\$552,690	\$610,439	\$610,439	\$0	\$610,439
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$954,147	\$571,587	\$659,114	\$659,114	\$0	\$659,114
General Fund Contribution	\$4,646	\$14,780	\$44,229	\$44,229	\$0	\$44,229
Total Allocated Positions	-	-	-	0	0	0

CSA - IHSS Public Authority - Benefits						
1641 0045990						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$566,637	\$548,445	\$728,904	\$728,904	\$0	\$752,522
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$22,727	\$51,409	\$319,897	\$319,897	\$0	\$264,897
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$589,364	\$599,854	\$1,048,801	\$1,048,801	\$0	\$1,017,419
Use of Fund Balance	\$1	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$589,365	\$599,854	\$1,048,801	\$1,048,801	\$0	\$1,017,419
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$568,865	\$599,854	\$1,048,801	\$1,048,801	\$0	\$1,014,845
Other Charges	\$87,241	\$89,806	\$94,296	\$94,296	\$0	\$100,897
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$656,106	\$689,660	\$1,143,097	\$1,143,097	\$0	\$1,115,742
General Fund Contribution	\$66,741	\$89,806	\$94,296	\$94,296	\$0	\$98,323
Total Allocated Positions	-	-	-	0	0	0

CSA - Program Services and Support						
1631 0045050						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$85,492	\$101,785	\$96,600	\$96,600	\$0	\$96,600
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$4,152	\$76,899	\$133,462	\$133,462	\$0	\$133,462
Intergovernmental Revenue	\$131,440,193	\$140,194,417	\$155,330,417	\$159,328,689	\$3,998,272	\$159,180,670
Charges for Service	\$886,329	\$1,184,315	\$1,989,743	\$1,989,743	\$0	\$1,989,743
Miscellaneous Revenue	\$12,060	\$42,072	\$0	\$0	\$0	\$0
Other Financing Sources	\$552,125	\$309,549	\$333,743	\$333,743	\$0	\$326,281
Total Revenue	\$132,980,351	\$141,909,037	\$157,883,965	\$161,882,237	\$3,998,272	\$161,726,756
Use of Fund Balance	(\$31,560)	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$132,948,791	\$141,909,037	\$157,883,965	\$161,882,237	\$3,998,272	\$161,726,756
Salaries and Benefits	\$82,393,116	\$88,778,829	\$95,280,912	\$99,279,184	\$3,998,272	\$99,279,184
Services and Supplies	\$21,457,396	\$24,710,999	\$29,868,751	\$29,868,751	\$0	\$29,868,751
Other Charges	\$32,435,258	\$31,626,358	\$35,498,064	\$35,498,064	\$0	\$35,498,064
Fixed Assets						
Equipment	\$518,638	\$601,782	\$1,000,000	\$1,000,000	\$0	\$1,000,000
Other Financing Uses	\$0	\$0	\$251,657	\$251,657	\$0	\$251,657
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$136,804,408	\$145,717,968	\$161,899,384	\$165,897,656	\$3,998,272	\$165,897,656
General Fund Contribution	\$3,855,617	\$3,808,931	\$4,015,419	\$4,015,419	\$0	\$4,170,900
Total Allocated Positions	-	-	1138	1138	0	1138

CSA - Public Economic Assistance						
1632 0045801 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$189	\$392	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$76,398,466	\$75,995,184	\$85,702,277	\$88,839,576	\$3,137,299	\$88,830,809
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$18,813,726	\$20,659,997	\$17,237,824	\$17,237,824	\$0	\$17,246,591
Total Revenue	\$95,212,381	\$96,655,573	\$102,940,101	\$106,077,400	\$3,137,299	\$106,077,400
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$95,212,381	\$96,655,573	\$102,940,101	\$106,077,400	\$3,137,299	\$106,077,400
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Other Charges	\$97,028,182	\$98,577,391	\$104,861,919	\$107,841,385	\$2,979,466	\$107,841,385
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$97,028,182	\$98,577,391	\$104,861,919	\$107,841,385	\$2,979,466	\$107,841,385
General Fund Contribution	\$1,815,801	\$1,921,818	\$1,921,818	\$1,763,985	(\$157,833)	\$1,763,985
Total Allocated Positions	-	-	-	0	0	0

Cooperative Extension						
0100 0021100 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$819	\$3,652	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$1,958	\$0	\$0	\$0	\$0
Total Revenue	\$819	\$5,610	\$0	\$0	\$0	\$0
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$819	\$5,610	\$0	\$0	\$0	\$0
Salaries and Benefits	\$295,078	\$287,223	\$483,385	\$490,805	\$7,420	\$506,732
Services and Supplies	\$22,751	\$23,210	\$27,884	\$34,384	\$6,500	\$28,860
Other Charges	\$131,951	\$142,702	\$139,318	\$139,318	\$0	\$144,194
Fixed Assets						
Equipment	\$44,296	\$51,805	\$54,500	\$54,500	\$0	\$54,500
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$105	\$45	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$494,181	\$504,984	\$705,087	\$719,007	\$13,920	\$734,286
General Fund Contribution	\$493,362	\$499,374	\$705,087	\$719,007	\$13,920	\$734,286
Total Allocated Positions	-	-	5	5	0	5

Cooperative Extension - Farm & Home Advisors Res						
1766 0021401 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Use of Fund Balance	\$1,042	\$0	\$5,000	\$5,000	\$0	\$5,175
Total Funding Sources	\$1,042	\$0	\$5,000	\$5,000	\$0	\$5,175
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$1,042	\$0	\$5,000	\$5,000	\$0	\$5,175
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$1,042	\$0	\$5,000	\$5,000	\$0	\$5,175
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

County Counsel						
0100 0022000 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$195,009	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$4,747	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$1,455,371	\$1,532,448	\$1,591,667	\$1,591,667	\$0	\$1,639,417
Miscellaneous Revenue	\$3,311	\$207	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,458,682	\$1,732,411	\$1,591,667	\$1,591,667	\$0	\$1,639,417
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$1,458,682	\$1,732,411	\$1,591,667	\$1,591,667	\$0	\$1,639,417
Salaries and Benefits	\$2,250,106	\$2,445,687	\$2,795,915	\$2,882,723	\$86,808	\$2,969,345
Services and Supplies	\$81,763	\$94,153	\$218,415	\$218,415	\$0	\$226,060
Other Charges	\$173,095	\$152,813	\$213,992	\$213,992	\$0	\$221,482
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$70	\$167	\$30	\$30	\$0	\$30
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$2,505,034	\$2,692,820	\$3,228,352	\$3,315,160	\$86,808	\$3,416,917
General Fund Contribution	\$1,046,352	\$960,409	\$1,636,685	\$1,723,493	\$86,808	\$1,777,500
Total Allocated Positions	-	-	16	16	0	16

District Attorney - Criminal Division						
0100 0023100						
General Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D- Column C	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$2,673	\$8,591	\$4,000	\$4,000	\$0	\$4,120
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$739,406	\$888,306	\$595,750	\$595,750	\$0	\$613,623
Charges for Service	\$785,283	\$818,211	\$1,208,154	\$1,208,154	\$0	\$1,118,932
Miscellaneous Revenue	\$1,190	\$4,061	\$1,000	\$1,000	\$0	\$1,030
Other Financing Sources	\$10,532	\$401,502	\$0	\$0	\$0	\$0
Total Revenue	\$1,549,084	\$2,120,671	\$1,808,904	\$1,808,904	\$0	\$1,737,705
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$1,549,084	\$2,120,671	\$1,808,904	\$1,808,904	\$0	\$1,737,705
Salaries and Benefits	\$13,393,740	\$15,032,796	\$17,682,995	\$18,218,545	\$535,550	\$18,611,876
Services and Supplies	\$1,747,731	\$1,165,797	\$1,211,796	\$1,181,796	(\$30,000)	\$1,198,319
Other Charges	\$987,821	\$1,040,213	\$1,335,880	\$1,335,880	\$0	\$1,382,637
Fixed Assets						
Equipment	\$311,663	\$189,723	\$102,400	\$188,800	\$86,400	\$102,400
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$531)	(\$6,223)	(\$9,108)	(\$9,108)	\$0	(\$9,108)
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$16,440,424	\$17,422,305	\$20,323,963	\$20,915,913	\$591,950	\$21,286,124
General Fund Contribution	\$14,891,340	\$15,301,634	\$18,515,059	\$19,107,009	\$591,950	\$19,548,419
Total Allocated Positions	-	-	130	132	2	132

District Attorney - Arson Task Force						
1761 0023229						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D- Column C	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$45,132	\$43,077	\$82,659	\$82,659	\$0	\$82,659
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$45,132	\$43,077	\$82,659	\$82,659	\$0	\$82,659
Use of Fund Balance	(\$5,362)	\$22,539	\$0	\$0	\$0	\$0
Total Funding Sources	\$39,770	\$65,616	\$82,659	\$82,659	\$0	\$82,659
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$39,770	\$65,616	\$82,659	\$82,659	\$0	\$82,659
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$39,770	\$65,616	\$82,659	\$82,659	\$0	\$82,659
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

District Attorney - Auto Insurance Fraud Prosecution						
1712 0023212 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$143,460	\$172,924	\$207,887	\$207,887	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$143,460	\$172,924	\$207,887	\$207,887	\$0	\$0
Use of Fund Balance	\$16,551	(\$4,810)	\$0	\$0	\$0	\$0
Total Funding Sources	\$160,011	\$168,114	\$207,887	\$207,887	\$0	\$0
Salaries and Benefits	\$149,775	\$161,241	\$167,520	\$167,520	\$0	\$0
Services and Supplies	\$10,236	\$6,873	\$40,367	\$40,367	\$0	\$0
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$160,011	\$168,114	\$207,887	\$207,887	\$0	\$0
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	2	2	0	2

District Attorney - Consumer Fraud Prosecution Program						
177A 0023310 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$155,540	\$92,982	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$155,540	\$92,982	\$0	\$0	\$0	\$0
Use of Fund Balance	(\$67,660)	\$305,103	\$0	\$0	\$0	\$0
Total Funding Sources	\$87,880	\$398,085	\$0	\$0	\$0	\$0
Salaries and Benefits	\$87,953	\$0	\$0	\$0	\$0	\$0
Services and Supplies	(\$73)	\$0	\$0	\$0	\$0	\$0
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$398,085	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$87,880	\$398,085	\$0	\$0	\$0	\$0
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

District Attorney - Criminal Division Asset Forfeiture						
1771 0023271 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$13,718	\$13,012	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$13,718	\$13,012	\$0	\$0	\$0	\$0
Use of Fund Balance	(\$13,185)	(\$7,647)	\$6,000	\$6,000	\$0	\$6,000
Total Funding Sources	\$533	\$5,365	\$6,000	\$6,000	\$0	\$6,000
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$533	\$5,365	\$6,000	\$6,000	\$0	\$6,000
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$533	\$5,365	\$6,000	\$6,000	\$0	\$6,000
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

District Attorney - Elder Abuse Advocacy & Outreach						
1706 0023206 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$62,589	\$90,678	\$192,849	\$192,849	\$0	\$96,425
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$62,589	\$90,678	\$192,849	\$192,849	\$0	\$96,425
Use of Fund Balance	(\$14,296)	\$8,131	\$0	\$0	\$0	\$0
Total Funding Sources	\$48,293	\$98,809	\$192,849	\$192,849	\$0	\$96,425
Salaries and Benefits	\$30,623	\$77,544	\$80,795	\$80,795	\$0	\$39,620
Services and Supplies	\$25,457	\$29,052	\$120,612	\$120,612	\$0	\$61,102
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$56,080	\$106,596	\$201,407	\$201,407	\$0	\$100,722
General Fund Contribution	\$7,787	\$7,787	\$8,558	\$8,558	\$0	\$4,297
Total Allocated Positions	-	-	1	1	0	1

District Attorney - Federal Asset Forfeiture						
1707 0023207 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$54	\$44	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$54	\$44	\$0	\$0	\$0	\$0
Use of Fund Balance	(\$54)	\$4,541	\$2,731	\$2,731	\$0	\$0
Total Funding Sources	\$0	\$4,585	\$2,731	\$2,731	\$0	\$0
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$4,585	\$2,731	\$2,731	\$0	\$0
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$0	\$4,585	\$2,731	\$2,731	\$0	\$0
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

District Attorney - Impaired Driver Vertical Prosecution						
1678 0023209 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$212,077	\$38,410	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$212,077	\$38,410	\$0	\$0	\$0	\$0
Use of Fund Balance	\$342	(\$14,620)	\$0	\$0	\$0	\$0
Total Funding Sources	\$212,419	\$23,790	\$0	\$0	\$0	\$0
Salaries and Benefits	\$211,973	\$24,236	\$0	\$0	\$0	\$0
Services and Supplies	\$446	(\$446)	\$0	\$0	\$0	\$0
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$212,419	\$23,790	\$0	\$0	\$0	\$0
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

District Attorney - Real Estate Fraud						
1776 0023276						
Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$5,000	\$5,000	\$0	\$5,150
Charges for Service	\$230,915	\$202,549	\$185,000	\$185,000	\$0	\$190,550
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$230,915	\$202,549	\$190,000	\$190,000	\$0	\$195,700
Use of Fund Balance	\$131,967	\$120,508	\$0	\$0	\$0	\$0
Total Funding Sources	\$362,882	\$323,057	\$190,000	\$190,000	\$0	\$195,700
Salaries and Benefits	\$360,485	\$377,733	\$259,229	\$259,229	\$0	\$265,892
Services and Supplies	\$2,397	\$60	\$1,000	\$1,000	\$0	\$1,035
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$362,882	\$377,793	\$260,229	\$260,229	\$0	\$266,927
General Fund Contribution	\$0	\$54,736	\$70,229	\$70,229	\$0	\$71,227
Total Allocated Positions	-	-	2	2	0	2

District Attorney - Unserved/Underserved Victim Advocacy and Outreach Program						
1686 0023208						
Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$126,168	\$184,203	\$169,041	\$169,041	\$0	\$84,521
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$126,168	\$184,203	\$169,041	\$169,041	\$0	\$84,521
Use of Fund Balance	(\$5,499)	(\$29,626)	\$0	\$0	\$0	\$0
Total Funding Sources	\$120,669	\$154,577	\$169,041	\$169,041	\$0	\$84,521
Salaries and Benefits	\$127,506	\$160,633	\$171,000	\$171,000	\$0	\$85,501
Services and Supplies	\$9,863	\$10,648	\$17,876	\$17,876	\$0	\$8,938
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$137,369	\$171,281	\$188,876	\$188,876	\$0	\$94,439
General Fund Contribution	\$16,700	\$16,704	\$19,835	\$19,835	\$0	\$9,918
Total Allocated Positions	-	-	2	2	0	2

District Attorney - Victim Compensation & Government Claims						
1710 0023220 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$66,586	\$66,856	\$66,586	\$66,586	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$66,586	\$66,856	\$66,586	\$66,586	\$0	\$0
Use of Fund Balance	(\$46)	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$66,540	\$66,856	\$66,586	\$66,586	\$0	\$0
Salaries and Benefits	\$89,567	\$87,150	\$86,881	\$86,881	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$89,567	\$87,150	\$86,881	\$86,881	\$0	\$0
General Fund Contribution	\$23,027	\$20,294	\$20,295	\$20,295	\$0	\$0
Total Allocated Positions	-	-	1	1	0	1

District Attorney - Victim Services Program						
1714 0023214 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$681,482	\$1,014,357	\$1,090,758	\$1,090,758	\$0	\$354,817
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$681,482	\$1,014,357	\$1,090,758	\$1,090,758	\$0	\$354,817
Use of Fund Balance	\$1,048	(\$23,704)	\$0	\$0	\$0	\$0
Total Funding Sources	\$682,530	\$990,653	\$1,090,758	\$1,090,758	\$0	\$354,817
Salaries and Benefits	\$464,930	\$634,694	\$683,150	\$683,150	\$0	\$210,951
Services and Supplies	\$217,600	\$280,287	\$407,608	\$407,608	\$0	\$143,866
Other Charges	\$0	\$595	\$0	\$0	\$0	\$0
Fixed Assets						
Equipment	\$0	\$75,077	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$682,530	\$990,653	\$1,090,758	\$1,090,758	\$0	\$354,817
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	9	9	0	9

Environmental Resources						
1001 0034100						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$136,388	\$25,165	\$31,000	\$31,000	\$0	\$31,000
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	(\$18,933)	\$329,992	\$285,940	\$285,940	\$0	\$175,661
Charges for Service	\$5,626,085	\$5,569,861	\$5,681,587	\$5,681,587	\$0	\$5,730,082
Miscellaneous Revenue	\$80,140	\$8,805	\$13,800	\$13,800	\$0	\$13,800
Other Financing Sources	\$856,519	\$762,778	\$846,405	\$846,405	\$0	\$846,405
Total Revenue	\$6,680,199	\$6,696,601	\$6,858,732	\$6,858,732	\$0	\$6,796,948
Use of Fund Balance	\$258,913	\$1,146,718	\$2,151,171	\$2,156,171	\$5,000	\$2,692,209
Total Funding Sources	\$6,939,112	\$7,843,319	\$9,009,903	\$9,014,903	\$5,000	\$9,489,157
Salaries and Benefits	\$7,392,756	\$8,405,463	\$9,291,448	\$9,291,448	\$0	\$9,723,473
Services and Supplies	\$828,685	\$1,154,781	\$1,463,077	\$1,463,077	\$0	\$1,369,187
Other Charges	\$754,620	\$858,561	\$1,064,299	\$1,064,299	\$0	\$1,101,550
Fixed Assets						
Buildings & Improvements	\$44,862	\$100,291	\$0	\$0	\$0	\$200,000
Equipment	\$206,162	\$201,154	\$186,500	\$191,500	\$5,000	\$159,000
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$1,376,383)	(\$1,717,432)	(\$1,960,910)	(\$1,960,910)	\$0	(\$2,029,542)
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$7,850,702	\$9,002,818	\$10,044,414	\$10,049,414	\$5,000	\$10,523,668
General Fund Contribution	\$911,590	\$1,159,499	\$1,034,511	\$1,034,511	\$0	\$1,034,511
Total Allocated Positions	-	-	88	88	0	88

Environmental Resources - AB 939 - Source Reduction and Recycle						
1004 0034204						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$5,167	\$8,587	\$5,000	\$5,000	\$0	\$5,000
Intergovernmental Revenue	\$55,743	(\$155,068)	\$338,400	\$338,400	\$0	\$338,400
Charges for Service	\$575,700	\$550,072	\$580,200	\$580,200	\$0	\$580,200
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$636,610	\$403,591	\$923,600	\$923,600	\$0	\$923,600
Use of Fund Balance	(\$34,957)	\$468,646	\$0	\$0	\$0	\$0
Total Funding Sources	\$601,653	\$872,237	\$923,600	\$923,600	\$0	\$923,600
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$279,257	\$333,608	\$406,000	\$406,000	\$0	\$406,000
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$322,396	\$538,629	\$517,600	\$517,600	\$0	\$517,600
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$601,653	\$872,237	\$923,600	\$923,600	\$0	\$923,600
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Environmental Resources - Abandoned Vehicle Abatement						
1014 0034234 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$58,677	\$60,648	\$52,000	\$52,000	\$0	\$53,560
Charges for Service	\$386	\$25	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$59,063	\$60,673	\$52,000	\$52,000	\$0	\$53,560
Use of Fund Balance	(\$16,110)	(\$1,222)	\$4,694	\$4,694	\$0	\$10,691
Total Funding Sources	\$42,953	\$59,451	\$56,694	\$56,694	\$0	\$64,251
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$750	\$5,265	\$1,980	\$1,980	\$0	\$7,622
Other Charges	\$850	\$1,798	\$898	\$898	\$0	\$929
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$41,353	\$52,388	\$53,816	\$53,816	\$0	\$55,700
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$42,953	\$59,451	\$56,694	\$56,694	\$0	\$64,251
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Environmental Resources - Beverage Container Recycling						
1010 0034211 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$28,890	\$28,842	\$30,000	\$30,000	\$0	\$30,900
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$28,890	\$28,842	\$30,000	\$30,000	\$0	\$30,900
Use of Fund Balance	\$662	\$5,172	\$0	\$0	\$0	\$0
Total Funding Sources	\$29,552	\$34,014	\$30,000	\$30,000	\$0	\$30,900
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$12,711	\$21,014	\$20,000	\$20,000	\$0	\$20,700
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$16,841	\$13,000	\$10,000	\$10,000	\$0	\$10,200
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$29,552	\$34,014	\$30,000	\$30,000	\$0	\$30,900
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Environmental Resources - Code Enforcement Abatement						
1016 0034237 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Use of Fund Balance	\$19,093	\$0	\$20,000	\$20,000	\$0	\$20,000
Total Funding Sources	\$19,093	\$0	\$20,000	\$20,000	\$0	\$20,000
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$8,310	\$0	\$9,217	\$9,217	\$0	\$9,217
Other Charges	\$10,783	\$0	\$10,783	\$10,783	\$0	\$10,783
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$19,093	\$0	\$20,000	\$20,000	\$0	\$20,000
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Environmental Resources - Disclosure Program						
1005 0034205 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$1,305	\$1,419	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$363,428	\$356,167	\$381,180	\$381,180	\$0	\$393,400
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$364,733	\$357,586	\$381,180	\$381,180	\$0	\$393,400
Use of Fund Balance	\$38,187	\$9,022	\$66,320	\$66,320	\$0	\$69,150
Total Funding Sources	\$402,920	\$366,608	\$447,500	\$447,500	\$0	\$462,550
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$7,920	\$6,600	\$17,500	\$17,500	\$0	\$17,500
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$395,000	\$360,008	\$430,000	\$430,000	\$0	\$445,050
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$402,920	\$366,608	\$447,500	\$447,500	\$0	\$462,550
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Environmental Resources - E-Waste Collection Facility						
1015 0034236 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$0	\$0	\$0	\$0	\$0	\$0
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$0	\$0	\$0	\$0	\$0	\$0
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Environmental Resources - Fink Road Landfill						
4021 0041100 Enterprise Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$660,455	\$726,421	\$500,000	\$500,000	\$0	\$515,000
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$7,751,814	\$9,182,258	\$8,075,000	\$8,075,000	\$0	\$8,075,000
Miscellaneous Revenue	\$37,676	\$223	\$10,000	\$10,000	\$0	\$10,000
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$8,449,945	\$9,908,902	\$8,585,000	\$8,585,000	\$0	\$8,600,000
Retained Earnings	(\$1,424,763)	\$5,350,694	\$7,881,229	\$7,951,899	\$70,670	\$9,016,319
Total Funding Sources	\$7,025,182	\$15,259,596	\$16,466,229	\$16,536,899	\$70,670	\$17,616,319
Salaries and Benefits	\$1,224,763	\$1,446,229	\$1,800,139	\$1,870,809	\$70,670	\$1,945,465
Services and Supplies	\$2,451,462	\$6,800,627	\$8,795,850	\$8,795,850	\$0	\$9,107,210
Other Charges	\$1,531,027	\$2,391,225	\$542,168	\$542,168	\$0	\$557,644
Fixed Assets						
Buildings & Improvements	\$0	\$0	\$100,000	\$100,000	\$0	\$150,000
Equipment	\$7,811	\$12,440	\$2,028,072	\$2,028,072	\$0	\$656,000
Other Financing Uses	\$1,810,119	\$4,609,075	\$3,200,000	\$3,200,000	\$0	\$5,200,000
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$7,025,182	\$15,259,596	\$16,466,229	\$16,536,899	\$70,670	\$17,616,319
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	17	18	1	18

Environmental Resources - Geer Road Landfill						
4031 0041200 Enterprise Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$12,618	\$12,987	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$1,400,000	\$4,160,223	\$2,724,534	\$2,724,534	\$0	\$4,701,971
Total Revenue	\$1,412,618	\$4,173,210	\$2,724,534	\$2,724,534	\$0	\$4,701,971
Retained Earnings	(\$1,412,618)	(\$146,166)	\$85,000	\$85,000	\$0	\$87,976
Total Funding Sources	\$0	\$4,027,044	\$2,809,534	\$2,809,534	\$0	\$4,789,947
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	(\$55,234)	\$3,974,923	\$2,699,900	\$2,699,900	\$0	\$4,676,475
Other Charges	\$55,234	\$52,121	\$109,634	\$109,634	\$0	\$113,472
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$0	\$4,027,044	\$2,809,534	\$2,809,534	\$0	\$4,789,947
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Environmental Resources - Household Hazardous Waste						
1002 0034202 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$5,619	\$10,789	\$6,000	\$6,000	\$0	\$6,000
Intergovernmental Revenue	\$165,593	\$144,391	\$0	\$0	\$0	\$0
Charges for Service	\$609,196	\$585,887	\$761,500	\$761,500	\$0	\$761,500
Miscellaneous Revenue	\$14,555	\$33,571	\$35,000	\$35,000	\$0	\$17,000
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$794,963	\$774,638	\$802,500	\$802,500	\$0	\$784,500
Use of Fund Balance	(\$142,378)	\$87,632	\$352,108	\$361,108	\$9,000	\$197,696
Total Funding Sources	\$652,585	\$862,270	\$1,154,608	\$1,163,608	\$9,000	\$982,196
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$165,927	\$235,887	\$378,569	\$378,569	\$0	\$359,222
Other Charges	\$548	\$4,425	\$2,049	\$2,049	\$0	\$6,769
Fixed Assets						
Buildings & Improvements	\$0	\$0	\$140,000	\$140,000	\$0	\$0
Equipment	\$0	\$0	\$85,000	\$94,000	\$9,000	\$48,000
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$486,110	\$621,958	\$548,990	\$548,990	\$0	\$568,205
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$652,585	\$862,270	\$1,154,608	\$1,163,608	\$9,000	\$982,196
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Environmental Resources - Trust Fund						
1009 0034209 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$2,250	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$161	\$375	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$161	\$2,625	\$0	\$0	\$0	\$0
Use of Fund Balance	\$98	\$2,609	\$5,300	\$5,300	\$0	\$5,300
Total Funding Sources	\$259	\$5,234	\$5,300	\$5,300	\$0	\$5,300
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$259	\$5,234	\$5,300	\$5,300	\$0	\$5,300
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$259	\$5,234	\$5,300	\$5,300	\$0	\$5,300
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Environmental Resources - Underground Storage Tank Program						
1006 0034206 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	(\$233)	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	(\$233)	\$0	\$0	\$0	\$0	\$0
Use of Fund Balance	\$233	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$0	\$0	\$0	\$0	\$0	\$0
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$0	\$0	\$0	\$0	\$0	\$0
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Environmental Resources - Used Oil Recycling						
1008 0034207 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$89,120	\$89,830	\$85,000	\$85,000	\$0	\$87,550
Charges for Service	\$558	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$89,678	\$89,830	\$85,000	\$85,000	\$0	\$87,550
Use of Fund Balance	(\$288)	(\$5,568)	\$0	\$0	\$0	\$0
Total Funding Sources	\$89,390	\$84,262	\$85,000	\$85,000	\$0	\$87,550
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$60,474	\$54,179	\$60,000	\$60,000	\$0	\$62,100
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$28,916	\$30,083	\$25,000	\$25,000	\$0	\$25,450
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$89,390	\$84,262	\$85,000	\$85,000	\$0	\$87,550
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Environmental Resources - Vehicle Registration Fee Surcharge						
1003 0034203 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$5	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$1,461	\$3,488	\$4,000	\$4,000	\$0	\$4,000
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,461	\$3,493	\$4,000	\$4,000	\$0	\$4,000
Use of Fund Balance	(\$1,461)	(\$3,493)	\$64,000	\$64,000	\$0	\$64,000
Total Funding Sources	\$0	\$0	\$68,000	\$68,000	\$0	\$68,000
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$68,000	\$68,000	\$0	\$68,000
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$0	\$0	\$68,000	\$68,000	\$0	\$68,000
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Environmental Resources - Waste Tire Enforcement Grant						
1012 0034200 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$92,486	\$103,927	\$126,000	\$126,000	\$0	\$129,780
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$92,486	\$103,927	\$126,000	\$126,000	\$0	\$129,780
Use of Fund Balance	(\$5,460)	(\$2,536)	\$0	\$0	\$0	\$0
Total Funding Sources	\$87,026	\$101,391	\$126,000	\$126,000	\$0	\$129,780
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$2,709	\$26	\$17,816	\$17,816	\$0	\$18,440
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$84,317	\$101,365	\$108,184	\$108,184	\$0	\$111,340
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$87,026	\$101,391	\$126,000	\$126,000	\$0	\$129,780
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

General Services Agency - Administration						
0100 0019010 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$604,489	\$644,390	\$755,200	\$755,200	\$0	\$778,900
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$604,489	\$644,390	\$755,200	\$755,200	\$0	\$778,900
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$604,489	\$644,390	\$755,200	\$755,200	\$0	\$778,900
Salaries and Benefits	\$553,193	\$587,497	\$700,900	\$700,900	\$0	\$722,900
Services and Supplies	\$19,081	\$23,072	\$14,900	\$14,900	\$0	\$15,300
Other Charges	\$32,215	\$33,820	\$39,400	\$39,400	\$0	\$40,700
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$604,489	\$644,389	\$755,200	\$755,200	\$0	\$778,900
General Fund Contribution	\$0	(\$1)	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	5	5	0	5

General Services Agency - Central Services Division						
5001 0018210						
Internal Service Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$1,304,856	\$1,394,246	\$1,508,800	\$1,508,800	\$0	\$1,563,300
Miscellaneous Revenue	\$90	\$488	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$522	\$0	\$0	\$0	\$0
Total Revenue	\$1,304,946	\$1,395,256	\$1,508,800	\$1,508,800	\$0	\$1,563,300
Retained Earnings	(\$66,493)	(\$36,985)	\$81,500	\$81,500	\$0	\$0
Total Funding Sources	\$1,238,453	\$1,358,271	\$1,590,300	\$1,590,300	\$0	\$1,563,300
Salaries and Benefits	\$893,511	\$961,147	\$1,102,100	\$1,102,100	\$0	\$1,137,800
Services and Supplies	\$60,788	\$77,607	\$86,700	\$86,700	\$0	\$89,500
Other Charges	\$260,324	\$276,806	\$325,000	\$325,000	\$0	\$336,000
Fixed Assets						
Equipment	\$23,830	\$42,711	\$76,500	\$76,500	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$1,238,453	\$1,358,271	\$1,590,300	\$1,590,300	\$0	\$1,563,300
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	11	11	0	11

General Services Agency - Facilities Maintenance Division						
5170 0018700						
Internal Service Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$10,196	\$10,562	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$5,654,440	\$6,342,745	\$6,699,400	\$6,699,400	\$0	\$7,111,200
Miscellaneous Revenue	\$3,660	\$3,590	\$0	\$0	\$0	\$0
Other Financing Sources	\$8,919	\$2,286	\$0	\$0	\$0	\$0
Total Revenue	\$5,677,215	\$6,359,183	\$6,699,400	\$6,699,400	\$0	\$7,111,200
Retained Earnings	(\$354,694)	(\$441,891)	\$320,100	\$320,100	\$0	\$145,000
Total Funding Sources	\$5,322,521	\$5,917,292	\$7,019,500	\$7,019,500	\$0	\$7,256,200
Salaries and Benefits	\$2,531,295	\$2,779,299	\$3,483,300	\$3,483,300	\$0	\$3,596,500
Services and Supplies	\$2,052,753	\$2,432,528	\$2,518,300	\$2,518,300	\$0	\$2,606,400
Other Charges	\$621,432	\$686,540	\$877,800	\$877,800	\$0	\$908,300
Fixed Assets						
Equipment	\$117,041	\$18,925	\$140,100	\$140,100	\$0	\$145,000
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$5,322,521	\$5,917,292	\$7,019,500	\$7,019,500	\$0	\$7,256,200
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	36	36	0	36

General Services Agency - Fleet Services Division						
5021 0018500						
Internal Service Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$2,589,442	\$3,015,723	\$3,531,500	\$3,531,500	\$0	\$3,698,200
Miscellaneous Revenue	\$166,052	\$56,229	\$43,900	\$43,900	\$0	\$0
Other Financing Sources	\$17,523	\$14,105	\$2,500	\$2,500	\$0	\$0
Total Revenue	\$2,773,017	\$3,086,057	\$3,577,900	\$3,577,900	\$0	\$3,698,200
Retained Earnings	\$193,374	\$11,881	\$105,000	\$105,000	\$0	(\$17,800)
Total Funding Sources	\$2,966,391	\$3,097,938	\$3,682,900	\$3,682,900	\$0	\$3,680,400
Salaries and Benefits	\$933,116	\$981,467	\$1,097,100	\$1,097,100	\$0	\$1,132,800
Services and Supplies	\$1,756,247	\$1,838,564	\$2,092,300	\$2,092,300	\$0	\$2,165,500
Other Charges	\$241,676	\$254,575	\$369,500	\$369,500	\$0	\$382,100
Fixed Assets						
Equipment	\$35,352	\$23,332	\$124,000	\$124,000	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$2,966,391	\$3,097,938	\$3,682,900	\$3,682,900	\$0	\$3,680,400
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	10	10	0	10

General Services Agency - 12th Street - Office Building						
171A 0016200						
Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$20,234	\$20,307	\$20,200	\$20,200	\$0	\$20,800
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$20,234	\$20,307	\$20,200	\$20,200	\$0	\$20,800
Use of Fund Balance	\$157	(\$6,837)	\$0	\$0	\$0	\$0
Total Funding Sources	\$20,391	\$13,470	\$20,200	\$20,200	\$0	\$20,800
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$13,890	\$7,726	\$8,500	\$8,500	\$0	\$8,800
Other Charges	\$28,531	\$24,429	\$31,800	\$31,800	\$0	\$32,900
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$42,421	\$32,155	\$40,300	\$40,300	\$0	\$41,700
General Fund Contribution	\$22,030	\$18,685	\$20,100	\$20,100	\$0	\$20,900
Total Allocated Positions	-	-	-	0	0	0

General Services Agency - Utilities						
5170 0018720						
Internal Service Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$4,292,801	\$4,726,539	\$5,132,500	\$5,132,500	\$0	\$5,337,900
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$4,292,801	\$4,726,539	\$5,132,500	\$5,132,500	\$0	\$5,337,900
Retained Earnings	\$34,017	(\$945)	\$0	\$0	\$0	\$0
Total Funding Sources	\$4,326,818	\$4,725,594	\$5,132,500	\$5,132,500	\$0	\$5,337,900
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$4,320,606	\$4,720,860	\$5,124,500	\$5,124,500	\$0	\$5,329,500
Other Charges	\$6,212	\$4,734	\$8,000	\$8,000	\$0	\$8,400
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$4,326,818	\$4,725,594	\$5,132,500	\$5,132,500	\$0	\$5,337,900
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Grand Jury						
0100 0052100						
General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$0	\$0	\$0	\$0	\$0	\$0
Salaries and Benefits	\$64,787	\$59,575	\$64,486	\$64,486	\$0	\$68,343
Services and Supplies	\$36,593	\$42,612	\$82,925	\$82,925	\$0	\$82,975
Other Charges	\$15,444	\$14,862	\$14,862	\$14,862	\$0	\$15,450
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$300	\$300	\$0	\$300
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$116,824	\$117,049	\$162,573	\$162,573	\$0	\$167,068
General Fund Contribution	\$116,824	\$117,049	\$162,573	\$162,573	\$0	\$167,068
Total Allocated Positions	-	-	-	0	0	0

Health Services Agency - Administration						
1401 1301000						
Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$800	\$1,175	\$200	\$200	\$0	\$207
Intergovernmental Revenue	\$262,783	\$436,935	\$315,000	\$315,000	\$0	\$324,450
Charges for Service	\$6,715,048	\$6,469,385	\$7,612,486	\$7,612,486	\$0	\$7,919,874
Miscellaneous Revenue	\$16,831	\$19,027	\$14,475	\$14,475	\$0	\$14,909
Other Financing Sources	\$609	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$6,996,071	\$6,926,522	\$7,942,161	\$7,942,161	\$0	\$8,259,440
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$6,996,071	\$6,926,522	\$7,942,161	\$7,942,161	\$0	\$8,259,440
Salaries and Benefits	\$7,067,755	\$7,633,319	\$8,486,990	\$8,486,990	\$0	\$8,824,570
Services and Supplies	\$1,512,675	\$1,725,058	\$2,233,325	\$2,233,325	\$0	\$2,311,554
Other Charges	\$1,599,990	\$1,559,024	\$2,049,836	\$2,049,836	\$0	\$2,121,579
Fixed Assets						
Equipment	\$322,352	\$203,222	\$200,000	\$200,000	\$0	\$207,000
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$3,506,701)	(\$4,194,101)	(\$5,027,990)	(\$5,027,990)	\$0	(\$5,205,263)
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$6,996,071	\$6,926,522	\$7,942,161	\$7,942,161	\$0	\$8,259,440
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	90	90	0	90

Health Services Agency - Clinic and Ancillary Services						
4051 1010001						
Enterprise Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$21,548	\$4,847	\$42,925	\$42,925	\$0	\$44,225
Intergovernmental Revenue	\$264,625	\$259,687	\$39,400	\$39,400	\$0	\$40,575
Charges for Service	\$27,710,873	\$27,379,098	\$32,127,610	\$32,127,610	\$0	\$32,419,535
Miscellaneous Revenue	\$14,277,961	\$8,421,124	\$8,001,032	\$8,001,032	\$0	\$8,908,050
Other Financing Sources	\$565,160	\$502,742	\$549,625	\$549,625	\$0	\$566,125
Total Revenue	\$42,840,167	\$36,567,498	\$40,760,592	\$40,760,592	\$0	\$41,978,510
Retained Earnings	(\$5,221,232)	\$1,093,583	\$1,532,808	\$1,532,808	\$0	\$2,045,343
Total Funding Sources	\$37,618,935	\$37,661,081	\$42,293,400	\$42,293,400	\$0	\$44,023,853
Salaries and Benefits	\$18,522,991	\$18,341,411	\$22,057,104	\$22,057,104	\$0	\$22,917,491
Services and Supplies	\$14,310,338	\$14,649,779	\$14,125,780	\$14,125,780	\$0	\$14,655,009
Other Charges	\$7,899,984	\$7,785,276	\$8,904,413	\$8,904,413	\$0	\$9,245,250
Fixed Assets						
Buildings & Improvements	\$27,282	\$124,858	\$12,950	\$12,950	\$0	\$12,950
Equipment	(\$27,282)	(\$124,858)	\$306,550	\$306,550	\$0	\$306,550
Other Financing Uses	(\$981)	(\$1,988)	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$40,732,332	\$40,774,478	\$45,406,797	\$45,406,797	\$0	\$47,137,250
General Fund Contribution	\$3,113,397	\$3,113,397	\$3,113,397	\$3,113,397	\$0	\$3,113,397
Total Allocated Positions	-	-	208	208	0	208

Health Services Agency - EMS Discretionary Fund						
1429 1210001 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$106,077	\$114,036	\$101,143	\$101,143	\$0	\$104,685
Revenue from use of Assets	\$83	\$199	\$300	\$300	\$0	\$309
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$106,160	\$114,235	\$101,443	\$101,443	\$0	\$104,994
Use of Fund Balance	(\$16,267)	(\$18,935)	\$2,435	\$2,435	\$0	\$2,519
Total Funding Sources	\$89,893	\$95,300	\$103,878	\$103,878	\$0	\$107,513
Salaries and Benefits	\$2,485	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$87,408	\$95,300	\$103,878	\$103,878	\$0	\$107,513
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$89,893	\$95,300	\$103,878	\$103,878	\$0	\$107,513
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Health Services Agency - Indigent Health Care						
1404 1501000 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$221	\$0	\$0	\$0	\$0
Charges for Service	\$334,996	\$284,953	\$232,900	\$232,900	\$0	\$239,888
Miscellaneous Revenue	\$0	\$0	\$750	\$750	\$0	\$773
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$334,996	\$285,174	\$233,650	\$233,650	\$0	\$240,661
Use of Fund Balance	(\$477,187)	(\$416,030)	(\$293,231)	(\$293,231)	\$0	(\$291,676)
Total Funding Sources	(\$142,191)	(\$130,856)	(\$59,581)	(\$59,581)	\$0	(\$51,015)
Salaries and Benefits	\$26,957	\$20,939	\$28,706	\$28,706	\$0	\$29,861
Services and Supplies	\$25,419	\$29,420	\$123,750	\$123,750	\$0	\$128,083
Other Charges	\$105,433	\$118,785	\$80,692	\$80,692	\$0	\$83,516
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$7,271	\$7,271	\$0	\$7,525
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$157,809	\$169,144	\$240,419	\$240,419	\$0	\$248,985
General Fund Contribution	\$300,000	\$300,000	\$300,000	\$300,000	\$0	\$300,000
Total Allocated Positions	-	-	-	0	0	0

Health Services Agency - IHCP EMS Hospital						
1434 1500010 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$234,518	\$229,380	\$209,617	\$209,617	\$0	\$215,905
Revenue from use of Assets	\$1,774	\$3,906	\$3,911	\$3,911	\$0	\$4,028
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$236,292	\$233,286	\$213,528	\$213,528	\$0	\$219,933
Use of Fund Balance	(\$56,275)	(\$35,424)	\$167,022	\$167,022	\$0	\$161,336
Total Funding Sources	\$180,017	\$197,862	\$380,550	\$380,550	\$0	\$381,269
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$180,017	\$197,862	\$380,550	\$380,550	\$0	\$381,269
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$180,017	\$197,862	\$380,550	\$380,550	\$0	\$381,269
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Health Services Agency - IHCP EMS Physicians						
1435 1500020 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$442,896	\$450,951	\$406,306	\$406,306	\$0	\$418,495
Revenue from use of Assets	\$244	\$766	\$1,393	\$1,393	\$0	\$1,435
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$443,140	\$451,717	\$407,699	\$407,699	\$0	\$419,930
Use of Fund Balance	(\$109,949)	(\$28,610)	\$23,011	\$23,011	\$0	\$10,780
Total Funding Sources	\$333,191	\$423,107	\$430,710	\$430,710	\$0	\$430,710
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$333,191	\$423,107	\$430,710	\$430,710	\$0	\$430,710
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$333,191	\$423,107	\$430,710	\$430,710	\$0	\$430,710
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Health Services Agency - Public Health						
1402 1200001 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$14,490	\$15,854	\$15,000	\$15,000	\$0	\$15,450
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$570	\$215	\$50	\$50	\$0	\$52
Intergovernmental Revenue	\$14,223,891	\$13,584,513	\$16,339,130	\$16,339,130	\$0	\$16,659,494
Charges for Service	\$3,682,633	\$3,599,437	\$4,452,897	\$4,452,897	\$0	\$5,109,098
Miscellaneous Revenue	\$21,940	(\$24,862)	\$200	\$200	\$0	\$206
Other Financing Sources	\$4,021,149	\$3,639,191	\$4,286,433	\$4,286,433	\$0	\$4,380,473
Total Revenue	\$21,964,673	\$20,814,348	\$25,093,710	\$25,093,710	\$0	\$26,164,773
Use of Fund Balance	(\$3,231,492)	(\$84,798)	(\$3,326)	(\$3,326)	\$0	(\$8,704)
Total Funding Sources	\$18,733,181	\$20,729,550	\$25,090,384	\$25,090,384	\$0	\$26,156,069
Salaries and Benefits	\$13,565,347	\$14,752,024	\$16,545,515	\$16,545,515	\$0	\$17,204,659
Services and Supplies	\$3,046,232	\$3,270,476	\$4,800,409	\$4,800,409	\$0	\$4,995,071
Other Charges	\$663,049	\$838,530	\$844,219	\$844,219	\$0	\$873,844
Fixed Assets						
Equipment	\$0	\$0	\$233,500	\$233,500	\$0	\$240,028
Other Financing Uses	\$306,190	\$26,930	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$3,506,341	\$4,195,568	\$5,020,719	\$5,020,719	\$0	\$5,196,445
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$21,087,159	\$23,083,528	\$27,444,362	\$27,444,362	\$0	\$28,510,047
General Fund Contribution	\$2,353,978	\$2,353,978	\$2,353,978	\$2,353,978	\$0	\$2,353,978
Total Allocated Positions	-	-	174	174	0	174

Health Services Agency - PH Vital and Health Statistics						
1428 1250001 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$60,709	\$65,540	\$63,000	\$63,000	\$0	\$65,205
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$60,709	\$65,540	\$63,000	\$63,000	\$0	\$65,205
Use of Fund Balance	(\$42,550)	(\$31,863)	(\$43,000)	(\$43,000)	\$0	(\$44,505)
Total Funding Sources	\$18,159	\$33,677	\$20,000	\$20,000	\$0	\$20,700
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$18,159	\$33,677	\$20,000	\$20,000	\$0	\$20,700
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$18,159	\$33,677	\$20,000	\$20,000	\$0	\$20,700
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

ICJIS						
5141 0016161						
Internal Service Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$622,500	\$622,504	\$775,500	\$775,500	\$0	\$775,500
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$622,500	\$622,504	\$775,500	\$775,500	\$0	\$775,500
Retained Earnings	\$125,960	\$137,308	\$427,029	\$427,029	\$0	\$467,892
Total Funding Sources	\$748,460	\$759,812	\$1,202,529	\$1,202,529	\$0	\$1,243,392
Salaries and Benefits	\$21,973	\$16,329	\$40,250	\$40,250	\$0	\$41,659
Services and Supplies	\$394,855	\$464,166	\$764,000	\$764,000	\$0	\$790,740
Other Charges	\$331,632	\$279,317	\$363,279	\$363,279	\$0	\$375,993
Fixed Assets						
Equipment	\$0	\$0	\$35,000	\$35,000	\$0	\$35,000
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$748,460	\$759,812	\$1,202,529	\$1,202,529	\$0	\$1,243,392
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Library						
1651 0037100						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$10,195,058	\$10,677,064	\$10,254,497	\$10,254,497	\$0	\$10,405,274
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$2,860	\$558	\$2,850	\$2,850	\$0	\$2,904
Intergovernmental Revenue	\$239,333	\$227,751	\$366,000	\$366,000	\$0	\$797,500
Charges for Service	\$500,292	\$542,020	\$550,001	\$550,001	\$0	\$558,307
Miscellaneous Revenue	\$131,210	\$200,577	\$62,450	\$62,450	\$0	\$50,919
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$11,068,753	\$11,647,970	\$11,235,798	\$11,235,798	\$0	\$11,814,904
Use of Fund Balance	\$153,299	\$926,732	\$447,325	\$624,221	\$176,896	\$558,908
Total Funding Sources	\$11,222,052	\$12,574,702	\$11,683,123	\$11,860,019	\$176,896	\$12,373,812
Salaries and Benefits	\$7,109,071	\$7,670,867	\$8,204,714	\$8,204,714	\$0	\$8,352,532
Services and Supplies	\$3,330,427	\$3,026,135	\$2,627,612	\$2,706,564	\$78,952	\$3,094,270
Other Charges	\$948,158	\$1,527,747	\$1,290,007	\$1,293,007	\$3,000	\$1,334,985
Fixed Assets						
Buildings & Improvements	\$55,294	\$5,195	\$10,000	\$45,000	\$35,000	\$10,000
Equipment	\$270,912	\$125,978	\$42,600	\$102,544	\$59,944	\$73,835
Other Financing Uses	\$0	\$710,590	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$11,713,862	\$13,066,512	\$12,174,933	\$12,351,829	\$176,896	\$12,865,622
General Fund Contribution	\$491,810	\$491,810	\$491,810	\$491,810	\$0	\$491,810
Total Allocated Positions	-	-	76	76	0	76

Parks and Recreation						
0100 0035110						
General Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$43,480	\$45,320	\$43,480	\$43,480	\$0	\$44,784
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$35,929	\$37,340	\$24,015	\$24,015	\$0	\$24,735
Intergovernmental Revenue	\$88,625	\$656,479	\$35,000	\$35,000	\$0	\$0
Charges for Service	\$4,502,506	\$4,259,720	\$4,081,103	\$4,081,103	\$0	\$4,127,203
Miscellaneous Revenue	\$24,553	\$36,182	\$19,500	\$19,500	\$0	\$20,085
Other Financing Sources	\$3,379	\$3,654	\$0	\$0	\$0	\$0
Total Revenue	\$4,698,472	\$5,038,695	\$4,203,098	\$4,203,098	\$0	\$4,216,807
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$4,698,472	\$5,038,695	\$4,203,098	\$4,203,098	\$0	\$4,216,807
Salaries and Benefits	\$2,950,811	\$3,312,096	\$3,935,586	\$4,009,485	\$73,899	\$3,914,577
Services and Supplies	\$1,435,918	\$1,636,932	\$1,859,935	\$1,859,935	\$0	\$1,456,660
Other Charges	\$987,305	\$998,682	\$1,167,675	\$1,167,675	\$0	\$1,300,524
Fixed Assets						
Buildings & Improvements	\$69,613	\$304,847	\$0	\$0	\$0	\$0
Equipment	\$188,459	\$203,191	\$338,046	\$338,046	\$0	\$199,046
Other Financing Uses	\$0	\$458,207	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$515,655	\$505,477	\$518,723	\$518,723	\$0	\$500,403
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$6,147,761	\$7,419,432	\$7,819,965	\$7,893,864	\$73,899	\$7,371,210
General Fund Contribution	\$1,449,289	\$2,380,737	\$3,616,867	\$3,690,766	\$73,899	\$3,154,403
Total Allocated Positions	-	-	46	46	0	46

Parks and Recreation - Fish and Wildlife						
1727 0035452						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$1,098	\$961	\$1,000	\$1,000	\$0	\$1,000
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,098	\$961	\$1,000	\$1,000	\$0	\$1,000
Use of Fund Balance	\$7,194	\$1,871	\$19,000	\$19,000	\$0	\$19,000
Total Funding Sources	\$8,292	\$2,832	\$20,000	\$20,000	\$0	\$20,000
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$8,292	\$2,832	\$20,000	\$20,000	\$0	\$20,000
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$8,292	\$2,832	\$20,000	\$20,000	\$0	\$20,000
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Parks and Recreation - Modesto Reservoir Patrol						
1728 0035453 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$23,000	\$23,000	\$23,000	\$23,000	\$0	\$23,000
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$23,000	\$23,000	\$23,000	\$23,000	\$0	\$23,000
Use of Fund Balance	(\$23,000)	\$220,877	\$0	\$0	\$0	\$0
Total Funding Sources	\$0	\$243,877	\$23,000	\$23,000	\$0	\$23,000
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$277	\$23,000	\$23,000	\$0	\$23,000
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets						
Buildings & Improvements	\$0	\$243,600	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$0	\$243,877	\$23,000	\$23,000	\$0	\$23,000
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Parks and Recreation - Off-Highway Vehicle Fund						
1702 0035450 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$3,825	\$3,725	\$5,000	\$5,000	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$4	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$2,166	\$2,001	\$1,000	\$1,000	\$0	\$0
Intergovernmental Revenue	\$499,999	\$293,651	\$657,377	\$646,465	(\$10,912)	\$0
Charges for Service	\$125,735	\$142,687	\$101,000	\$101,000	\$0	\$0
Miscellaneous Revenue	\$1,022	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$23,400	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$656,147	\$442,068	\$764,377	\$753,465	(\$10,912)	\$0
Use of Fund Balance	\$21,825	\$128,252	\$91,114	\$90,461	(\$653)	\$0
Total Funding Sources	\$677,972	\$570,320	\$855,491	\$843,926	(\$11,565)	\$0
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$162,665	\$110,946	\$306,305	\$306,305	\$0	\$0
Other Charges	\$334,436	\$349,194	\$511,186	\$507,621	(\$3,565)	\$0
Fixed Assets						
Buildings & Improvements	\$0	\$0	\$30,000	\$30,000	\$0	\$0
Equipment	\$179,421	\$110,180	\$8,000	\$0	(\$8,000)	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$1,450	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$677,972	\$570,320	\$855,491	\$843,926	(\$11,565)	\$0
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Parks and Recreation - Regional Water Safety Training Center						
1694 0035701 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$409	\$619	\$1,000	\$1,000	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$1,200	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$15,000	\$15,000	\$20,000	\$20,000	\$0	\$0
Other Financing Sources	\$10,000	\$10,000	\$0	\$0	\$0	\$0
Total Revenue	\$25,409	\$26,819	\$21,000	\$21,000	\$0	\$0
Use of Fund Balance	\$37,845	\$33,394	\$26,221	\$26,221	\$0	\$0
Total Funding Sources	\$63,254	\$60,213	\$47,221	\$47,221	\$0	\$0
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$41,554	\$29,213	\$32,853	\$32,853	\$0	\$34,004
Other Charges	\$21,700	\$31,000	\$33,600	\$33,600	\$0	\$34,776
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$63,254	\$60,213	\$66,453	\$66,453	\$0	\$68,780
General Fund Contribution	\$0	\$0	\$19,232	\$19,232	\$0	\$68,780
Total Allocated Positions	-	-	-	0	0	0

Parks and Recreation - Tuolumne River Regional Park						
0100 0035420 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$0	\$0	\$0	\$0	\$0	\$0
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$194,512	\$194,512	\$198,402	\$198,402	\$0	\$198,402
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$194,512	\$194,512	\$198,402	\$198,402	\$0	\$198,402
General Fund Contribution	\$194,512	\$194,512	\$198,402	\$198,402	\$0	\$198,402
Total Allocated Positions	-	-	-	0	0	0

Planning & Community Development						
0100 0025101 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$178,063	\$180,243	\$162,000	\$162,000	\$0	\$166,860
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$584,559	\$986,923	\$879,860	\$879,860	\$0	\$906,255
Miscellaneous Revenue	\$1,751	\$857	\$1,375	\$1,375	\$0	\$1,417
Other Financing Sources	\$0	\$0	\$1,500	\$1,500	\$0	\$1,545
Total Revenue	\$764,373	\$1,168,023	\$1,044,735	\$1,044,735	\$0	\$1,076,077
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$764,373	\$1,168,023	\$1,044,735	\$1,044,735	\$0	\$1,076,077
Salaries and Benefits	\$1,498,785	\$1,855,555	\$2,008,608	\$2,105,776	\$97,168	\$2,170,537
Services and Supplies	\$102,827	\$164,177	\$183,095	\$183,095	\$0	\$189,503
Other Charges	\$204,927	\$180,160	\$263,116	\$263,116	\$0	\$272,325
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$548	(\$9,473)	\$2,261	\$2,261	\$0	\$2,261
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$1,807,087	\$2,190,419	\$2,457,080	\$2,554,248	\$97,168	\$2,634,626
General Fund Contribution	\$1,042,714	\$1,022,396	\$1,412,345	\$1,509,513	\$97,168	\$1,558,549
Total Allocated Positions	-	-	18	18	0	18

Planning - Building Permits						
1206 0040400 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$1,961,031	\$1,991,260	\$2,000,200	\$2,000,200	\$0	\$2,060,206
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$513,746	\$678,365	\$454,500	\$454,500	\$0	\$468,135
Miscellaneous Revenue	\$1,389	\$1,123	\$1,300	\$1,300	\$0	\$1,339
Other Financing Sources	\$18,633	\$1,479	\$30,000	\$30,000	\$0	\$30,900
Total Revenue	\$2,494,799	\$2,672,227	\$2,486,000	\$2,486,000	\$0	\$2,560,580
Use of Fund Balance	(\$375,140)	(\$186,374)	\$278,814	\$278,814	\$0	\$267,060
Total Funding Sources	\$2,119,659	\$2,485,853	\$2,764,814	\$2,764,814	\$0	\$2,827,640
Salaries and Benefits	\$1,463,910	\$1,766,265	\$1,932,767	\$1,932,767	\$0	\$1,993,222
Services and Supplies	\$422,543	\$335,467	\$337,070	\$337,070	\$0	\$348,867
Other Charges	\$233,206	\$384,121	\$444,977	\$444,977	\$0	\$460,551
Fixed Assets						
Equipment	\$0	\$0	\$50,000	\$50,000	\$0	\$25,000
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$2,119,659	\$2,485,853	\$2,764,814	\$2,764,814	\$0	\$2,827,640
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	17	17	0	17

Planning - Dangerous Building Abatement						
1746 0043290 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$11,520	\$24,000	\$24,000	\$0	\$24,000
Miscellaneous Revenue	\$10,071	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$10,071	\$11,520	\$24,000	\$24,000	\$0	\$24,000
Use of Fund Balance	\$28,293	(\$3,980)	\$24,000	\$24,000	\$0	\$24,000
Total Funding Sources	\$38,364	\$7,540	\$48,000	\$48,000	\$0	\$48,000
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$24,186	\$863	\$30,000	\$30,000	\$0	\$30,000
Other Charges	\$14,178	\$6,677	\$18,000	\$18,000	\$0	\$18,000
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$38,364	\$7,540	\$48,000	\$48,000	\$0	\$48,000
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Planning - General Plan Maintenance						
179A 0025521 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$62,752	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$5,157	\$12,718	\$15,000	\$15,000	\$0	\$15,450
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$151,711	\$154,790	\$165,500	\$165,500	\$0	\$170,465
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$156,868	\$230,260	\$180,500	\$180,500	\$0	\$185,915
Use of Fund Balance	(\$75,478)	(\$30,247)	\$135,500	\$135,500	\$0	\$141,145
Total Funding Sources	\$81,390	\$200,013	\$316,000	\$316,000	\$0	\$327,060
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$29,654	\$10,795	\$108,000	\$108,000	\$0	\$111,780
Other Charges	\$51,736	\$189,218	\$208,000	\$208,000	\$0	\$215,280
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$81,390	\$200,013	\$316,000	\$316,000	\$0	\$327,060
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Planning - Special Revenue Grants						
1717 0025450 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$918	\$2,579	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$3,222,378	\$2,059,277	\$5,550,186	\$5,550,186	\$0	\$4,864,186
Charges for Service	\$3,241	\$599	\$212,910	\$212,910	\$0	\$212,910
Miscellaneous Revenue	\$187,702	\$1,807,181	\$60,100	\$60,100	\$0	\$25,000
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$3,414,239	\$3,869,636	\$5,823,196	\$5,823,196	\$0	\$5,102,096
Use of Fund Balance	(\$57,958)	(\$1,636,137)	\$3,699,000	\$3,699,000	\$0	\$198,000
Total Funding Sources	\$3,356,281	\$2,233,499	\$9,522,196	\$9,522,196	\$0	\$5,300,096
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$2,816,220	\$1,781,524	\$8,760,278	\$8,760,278	\$0	\$4,762,178
Other Charges	\$540,061	\$451,975	\$761,918	\$761,918	\$0	\$537,918
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$3,356,281	\$2,233,499	\$9,522,196	\$9,522,196	\$0	\$5,300,096
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Probation - Administration						
0100 0026050 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$1,212	\$1,249	\$1,500	\$1,500	\$0	\$1,545
Intergovernmental Revenue	\$114,670	\$103,630	\$119,100	\$119,100	\$0	\$122,673
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$165,000	\$175,000	\$205,000	\$205,000	\$0	\$211,150
Total Revenue	\$280,882	\$279,879	\$325,600	\$325,600	\$0	\$335,368
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$280,882	\$279,879	\$325,600	\$325,600	\$0	\$335,368
Salaries and Benefits	\$2,158,779	\$2,154,324	\$2,576,032	\$2,629,824	\$53,792	\$2,709,785
Services and Supplies	\$354,712	\$325,171	\$363,100	\$363,100	\$0	\$375,809
Other Charges	\$375,939	\$316,810	\$491,751	\$491,751	\$0	\$498,462
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$2,889,430	\$2,796,305	\$3,430,883	\$3,484,675	\$53,792	\$3,584,056
General Fund Contribution	\$2,608,548	\$2,516,426	\$3,105,283	\$3,159,075	\$53,792	\$3,248,688
Total Allocated Positions	-	-	21	21	0	21

Probation - Community Corrections Partnership						
0100 0026060 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$4,152,578	\$4,299,738	\$5,389,994	\$5,389,994	\$0	\$5,633,870
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$4,152,578	\$4,299,738	\$5,389,994	\$5,389,994	\$0	\$5,633,870
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$4,152,578	\$4,299,738	\$5,389,994	\$5,389,994	\$0	\$5,633,870
Salaries and Benefits	\$3,336,097	\$3,419,211	\$4,292,598	\$4,292,598	\$0	\$4,536,474
Services and Supplies	\$613,250	\$583,031	\$866,341	\$866,341	\$0	\$866,341
Other Charges	\$38,231	\$36,412	\$56,055	\$56,055	\$0	\$56,055
Fixed Assets						
Equipment	\$30,000	\$116,084	\$0	\$0	\$0	\$0
Other Financing Uses	\$135,000	\$145,000	\$175,000	\$175,000	\$0	\$175,000
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$4,152,578	\$4,299,738	\$5,389,994	\$5,389,994	\$0	\$5,633,870
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	32	32	0	32

Probation - Corrections Performance Incentive Fund						
1688 0026431 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$15,283	\$29,960	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$1,356,878	\$1,024,113	\$875,000	\$875,000	\$0	\$901,250
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,372,161	\$1,054,073	\$875,000	\$875,000	\$0	\$901,250
Use of Fund Balance	(\$743,380)	(\$364,943)	\$713,724	\$713,724	\$0	\$470,465
Total Funding Sources	\$628,781	\$689,130	\$1,588,724	\$1,588,724	\$0	\$1,371,715
Salaries and Benefits	\$578,561	\$473,701	\$830,542	\$830,542	\$0	\$855,152
Services and Supplies	\$4,461	\$55,878	\$562,865	\$562,865	\$0	\$320,710
Other Charges	\$9,759	\$11,069	\$15,317	\$15,317	\$0	\$15,853
Fixed Assets						
Equipment	\$36,000	\$148,483	\$180,000	\$180,000	\$0	\$180,000
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$628,781	\$689,130	\$1,588,724	\$1,588,724	\$0	\$1,371,715
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	2	2	0	2

Probation - Field Services						
0100 0026100 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$6,246	\$6,204	\$4,000	\$4,000	\$0	\$4,120
Revenue from use of Assets	\$206	\$0	\$200	\$200	\$0	\$206
Intergovernmental Revenue	\$1,230,010	\$1,238,073	\$1,341,400	\$1,341,400	\$0	\$1,067,150
Charges for Service	\$1,648,986	\$1,216,145	\$792,133	\$792,133	\$0	\$815,897
Miscellaneous Revenue	\$2,561	\$7,758	\$11,600	\$11,600	\$0	\$11,948
Other Financing Sources	\$171,166	\$173,815	\$176,409	\$176,409	\$0	\$181,701
Total Revenue	\$3,059,175	\$2,641,995	\$2,325,742	\$2,325,742	\$0	\$2,081,022
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$3,059,175	\$2,641,995	\$2,325,742	\$2,325,742	\$0	\$2,081,022
Salaries and Benefits	\$8,654,442	\$9,577,512	\$11,213,223	\$11,188,054	(\$25,169)	\$11,063,093
Services and Supplies	\$916,747	\$1,200,845	\$1,607,210	\$1,607,210	\$0	\$1,367,038
Other Charges	\$780,297	\$820,128	\$1,014,879	\$1,014,879	\$0	\$1,050,400
Fixed Assets						
Buildings & Improvements	\$67,060	\$38,137	\$0	\$0	\$0	\$0
Equipment	\$346,907	\$274,685	\$273,500	\$353,500	\$80,000	\$121,500
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$6,212	\$9,749	\$14,533	\$14,533	\$0	\$14,533
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$10,771,665	\$11,921,056	\$14,123,345	\$14,178,176	\$54,831	\$13,616,564
General Fund Contribution	\$7,712,490	\$9,279,061	\$11,797,603	\$11,852,434	\$54,831	\$11,535,542
Total Allocated Positions	-	-	108	108	0	108

Probation - Institutional Services						
0100 0026200 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$60	\$104	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$1,397,166	\$1,434,744	\$1,266,700	\$1,266,700	\$0	\$1,298,950
Charges for Service	\$122,284	\$102,904	\$100,000	\$100,000	\$0	\$103,000
Miscellaneous Revenue	\$0	\$558	\$0	\$0	\$0	\$0
Other Financing Sources	\$50,000	\$50,000	\$50,000	\$50,000	\$0	\$50,000
Total Revenue	\$1,569,510	\$1,588,310	\$1,416,700	\$1,416,700	\$0	\$1,451,950
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$1,569,510	\$1,588,310	\$1,416,700	\$1,416,700	\$0	\$1,451,950
Salaries and Benefits	\$5,504,677	\$5,452,180	\$5,644,274	\$5,806,103	\$161,829	\$6,280,422
Services and Supplies	\$324,107	\$336,037	\$1,176,038	\$1,176,038	\$0	\$1,217,199
Other Charges	\$477,204	\$480,176	\$563,422	\$563,422	\$0	\$583,142
Fixed Assets						
Buildings & Improvements	\$4,983	\$4,359	\$0	\$0	\$0	\$0
Equipment	\$9,466	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$950	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$6,321,387	\$6,272,752	\$7,383,734	\$7,545,563	\$161,829	\$8,080,763
General Fund Contribution	\$4,751,877	\$4,684,442	\$5,967,034	\$6,128,863	\$161,829	\$6,628,813
Total Allocated Positions	-	-	54	54	0	54

Probation - Juvenile Accountability Block Grant						
1764 0026379 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$157,877	\$206,062	\$100,000	\$100,000	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$157,877	\$206,062	\$100,000	\$100,000	\$0	\$0
Use of Fund Balance	\$13,756	\$35,956	\$0	\$0	\$0	\$0
Total Funding Sources	\$171,633	\$242,018	\$100,000	\$100,000	\$0	\$0
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$171,633	\$242,018	\$100,000	\$100,000	\$0	\$0
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$171,633	\$242,018	\$100,000	\$100,000	\$0	\$0
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Probation - Juvenile Commitment Facility						
0100 0026070 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$499,502	\$591,338	\$400,000	\$400,000	\$0	\$412,000
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$865,409	\$879,626	\$978,611	\$978,611	\$0	\$1,007,969
Total Revenue	\$1,364,911	\$1,470,964	\$1,378,611	\$1,378,611	\$0	\$1,419,969
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$1,364,911	\$1,470,964	\$1,378,611	\$1,378,611	\$0	\$1,419,969
Salaries and Benefits	\$2,637,295	\$3,083,127	\$3,351,808	\$3,445,381	\$93,573	\$3,774,001
Services and Supplies	\$286,644	\$253,080	\$435,746	\$435,746	\$0	\$450,997
Other Charges	\$376,303	\$411,741	\$461,761	\$461,761	\$0	\$477,923
Fixed Assets						
Equipment	\$773	\$0	\$100,000	\$100,000	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$3,301,015	\$3,747,948	\$4,349,315	\$4,442,888	\$93,573	\$4,702,921
General Fund Contribution	\$1,936,104	\$2,276,984	\$2,970,704	\$3,064,277	\$93,573	\$3,282,952
Total Allocated Positions	-	-	36	36	0	36

Probation - Juvenile Justice Crime Prevention Act						
1798 0026395 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$13,889	\$28,467	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$1,914,661	\$2,066,045	\$1,734,930	\$1,734,930	\$0	\$1,786,978
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,928,550	\$2,094,512	\$1,734,930	\$1,734,930	\$0	\$1,786,978
Use of Fund Balance	(\$101,965)	(\$148,491)	\$911,477	\$911,477	\$0	\$732,741
Total Funding Sources	\$1,826,585	\$1,946,021	\$2,646,407	\$2,646,407	\$0	\$2,519,719
Salaries and Benefits	\$1,705,249	\$1,687,094	\$1,923,571	\$1,923,571	\$0	\$1,978,584
Services and Supplies	\$45,157	\$47,290	\$455,707	\$455,707	\$0	\$471,657
Other Charges	\$40,179	\$51,788	\$67,129	\$67,129	\$0	\$69,478
Fixed Assets						
Buildings & Improvements	\$0	\$0	\$200,000	\$200,000	\$0	\$0
Equipment	\$36,000	\$159,849	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$1,826,585	\$1,946,021	\$2,646,407	\$2,646,407	\$0	\$2,519,719
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	15	15	0	15

Probation - Local Community Corrections						
1679 0026481 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$19,844,760	\$21,434,023	\$22,476,508	\$22,476,508	\$0	\$23,741,752
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$19,844,760	\$21,434,023	\$22,476,508	\$22,476,508	\$0	\$23,741,752
Use of Fund Balance	(\$3,732,434)	(\$2,130,272)	\$1,905,727	\$1,905,727	\$0	\$1,491,651
Total Funding Sources	\$16,112,326	\$19,303,751	\$24,382,235	\$24,382,235	\$0	\$25,233,403
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$474,831	\$954,614	\$1,010,000	\$1,010,000	\$0	\$1,010,000
Other Charges	\$15,637,495	\$18,349,137	\$23,372,235	\$23,372,235	\$0	\$24,223,403
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$16,112,326	\$19,303,751	\$24,382,235	\$24,382,235	\$0	\$25,233,403
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Probation - Ward Welfare Fund						
1765 0026420 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$16,234	\$19,300	\$20,000	\$20,000	\$0	\$20,600
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$16,234	\$19,300	\$20,000	\$20,000	\$0	\$20,600
Use of Fund Balance	(\$7,981)	(\$326)	\$60,000	\$60,000	\$0	\$62,200
Total Funding Sources	\$8,253	\$18,974	\$80,000	\$80,000	\$0	\$82,800
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$8,253	\$18,974	\$70,000	\$70,000	\$0	\$72,450
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets						
Buildings & Improvements	\$0	\$0	\$5,000	\$5,000	\$0	\$5,175
Equipment	\$0	\$0	\$5,000	\$5,000	\$0	\$5,175
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$8,253	\$18,974	\$80,000	\$80,000	\$0	\$82,800
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Probation - Youthful Offender Block Grant						
1698 0026406 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$1,721,835	\$1,856,758	\$1,745,994	\$1,745,994	\$0	\$1,798,374
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,721,835	\$1,856,758	\$1,745,994	\$1,745,994	\$0	\$1,798,374
Use of Fund Balance	(\$34,071)	\$464,425	\$1,215,839	\$1,255,839	\$40,000	\$1,354,702
Total Funding Sources	\$1,687,764	\$2,321,183	\$2,961,833	\$3,001,833	\$40,000	\$3,153,076
Salaries and Benefits	\$644,483	\$1,176,898	\$1,600,640	\$1,600,640	\$0	\$1,647,633
Services and Supplies	\$12,750	\$11,343	\$154,860	\$194,860	\$40,000	\$256,901
Other Charges	\$16,310	\$33,426	\$51,017	\$51,017	\$0	\$52,790
Fixed Assets						
Equipment	\$0	\$67,335	\$0	\$0	\$0	\$0
Other Financing Uses	\$1,014,221	\$1,032,181	\$1,155,316	\$1,155,316	\$0	\$1,195,752
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$1,687,764	\$2,321,183	\$2,961,833	\$3,001,833	\$40,000	\$3,153,076
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	16	16	0	16

Public Defender						
0100 0027000 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$515,646	\$893,258	\$554,709	\$554,709	\$0	\$571,350
Charges for Service	\$429,086	\$451,209	\$639,557	\$639,557	\$0	\$658,744
Miscellaneous Revenue	\$0	\$1,058	\$0	\$0	\$0	\$0
Other Financing Sources	\$174	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$944,906	\$1,345,525	\$1,194,266	\$1,194,266	\$0	\$1,230,094
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$944,906	\$1,345,525	\$1,194,266	\$1,194,266	\$0	\$1,230,094
Salaries and Benefits	\$5,539,276	\$6,215,269	\$6,853,016	\$7,227,836	\$374,820	\$7,557,546
Services and Supplies	\$332,575	\$508,267	\$446,021	\$461,021	\$15,000	\$462,168
Other Charges	\$291,232	\$311,824	\$613,160	\$613,160	\$0	\$634,621
Fixed Assets						
Equipment	\$134,503	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$52,242	\$62,766	\$69,922	\$69,922	\$0	\$69,922
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$6,349,828	\$7,098,126	\$7,982,119	\$8,371,939	\$389,820	\$8,724,257
General Fund Contribution	\$5,404,922	\$5,752,601	\$6,787,853	\$7,177,673	\$389,820	\$7,494,163
Total Allocated Positions	-	-	48	50	2	50

Public Defender - Indigent Defense						
0100 0027500 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$90,000	\$90,000	\$90,000	\$90,000	\$0	\$90,000
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$90,000	\$90,000	\$90,000	\$90,000	\$0	\$90,000
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$90,000	\$90,000	\$90,000	\$90,000	\$0	\$90,000
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$4,264,909	\$4,137,137	\$4,661,460	\$4,483,953	(\$177,507)	\$4,537,455
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$4,264,909	\$4,137,137	\$4,661,460	\$4,483,953	(\$177,507)	\$4,537,455
General Fund Contribution	\$4,174,909	\$4,047,137	\$4,571,460	\$4,393,953	(\$177,507)	\$4,447,455
Total Allocated Positions	-	-	-	0	0	0

Public Works - Administration						
1201 0040001						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$430	\$416	\$300	\$300	\$0	\$310
Intergovernmental Revenue	\$52,544	\$41,844	\$46,000	\$46,000	\$0	\$47,380
Charges for Service	\$953,934	\$956,130	\$1,193,470	\$1,193,470	\$0	\$1,241,970
Miscellaneous Revenue	\$6,473	\$4,649	\$1,000	\$1,000	\$0	\$1,030
Other Financing Sources	\$550	\$8,706	\$1,000	\$1,000	\$0	\$1,030
Total Revenue	\$1,013,931	\$1,011,745	\$1,241,770	\$1,241,770	\$0	\$1,291,720
Use of Fund Balance	\$5,090	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$1,019,021	\$1,011,745	\$1,241,770	\$1,241,770	\$0	\$1,291,720
Salaries and Benefits	\$906,809	\$982,797	\$1,068,650	\$1,068,650	\$0	\$1,102,040
Services and Supplies	\$113,589	\$128,237	\$163,950	\$163,950	\$0	\$169,690
Other Charges	\$249,587	\$281,708	\$309,170	\$309,170	\$0	\$319,990
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$250,964)	(\$380,997)	(\$300,000)	(\$300,000)	\$0	(\$300,000)
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$1,019,021	\$1,011,745	\$1,241,770	\$1,241,770	\$0	\$1,291,720
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	8	8	0	8

Public Works - Engineering						
1202 0040249						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$16,955	\$0	\$10,000	\$10,000	\$0	\$10,300
Charges for Service	\$3,900,428	\$3,906,036	\$4,980,120	\$4,980,120	\$0	\$5,129,520
Miscellaneous Revenue	\$3,212	\$1,886	\$0	\$0	\$0	\$0
Other Financing Sources	\$321,232	\$297,602	\$900,000	\$900,000	\$0	\$925,580
Total Revenue	\$4,241,827	\$4,205,524	\$5,890,120	\$5,890,120	\$0	\$6,065,400
Use of Fund Balance	\$290,823	\$210,511	\$0	\$0	\$0	\$0
Total Funding Sources	\$4,532,650	\$4,416,035	\$5,890,120	\$5,890,120	\$0	\$6,065,400
Salaries and Benefits	\$3,473,534	\$3,601,634	\$4,693,840	\$4,693,840	\$0	\$4,838,660
Services and Supplies	\$584,627	\$205,209	\$459,380	\$459,380	\$0	\$475,460
Other Charges	\$248,525	\$273,194	\$410,730	\$410,730	\$0	\$425,110
Fixed Assets						
Equipment	\$20,000	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$250,964	\$380,998	\$371,170	\$371,170	\$0	\$371,170
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$4,577,650	\$4,461,035	\$5,935,120	\$5,935,120	\$0	\$6,110,400
General Fund Contribution	\$45,000	\$45,000	\$45,000	\$45,000	\$0	\$45,000
Total Allocated Positions	-	-	34	34	0	34

Public Works - Local Transit System						
4001 0041510 Enterprise Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$6,609,799	\$6,022,663	\$6,702,840	\$6,702,840	\$0	\$6,903,930
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$31,676	\$113,531	\$60,000	\$60,000	\$0	\$0
Intergovernmental Revenue	\$1,053,347	\$1,681,845	\$1,315,000	\$1,315,000	\$0	\$1,354,450
Charges for Service	\$559,230	\$583,114	\$594,290	\$594,290	\$0	\$612,120
Miscellaneous Revenue	\$500	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$8,254,552	\$8,401,153	\$8,672,130	\$8,672,130	\$0	\$8,870,500
Retained Earnings	(\$230,885)	(\$776,358)	\$8,107,720	\$8,107,720	\$0	\$5,703,420
Total Funding Sources	\$8,023,667	\$7,624,795	\$16,779,850	\$16,779,850	\$0	\$14,573,920
Salaries and Benefits	\$391,925	\$353,102	\$593,390	\$593,390	\$0	\$611,810
Services and Supplies	\$5,529,540	\$5,362,946	\$6,161,650	\$6,161,650	\$0	\$6,377,310
Other Charges	\$1,592,273	\$1,659,457	\$1,713,880	\$1,713,880	\$0	\$1,773,870
Fixed Assets						
Buildings & Improvements	\$0	\$91,668	\$250,000	\$250,000	\$0	\$250,000
Equipment	\$9,929	(\$92,378)	\$8,060,930	\$8,060,930	\$0	\$5,560,930
Other Financing Uses	\$500,000	\$250,000	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$8,023,667	\$7,624,795	\$16,779,850	\$16,779,850	\$0	\$14,573,920
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	5	5	0	5

Public Works - Morgan Shop						
5121 0042100 Internal Service Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$1,769,087	\$864,676	\$100,000	\$100,000	\$0	\$0
Charges for Service	\$3,095,371	\$3,530,131	\$3,667,811	\$3,667,811	\$0	\$3,851,193
Miscellaneous Revenue	\$3,077	\$1,288	\$0	\$0	\$0	\$0
Other Financing Sources	(\$23,201)	\$1,294,371	\$15,000	\$15,000	\$0	\$15,450
Total Revenue	\$4,844,334	\$5,690,466	\$3,782,811	\$3,782,811	\$0	\$3,866,643
Retained Earnings	(\$3,205,924)	(\$2,238,761)	\$892,488	\$892,488	\$0	\$780,766
Total Funding Sources	\$1,638,410	\$3,451,705	\$4,675,299	\$4,675,299	\$0	\$4,647,409
Salaries and Benefits	\$836,673	\$926,891	\$1,025,287	\$1,025,287	\$0	\$1,057,278
Services and Supplies	\$1,106,967	\$1,304,857	\$1,513,705	\$1,513,705	\$0	\$1,586,875
Other Charges	\$1,157,203	\$1,356,276	\$1,341,307	\$1,341,307	\$0	\$1,388,256
Fixed Assets						
Buildings & Improvements	\$6,407,627	\$1,406,965	\$0	\$0	\$0	\$0
Equipment	(\$7,870,060)	(\$1,543,284)	\$795,000	\$795,000	\$0	\$615,000
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$1,638,410	\$3,451,705	\$4,675,299	\$4,675,299	\$0	\$4,647,409
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	9	9	0	9

Public Works - Road and Bridge						
1101 0040399						
Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$572,555	\$7,860,298	\$6,776,313	\$6,776,313	\$0	\$6,781,313
Licenses, Permits, Franchises	\$23,049	\$23,663	\$22,000	\$22,000	\$0	\$22,000
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$40,872	\$81,710	\$112,700	\$112,700	\$0	\$116,000
Intergovernmental Revenue	\$14,978,006	\$25,436,468	\$79,012,149	\$79,012,149	\$0	\$73,081,114
Charges for Service	\$340,954	\$999,007	\$888,500	\$888,500	\$0	\$915,155
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$2,796,953	\$2,682,603	\$19,812,755	\$19,812,755	\$0	\$3,400,000
Total Revenue	\$18,752,389	\$37,083,749	\$106,624,417	\$106,624,417	\$0	\$84,315,582
Use of Fund Balance	\$4,796,985	(\$1,618,724)	\$5,155,292	\$5,155,292	\$0	\$91,587
Total Funding Sources	\$23,549,374	\$35,465,025	\$111,779,709	\$111,779,709	\$0	\$84,407,169
Salaries and Benefits	\$4,341,964	\$5,005,932	\$5,541,727	\$5,541,727	\$0	\$6,331,899
Services and Supplies	\$9,671,734	\$19,995,011	\$94,532,773	\$94,532,773	\$0	\$69,091,104
Other Charges	\$5,874,061	\$8,115,766	\$9,134,341	\$9,134,341	\$0	\$8,990,466
Fixed Assets						
Buildings & Improvements	\$4,537,405	\$1,854,616	\$2,577,168	\$2,577,168	\$0	\$0
Other Financing Uses	\$0	\$1,000,000	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$24,425,164	\$35,971,325	\$111,786,009	\$111,786,009	\$0	\$84,413,469
General Fund Contribution	\$875,790	\$506,300	\$6,300	\$6,300	\$0	\$6,300
Total Allocated Positions	-	-	57	57	0	57

Sheriff - Administration						
0100 0028100						
General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$446,451	\$279,525	\$275,000	\$275,000	\$0	\$283,250
Fines, Forfeitures, Penalties	\$2,940	\$2,760	\$2,500	\$2,500	\$0	\$2,575
Revenue from use of Assets	\$1,633	\$471	\$1,500	\$1,500	\$0	\$1,545
Intergovernmental Revenue	\$2,108	\$1,778	\$0	\$0	\$0	\$0
Charges for Service	\$560,476	\$540,748	\$388,665	\$388,665	\$0	\$400,325
Miscellaneous Revenue	\$20,782	\$27,739	\$16,500	\$16,500	\$0	\$16,995
Other Financing Sources	\$150,000	\$155,735	\$168,000	\$168,000	\$0	\$168,000
Total Revenue	\$1,184,090	\$1,008,756	\$852,165	\$852,165	\$0	\$872,690
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$1,184,090	\$1,008,756	\$852,165	\$852,165	\$0	\$872,690
Salaries and Benefits	\$7,903,598	\$8,260,055	\$8,926,682	\$9,263,189	\$336,507	\$9,609,076
Services and Supplies	\$1,319,653	\$2,080,922	\$1,504,687	\$1,504,687	\$0	\$1,340,001
Other Charges	\$708,764	\$690,553	\$845,617	\$845,617	\$0	\$875,212
Fixed Assets						
Buildings & Improvements	\$0	\$22,769	\$0	\$0	\$0	\$283,500
Equipment	\$336,252	\$460,287	\$685,500	\$685,500	\$0	\$234,000
Other Financing Uses	\$10,000	\$10,000	\$10,000	\$10,000	\$0	\$10,000
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$32,884)	(\$29,401)	(\$31,000)	(\$31,000)	\$0	(\$31,000)
Contingencies	\$0	\$0	\$0	\$860,000	\$860,000	\$0
Gross Costs	\$10,245,383	\$11,495,185	\$11,941,486	\$13,137,993	\$1,196,507	\$12,320,789
General Fund Contribution	\$9,061,293	\$10,486,429	\$11,089,321	\$12,285,828	\$1,196,507	\$11,448,099
Total Allocated Positions	-	-	82	84	2	84

Sheriff - Adult Detention Expansion						
0100 0028400 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$611,950	\$1,179,621	\$1,179,621	\$0	\$1,215,010
Charges for Service	\$785,935	\$2,652,710	\$3,849,383	\$3,849,383	\$0	\$3,964,864
Miscellaneous Revenue	\$0	\$255	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$785,935	\$3,264,915	\$5,029,004	\$5,029,004	\$0	\$5,179,874
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$785,935	\$3,264,915	\$5,029,004	\$5,029,004	\$0	\$5,179,874
Salaries and Benefits	\$2,975,741	\$9,379,350	\$10,137,272	\$10,599,489	\$462,217	\$10,904,452
Services and Supplies	\$171,111	\$1,790,836	\$5,809,432	\$5,809,432	\$0	\$6,012,762
Other Charges	\$3,076	\$392,330	\$615,276	\$615,276	\$0	\$636,811
Fixed Assets						
Equipment	\$0	\$57,673	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$3,149,928	\$11,620,189	\$16,561,980	\$17,024,197	\$462,217	\$17,554,025
General Fund Contribution	\$2,363,993	\$8,355,274	\$11,532,976	\$11,995,193	\$462,217	\$12,374,151
Total Allocated Positions	-	-	80	80	0	80

Sheriff - CAL ID Program						
1703 0028600 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$992	\$5,771	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$477,449	\$480,733	\$469,290	\$469,290	\$0	\$483,369
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$478,441	\$486,504	\$469,290	\$469,290	\$0	\$483,369
Use of Fund Balance	\$121,691	(\$257,055)	\$251,915	\$251,915	\$0	(\$202,899)
Total Funding Sources	\$600,132	\$229,449	\$721,205	\$721,205	\$0	\$280,470
Salaries and Benefits	\$109,694	\$45,358	\$73,459	\$73,459	\$0	\$75,802
Services and Supplies	\$485,160	\$180,865	\$195,750	\$195,750	\$0	\$202,601
Other Charges	\$5,278	\$3,226	\$1,996	\$1,996	\$0	\$2,067
Fixed Assets						
Equipment	\$0	\$0	\$450,000	\$450,000	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$600,132	\$229,449	\$721,205	\$721,205	\$0	\$280,470
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	1	1	0	1

Sheriff - CAL-MMET						
1780 0028889						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$713,153	\$708,530	\$730,125	\$730,125	\$0	\$752,030
Charges for Service	\$0	\$9,576	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$713,153	\$718,106	\$730,125	\$730,125	\$0	\$752,030
Use of Fund Balance	\$456,038	\$40,782	\$0	\$0	\$0	\$252
Total Funding Sources	\$1,169,191	\$758,888	\$730,125	\$730,125	\$0	\$752,282
Salaries and Benefits	\$51,049	\$169,686	\$494,602	\$494,602	\$0	\$508,514
Services and Supplies	\$134,655	\$182,345	\$64,884	\$64,884	\$0	\$67,157
Other Charges	\$164,909	\$169,375	\$170,639	\$170,639	\$0	\$176,611
Fixed Assets						
Equipment	\$818,578	\$237,483	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$1,169,191	\$758,888	\$730,125	\$730,125	\$0	\$752,282
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	4	4	0	4

Sheriff - Civil Process Fee						
1768 0028840						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$242,946	\$201,332	\$251,000	\$251,000	\$0	\$258,530
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$242,946	\$201,332	\$251,000	\$251,000	\$0	\$258,530
Use of Fund Balance	\$75,058	\$5,330	\$187,697	\$187,697	\$0	\$80,967
Total Funding Sources	\$318,004	\$206,662	\$438,697	\$438,697	\$0	\$339,497
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$54,052	\$56,205	\$165,227	\$165,227	\$0	\$171,010
Other Charges	\$697	\$457	\$470	\$470	\$0	\$487
Fixed Assets						
Equipment	\$113,255	\$0	\$105,000	\$105,000	\$0	\$0
Other Financing Uses	\$150,000	\$150,000	\$168,000	\$168,000	\$0	\$168,000
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$318,004	\$206,662	\$438,697	\$438,697	\$0	\$339,497
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Sheriff - Contract Cities						
0100 0028239						
General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$12,870	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$10,131,710	\$11,014,797	\$12,022,632	\$12,022,632	\$0	\$12,371,803
Miscellaneous Revenue	\$0	\$505	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$10,144,580	\$11,015,302	\$12,022,632	\$12,022,632	\$0	\$12,371,803
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$10,144,580	\$11,015,302	\$12,022,632	\$12,022,632	\$0	\$12,371,803
Salaries and Benefits	\$8,162,015	\$9,009,132	\$9,763,293	\$9,763,293	\$0	\$10,046,125
Services and Supplies	\$1,193,018	\$1,223,989	\$1,259,274	\$1,259,274	\$0	\$1,303,370
Other Charges	\$604,912	\$528,059	\$635,565	\$635,565	\$0	\$657,808
Fixed Assets						
Equipment	\$0	\$65,613	\$158,000	\$158,000	\$0	\$158,000
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$201,910	\$188,509	\$206,500	\$206,500	\$0	\$206,500
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$10,161,855	\$11,015,302	\$12,022,632	\$12,022,632	\$0	\$12,371,803
General Fund Contribution	\$17,275	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	69	69	0	69

Sheriff - Court Security						
176C 0028370						
Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$5,080,010	\$5,206,453	\$5,316,624	\$5,316,624	\$0	\$5,476,123
Charges for Service	\$5,444	\$3,942	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$5,085,454	\$5,210,395	\$5,316,624	\$5,316,624	\$0	\$5,476,123
Use of Fund Balance	\$322,196	(\$109,673)	\$132,557	\$132,557	\$0	\$0
Total Funding Sources	\$5,407,650	\$5,100,722	\$5,449,181	\$5,449,181	\$0	\$5,476,123
Salaries and Benefits	\$5,245,810	\$4,966,362	\$5,290,215	\$5,290,215	\$0	\$5,311,593
Services and Supplies	\$15,008	\$19,134	\$20,000	\$20,000	\$0	\$20,702
Other Charges	\$224,114	\$200,731	\$238,372	\$238,372	\$0	\$246,715
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$5,484,932	\$5,186,227	\$5,548,587	\$5,548,587	\$0	\$5,579,010
General Fund Contribution	\$77,282	\$85,505	\$99,406	\$99,406	\$0	\$102,887
Total Allocated Positions	-	-	39	39	0	39

Sheriff - Dedicated Funds						
1743 0028869						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$21,018	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$21,018	\$0	\$0	\$0	\$0	\$0
Use of Fund Balance	\$328,391	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$349,409	\$0	\$0	\$0	\$0	\$0
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Other Charges	\$336,866	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$12,543	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$349,409	\$0	\$0	\$0	\$0	\$0
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Sheriff - Detention						
0100 0028300						
General Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$4,263	\$2,088	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$1,468,366	\$1,274,911	\$1,208,500	\$1,208,500	\$0	\$1,244,755
Charges for Service	\$8,272,259	\$8,034,726	\$9,511,318	\$9,511,318	\$0	\$9,796,658
Miscellaneous Revenue	\$52,138	\$89,789	\$33,000	\$33,000	\$0	\$33,990
Other Financing Sources	\$108,000	\$111,641	\$108,000	\$108,000	\$0	\$108,000
Total Revenue	\$9,905,026	\$9,513,155	\$10,860,818	\$10,860,818	\$0	\$11,183,403
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$9,905,026	\$9,513,155	\$10,860,818	\$10,860,818	\$0	\$11,183,403
Salaries and Benefits	\$31,068,500	\$31,166,536	\$35,148,091	\$36,438,180	\$1,290,089	\$37,509,019
Services and Supplies	\$4,261,210	\$4,811,050	\$14,849,992	\$14,849,992	\$0	\$15,338,692
Other Charges	\$3,477,670	\$3,678,621	\$4,191,953	\$4,191,953	\$0	\$4,338,671
Fixed Assets						
Buildings & Improvements	\$173,690	\$0	\$0	\$100,582	\$100,582	\$0
Equipment	\$332,095	\$365,514	\$211,900	\$211,900	\$0	\$211,900
Other Financing Uses	\$0	\$1,220,000	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$9,471	\$21,603	\$20,000	\$20,000	\$0	\$20,700
Contingencies	\$0	\$0	\$0	\$1,460,000	\$1,460,000	\$0
Gross Costs	\$39,322,636	\$41,263,325	\$54,421,936	\$57,272,607	\$2,850,671	\$57,418,982
General Fund Contribution	\$29,417,610	\$31,750,170	\$43,561,118	\$46,411,789	\$2,850,671	\$46,235,579
Total Allocated Positions	-	-	277	277	0	277

Sheriff - Driver Training Program						
1769 0028870						
Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$140,012	\$183,494	\$167,640	\$167,640	\$0	\$172,669
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$783	\$0	\$0	\$0	\$0
Total Revenue	\$140,012	\$184,277	\$167,640	\$167,640	\$0	\$172,669
Use of Fund Balance	\$1,668	(\$29,355)	(\$11,904)	(\$11,904)	\$0	(\$11,479)
Total Funding Sources	\$141,680	\$154,922	\$155,736	\$155,736	\$0	\$161,190
Salaries and Benefits	\$93,132	\$96,054	\$116,281	\$116,281	\$0	\$120,351
Services and Supplies	\$13,430	\$3,388	\$4,600	\$4,600	\$0	\$4,762
Other Charges	\$35,118	\$55,480	\$34,855	\$34,855	\$0	\$36,077
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$141,680	\$154,922	\$155,736	\$155,736	\$0	\$161,190
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Sheriff - Jail Commissary / Inmate Welfare						
4081 0028509						
Enterprise Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$7,447	\$18,521	\$4,000	\$4,000	\$0	\$4,120
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$140,792	\$157,873	\$1,000	\$1,000	\$0	\$1,030
Miscellaneous Revenue	\$2,260,391	\$1,625,634	\$1,657,500	\$1,657,500	\$0	\$1,698,225
Other Financing Sources	\$0	(\$37,937)	\$0	\$0	\$0	\$0
Total Revenue	\$2,408,630	\$1,764,091	\$1,662,500	\$1,662,500	\$0	\$1,703,375
Retained Earnings	(\$639,143)	\$68,428	\$595,779	\$845,779	\$250,000	\$520,136
Total Funding Sources	\$1,769,487	\$1,832,519	\$2,258,279	\$2,508,279	\$250,000	\$2,223,511
Salaries and Benefits	\$281,629	\$394,914	\$425,369	\$425,369	\$0	\$438,994
Services and Supplies	\$1,438,731	\$1,386,705	\$1,770,171	\$2,020,171	\$250,000	\$1,719,580
Other Charges	\$49,127	\$50,900	\$62,739	\$62,739	\$0	\$64,937
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$1,769,487	\$1,832,519	\$2,258,279	\$2,508,279	\$250,000	\$2,223,511
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	6	6	0	6

Sheriff - Justice Assistance Grant						
1799 0028610 Special Revenue Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$1,166,782	\$362,187	\$155,748	\$155,748	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,166,782	\$362,187	\$155,748	\$155,748	\$0	\$0
Use of Fund Balance	(\$764)	\$15	\$0	\$0	\$0	\$0
Total Funding Sources	\$1,166,018	\$362,202	\$155,748	\$155,748	\$0	\$0
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$1,035,070	\$272,690	\$131,252	\$131,252	\$0	\$0
Other Charges	\$130,948	\$89,512	\$24,496	\$24,496	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$1,166,018	\$362,202	\$155,748	\$155,748	\$0	\$0
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Sheriff - Operations						
0100 0028200 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$148,450	\$324,868	\$324,868	\$0	\$334,614
Fines, Forfeitures, Penalties	\$30,302	\$40,347	\$30,000	\$30,000	\$0	\$30,900
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$1,529,572	\$1,558,102	\$1,304,889	\$1,304,889	\$0	\$1,337,942
Charges for Service	\$1,328,148	\$1,211,418	\$1,225,920	\$1,225,920	\$0	\$1,262,698
Miscellaneous Revenue	\$2,460	\$84,888	\$10,900	\$10,900	\$0	\$11,227
Other Financing Sources	\$30,255	\$7,662	\$0	\$0	\$0	\$0
Total Revenue	\$2,930,737	\$3,050,867	\$2,896,577	\$2,896,577	\$0	\$2,977,381
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$2,930,737	\$3,050,867	\$2,896,577	\$2,896,577	\$0	\$2,977,381
Salaries and Benefits	\$22,187,753	\$25,270,862	\$28,014,845	\$28,144,058	\$129,213	\$28,999,345
Services and Supplies	\$6,933,374	\$5,752,396	\$6,291,642	\$6,351,642	\$60,000	\$6,290,333
Other Charges	\$2,098,410	\$2,010,114	\$2,298,094	\$2,298,094	\$0	\$2,378,527
Fixed Assets						
Buildings & Improvements	\$48,984	\$184,124	\$100,000	\$100,000	\$0	\$0
Equipment	\$2,018,788	\$1,876,425	\$2,314,655	\$2,426,655	\$112,000	\$1,024,200
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$726,934)	(\$725,333)	(\$687,040)	(\$687,040)	\$0	(\$687,040)
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$32,491,375	\$34,368,588	\$38,332,196	\$38,633,409	\$301,213	\$38,005,365
General Fund Contribution	\$29,560,638	\$31,317,721	\$35,435,619	\$35,736,832	\$301,213	\$35,027,984
Total Allocated Positions	-	-	168	169	1	169

Sheriff - Vehicle Theft Unit						
1715 0028825						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$475,949	\$479,676	\$453,815	\$453,815	\$0	\$467,429
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$2,195	\$5,000	\$2,000	\$2,000	\$0	\$2,060
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$478,144	\$484,676	\$455,815	\$455,815	\$0	\$469,489
Use of Fund Balance	\$306,079	\$81,044	\$100,919	\$100,919	\$0	\$57,817
Total Funding Sources	\$784,223	\$565,720	\$556,734	\$556,734	\$0	\$527,306
Salaries and Benefits	\$75,276	\$202,036	\$206,871	\$206,871	\$0	\$175,721
Services and Supplies	\$151,067	\$110,298	\$109,849	\$109,849	\$0	\$103,169
Other Charges	\$217,246	\$231,000	\$240,014	\$240,014	\$0	\$248,416
Fixed Assets						
Equipment	\$340,634	\$22,386	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$784,223	\$565,720	\$556,734	\$556,734	\$0	\$527,306
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	1	1	0	1

Strategic Business Technology						
5031 0048100						
Internal Service Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$4,862,954	\$4,966,593	\$7,283,270	\$7,283,270	\$0	\$7,928,429
Miscellaneous Revenue	\$323	\$296	\$50,000	\$50,000	\$0	\$51,500
Other Financing Sources	(\$1,658)	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$4,861,619	\$4,966,889	\$7,333,270	\$7,333,270	\$0	\$7,979,929
Retained Earnings	(\$836,876)	\$2,323,571	\$407,050	\$407,050	\$0	\$0
Total Funding Sources	\$4,024,743	\$7,290,460	\$7,740,320	\$7,740,320	\$0	\$7,979,929
Salaries and Benefits	\$2,835,301	\$3,180,062	\$3,857,550	\$3,857,550	\$0	\$3,975,262
Services and Supplies	\$2,683,419	\$3,250,972	\$3,267,325	\$3,267,325	\$0	\$3,381,681
Other Charges	\$325,143	\$342,698	\$215,445	\$215,445	\$0	\$222,986
Fixed Assets						
Equipment	\$141,225	\$516,728	\$400,000	\$400,000	\$0	\$400,000
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$5,985,088	\$7,290,460	\$7,740,320	\$7,740,320	\$0	\$7,979,929
General Fund Contribution	\$1,960,345	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	29	29	0	29

S.B.T. - Telecommunications						
5011 0048200						
Internal Service Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$928,235	\$1,006,738	\$998,658	\$998,658	\$0	\$1,351,531
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$928,235	\$1,006,738	\$998,658	\$998,658	\$0	\$1,351,531
Retained Earnings	\$35,871	\$122,455	\$314,000	\$314,000	\$0	\$0
Total Funding Sources	\$964,106	\$1,129,193	\$1,312,658	\$1,312,658	\$0	\$1,351,531
Salaries and Benefits	\$270,853	\$253,416	\$315,800	\$315,800	\$0	\$325,908
Services and Supplies	\$408,300	\$612,028	\$621,653	\$621,653	\$0	\$643,411
Other Charges	\$208,792	\$263,749	\$200,205	\$200,205	\$0	\$207,212
Fixed Assets						
Equipment	\$76,161	\$0	\$175,000	\$175,000	\$0	\$175,000
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$964,106	\$1,129,193	\$1,312,658	\$1,312,658	\$0	\$1,351,531
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	2	2	0	2

Treasurer - Admin/Taxes						
0100 0030001						
General Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$62,454	\$65,529	\$65,000	\$65,000	\$0	\$66,950
Fines, Forfeitures, Penalties	\$114,590	\$100,030	\$60,000	\$60,000	\$0	\$61,800
Revenue from use of Assets	\$27,490	\$13,605	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$305,190	\$302,807	\$328,500	\$328,500	\$0	\$338,355
Miscellaneous Revenue	\$25,088	\$36,206	\$33,750	\$33,750	\$0	\$34,755
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$534,812	\$518,177	\$487,250	\$487,250	\$0	\$501,860
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$534,812	\$518,177	\$487,250	\$487,250	\$0	\$501,860
Salaries and Benefits	\$1,119,579	\$1,180,481	\$1,212,794	\$1,238,345	\$25,551	\$1,287,923
Services and Supplies	\$159,145	\$193,945	\$234,100	\$277,379	\$43,279	\$226,770
Other Charges	\$152,484	\$150,705	\$177,179	\$177,179	\$0	\$183,381
Fixed Assets						
Equipment	\$0	\$21,853	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$38,913)	(\$156,561)	(\$130,365)	(\$130,365)	\$0	(\$134,928)
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$1,392,295	\$1,390,423	\$1,493,708	\$1,562,538	\$68,830	\$1,563,146
General Fund Contribution	\$857,483	\$872,246	\$1,006,458	\$1,075,288	\$68,830	\$1,061,286
Total Allocated Positions	-	-	11	11	0	11

Treasurer - Revenue Recovery						
0100 0030002 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$5,000	\$5,000	\$0	\$5,150
Revenue from use of Assets	\$9,080	\$4,411	\$5,000	\$5,000	\$0	\$5,150
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$1,083,455	\$1,191,809	\$1,482,425	\$1,578,978	\$96,553	\$1,574,835
Miscellaneous Revenue	\$8,203	\$1,573	\$3,400	\$3,400	\$0	\$3,560
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,100,738	\$1,197,793	\$1,495,825	\$1,592,378	\$96,553	\$1,588,695
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$1,100,738	\$1,197,793	\$1,495,825	\$1,592,378	\$96,553	\$1,588,695
Salaries and Benefits	\$1,328,785	\$1,149,480	\$1,449,167	\$1,449,167	\$0	\$1,544,119
Services and Supplies	\$233,771	\$259,264	\$366,955	\$453,508	\$86,553	\$333,223
Other Charges	\$144,921	\$126,148	\$151,076	\$151,076	\$0	\$156,364
Fixed Assets						
Equipment	\$0	\$18,520	\$0	\$10,000	\$10,000	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$613,285)	(\$364,261)	(\$426,373)	(\$426,373)	\$0	(\$445,011)
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$1,094,192	\$1,189,151	\$1,540,825	\$1,637,378	\$96,553	\$1,588,695
General Fund Contribution	(\$6,546)	(\$8,642)	\$45,000	\$45,000	\$0	\$0
Total Allocated Positions	-	-	18	18	0	18

Treasurer - Treasury						
0100 0030004 General Fund						
	FY 2016-2017 Actual	FY 2017-2018 Actual	FY 2018-2019 Proposed Budget	FY 2018-2019 Final Budget	Change Column D- Column C	FY 2019-2020 Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$556,346	\$772,755	\$776,268	\$788,268	\$12,000	\$829,391
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$10,030	\$10,432	\$15,000	\$15,000	\$0	\$15,450
Total Revenue	\$566,376	\$783,187	\$791,268	\$803,268	\$12,000	\$844,841
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$566,376	\$783,187	\$791,268	\$803,268	\$12,000	\$844,841
Salaries and Benefits	\$358,216	\$373,935	\$379,555	\$379,555	\$0	\$418,503
Services and Supplies	\$40,140	\$198,839	\$332,357	\$340,473	\$8,116	\$336,360
Other Charges	\$44,726	\$37,005	\$46,356	\$50,240	\$3,884	\$47,978
Fixed Assets						
Equipment	\$0	\$123,295	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$115,000	\$42,000	\$42,000	\$42,000	\$0	\$42,000
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$558,082	\$775,074	\$800,268	\$812,268	\$12,000	\$844,841
General Fund Contribution	(\$8,294)	(\$8,113)	\$9,000	\$9,000	\$0	\$0
Total Allocated Positions	-	-	4	4	0	4

Workforce Development						
1320 0033100						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$5,939,103	\$6,806,305	\$8,968,421	\$8,968,421	\$0	\$9,275,275
Charges for Service	\$2,534,860	\$1,576,451	\$221,802	\$221,802	\$0	\$228,456
Miscellaneous Revenue	\$0	\$1,720	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$8,473,963	\$8,384,476	\$9,190,223	\$9,190,223	\$0	\$9,503,731
Use of Fund Balance	(\$1,980,361)	(\$1,510,962)	\$150,000	\$150,000	\$0	\$150,000
Total Funding Sources	\$6,493,602	\$6,873,514	\$9,340,223	\$9,340,223	\$0	\$9,653,731
Salaries and Benefits	\$3,553,110	\$3,702,567	\$4,154,360	\$4,154,360	\$0	\$4,324,618
Services and Supplies	\$2,722,665	\$2,934,068	\$4,915,836	\$4,915,836	\$0	\$5,049,884
Other Charges	\$217,827	\$276,879	\$262,927	\$262,927	\$0	\$272,129
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$7,100	\$7,100	\$0	\$7,100
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$6,493,602	\$6,913,514	\$9,340,223	\$9,340,223	\$0	\$9,653,731
General Fund Contribution	\$0	\$40,000	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	84	85	1	85

Workforce Development - StanWOR Ks						
1317 0033900						
Special Revenue Fund						
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	Change	FY 2019-2020
	Actual	Actual	Proposed	Final Budget	Column D-	Spending Plan
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$8,827,073	\$6,802,981	\$8,314,573	\$8,314,573	\$0	\$8,591,236
Miscellaneous Revenue	(\$21,731)	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$8,805,342	\$6,802,981	\$8,314,573	\$8,314,573	\$0	\$8,591,236
Use of Fund Balance	(\$8,603)	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$8,796,739	\$6,802,981	\$8,314,573	\$8,314,573	\$0	\$8,591,236
Salaries and Benefits	\$5,682,726	\$4,198,281	\$5,658,665	\$5,658,665	\$0	\$5,842,794
Services and Supplies	\$2,826,254	\$2,330,758	\$2,309,587	\$2,309,587	\$0	\$2,390,423
Other Charges	\$287,759	\$273,942	\$334,221	\$334,221	\$0	\$345,919
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$12,100	\$12,100	\$0	\$12,100
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$8,796,739	\$6,802,981	\$8,314,573	\$8,314,573	\$0	\$8,591,236
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Positions	-	-	-	0	0	0

Acronyms and Abbreviations

AAA – Area Agency on Aging	DA – District Attorney
AB – Assembly Bill	DMC ODS – Drug Medi-Cal Organized Delivery System
ACA – Affordable Care Act	DOJ – Department of Justice
ACH – Automated Clearing House	EMS – Emergency Medical Services
AOT – Assisted Outpatient Treatment	ERAF – Educational Revenue Augmentation Fund
BHRS – Behavioral Health and Recovery Services	FC – Foster Care
BOC – Board of Corrections (aka Board of State and Community Corrections)	FFP – Federal Financial Participation
BOS – Board of Supervisors	FMS – Financial Management System
CAFR – Comprehensive Annual Financial Report	FQHC – Federally Qualified Health Center
CAIRE – Child Abuse, Interviews, Referrals & Examinations	FRC – Family Resource Center
CAL MMET – California Multi-Jurisdictional Methamphetamine Enforcement Taskforce	FTE – Full-Time Equivalent
CalWORKs – California Work Opportunity and Responsibility to Kids	FY – Fiscal Year
CAP – Cost Allocation Plan	GA – General Assistance
CARE – Community Assessment, Response, & Engagement	GAAP – Generally Accepted Accounting Principles
CASA – Court Appointed Special Advocate	GASB – Governmental Accounting Standards Board
CCP – (1) Community Corrections Partnership; (2) Community Corrections Plan	GFOA – Government Finance Officers Association
CEO – (1) Chief Executive Officer; (2) Chief Executive Office	GIS – Geographic Information Systems
CEQA – California Environmental Quality Act	G/L – General Ledger
CHIP – California Healthcare for Indigents Program	GSA – General Services Agency
CIP – Capital Improvement Plan	HEDIS – Healthcare Effectiveness Data & Information Set
COLA – Cost of Living Adjustment	HICAP – Health Insurance Counseling & Advocacy Program
COP – Certificate of Participation	HIDTA – High Intensity Drug Trafficking Area
CRM – Customer Relationship Management	HSA – Health Services Agency
CSA – (1) Community Services Agency; (2) County Service Area	ICJIS – Integrated Criminal Justice Information System
CSAC – California State Association of Counties	IHCP – Indigent Health Care Program
	IHSS – In-Home Supportive Services
	IMD – Institute of Mental Disease
	IP – Individual Provider

IT – Information Technology	RDA – Redevelopment Agency
JJCPA – Juvenile Justice Crime Prevention Act	REACT – Re-Entry and Alternative to Custody Training Center
JPA – (1) Joint Powers Authority; (2) Joint Powers Agreement	RFP – Request for Proposal
JV – Journal Voucher	RFQ – Request for Qualifications
LAFCO – Local Agency Formation Commission	ROI – Return on Investment
LAN – Local Area Network	SACPA – Substance Abuse and Crime Prevention Act of 2000
LBU – Legal Budget Unit	SB – Senate Bill
MAC – Municipal Advisory Council	SBT – Strategic Business Technology
MHSA – Mental Health Services Act	SDEA – Stanislaus Drug Enforcement Agency
M&O – Maintenance and Operations	SEMS – Standardized Emergency Management System
MOE – Maintenance of Effort	SRC – Stanislaus Recovery Center
MOU – Memorandum of Understanding	SSI – Supplemental Security Income
NIMS – National Incident Management System	SSP – State Supplementary Payments
NCC – Net County Cost	StanCERA – Stanislaus County Employees’ Retirement Association
OES – Office of Emergency Services	STANCOG – Stanislaus Council of Governments
OHP – Out of Home Placement	STC – Standards and Training for Correctional Officers
PA – Public Authority	STOAC – Services to Older Adults Advisory Council
PH – Public Health	SUD – Substance Use Disorder
PLF – Public Library Foundation	TSP – Tenth Street Place
POB – Pension Obligation Bonds	TANF – Temporary Assistance for Needy Families
POST – Peace Officer Standards and Training	TOT – Transient Occupancy Tax
PSR – (1) Project Study Report; (2) Public Safety Restoration	TRRP – Tuolumne River Regional Park
PT – Property Tax	UCCE – University of California Cooperative Extension
PTAF – Property Tax Administration Fee	USDA – United States Department of Agriculture
PTAP – Property Tax Administration Program	VA – Veterans Affairs
PPACA – Patient Protection and Affordable Care Act	VLF – Vehicle License Fees
Prop – Proposition	VOCA – Victims of Crime Act
PFF – Public Facilities Fee	WIC – Women, Infants, and Children

Glossary of Budget Terms

A-87 Charges—The term "A-87" is used interchangeably with "indirect charges". A-87 is a set of accounting standards, issued by the Federal Office of Management and Budget (OMB), used to guide counties as they calculate and assign indirect costs. A-87 has been superseded by the Supercircular, OMB's Final Guidance on Federal Grants, dated December 26, 2014. The State of California continues to require County submission of an annual A-87 Plan, to support the central service departments.

Area Agency on Aging (AAA) — A local aging program that provides information and services on a range of assistance for older adults and those who care for them. Area Agency on Aging is housed within the Board priority of A Healthy Community.

Assembly Bill 109 (AB 109) — Realigns custodial and community supervision responsibility for non-serious, non-violent, and non-sex offenders, as well as supervision of lower level adult parolees returning from State prison sentences to counties. On June 30, 2011, the Governor signed a series of legislative bills as part of the State budget that provided funding and made necessary technical changes to implement the public safety realignment program outlined in AB 109. The Community Corrections Partnership (CCP) committee recommends the allocation of the funding to the Board of Supervisors.

Accomplishment—Successful completion of a goal/objective. In connection with the budget, identifying department accomplishments serves to provide greater accountability through the reporting of performance measures and outcomes.

Account—A record of a type of monetary transaction maintained in the general ledger. The County uses the Oracle financial management system, which utilizes a specific coding structure to identify the location for each recorded entry (xxxx-xxxxxx-xxxx-xxxxxx-xxxxxx); the third segment of the Oracle coding structure (identified here in bold) captures a transaction's 5-digit account number.

Accrual Basis—A method of accounting that recognizes revenue when earned rather than when collected. Expenses are recognized when incurred rather than when paid. Internal service funds, enterprise funds, and the pension and investment trust funds use this method of accounting.

Activity—A specific line of work performed to accomplish a function for which a governmental unit is responsible.

Adopted Final Budget—The second of a two-part budget process, this budget is required to be submitted to the Board by September 18th, and reflects revisions, reductions, or additions to the Proposed Budget.

Ad Valorem—In proportion to value, a basis for levy of taxes on property. An ad valorem tax is a tax based on the assessed value of real estate or personal property and provides a source of revenue for State and municipal governments.

Agency Fund—Agency funds account for assets held by the County as an agent for individuals, private organizations, or other governments.

Allocate—To set apart for a particular purpose; assign or allot.

Allocation—The share or portion allocated.

Amortization—A process of cost allocation over time, usually used with intangible assets or debt. Example: if a loan of \$12,000 is amortized over one year with no interest, the monthly payments would be \$1,000 a month.

Annual Financial Report—The official annual report of the government. This report summarizes and discloses the financial activity of the County and its component units for the fiscal year. It is produced by the Auditor-Controller's Office.

Appropriation—The authorization granted by the Board of Supervisors to make expenditures.

Assessed Valuation—An official government value placed upon real property or personal property as a basis for levying taxes.

Assessment—An official valuation of property, used as a basis for levying a tax.

Asset – Items of ownership or resources held that are convertible into cash; the items detailed on a balance sheet, especially in relation to liabilities and capital.

Assigned Fund Balance—Comprised of amounts intended to be used by the government for specific purposes that are neither restricted nor committed. Intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority. Assigned fund balance can be used to eliminate a projected budgetary deficit in the subsequent year's budget.

Audit—A systematic collection of the sufficient and competent evidential matter needed to attest to the fairness of management's assertions in the financial statements or to evaluate whether management has efficiently and effectively carried out its responsibilities.

Audit Trail—Original documents supporting financial transactions from inception to the accounting record in the system.

Automated Clearing House (ACH) – The primary system that agencies use for electronic funds transfer (EFT) such as direct deposit, payroll, and vendor payments.

Available and Measurable—Revenues are considered available when they will be collected either during the current period or soon enough after the end of the period to pay current year liabilities. Revenues are considered measurable when they are reasonably estimable.

Balanced Budget—The amount of budgeted expenditures is equal to or less than the amount of budgeted revenue plus other available resources.

Balance Sheet—A financial statement of all County accounts formatted in accordance with the "accounting equation" (assets = liability + equity) at a specific date.

Block-Budgeting of Positions - Merit Systems provides that entry to journey level positions may be block-budgeted. Examples include: Administrative Clerk I/II; Legal Clerk I/II/III; Manager I/II or I/II/III (depending on organizational structure); Systems Engineer I/II; Mental Health Clinician I/II; Family Services Specialist I/II; Road Maintenance Worker I/II/III. Block-budgeted positions are intended to make available career development opportunities for employees who demonstrate the ability to function at progressively higher levels in a class series, and to allow the Department flexibility in filling vacancies at any of several levels within a class series.

Board of Corrections aka Board of State and Community Corrections (BOC) – An independent statutory agency that provides leadership to the adult and juvenile criminal justice systems, expertise on Public Safety Realignment issues, a data and information clearinghouse, and technical assistance on a wide range of community corrections issues.

Board Priorities—The six priority areas established by the Board of Supervisors: Supporting strong and safe neighborhoods for individuals and families to thrive (Strong and Safe Neighborhoods); Supporting community health, including physical, mental, emotional and spiritual health (Community Health); Developing a healthy economy, building upon our strong agricultural foundation (Healthy Economy); Promoting first-rate learning opportunities for all residents in support of community and individual prosperity (First-Rate Learning); Delivering efficient public services and community infrastructure to benefit our residents and businesses (Efficient Public Services) and (Community Infrastructure). Each County department is clearly identified with and is housed within one of these priority areas.

Bond—A funding tool representing a written promise to pay a specific sum (face value or principal amount) in the future (maturity date), plus interest.

Braided Funds—Braided funding is the pooling and coordination of resources from various agencies to provide needed services, while maintaining the integrity of each agency's funding stream. However, the funds must be used for their original intent.

Brown Act—The Ralph M. Brown Act is a California law that ensures that the public can attend and participate in meetings of local government. The County adheres to the guidelines contained in the Brown Act keep the public informed of meetings and issues addressed by various boards and committees.

Budget—Proposed spending plan of expenditures and revenue over a given period of time.

Budgetary Control—The control or management of a government or enterprise in accordance with an approved budget to keep expenditures within the limitations of available appropriations and available revenue.

Budget Unit—Accounting or organizational units deemed necessary or desirable for control of the financial operation. A budget must be adopted by the Board of Supervisors for each of its budget units. A budget unit is represented in the Oracle financial management system by a unique combination of “fund” and “org.”

California Healthcare for Indigents Program (CHIP)—A program that provides medical care for the indigent population.

California Multi-Jurisdictional Methamphetamine Enforcement Taskforce (Cal-MMET)—A program funded by the State Office of Emergency Management Agency to combat multi-drug trafficking and manufacturing organizations in Stanislaus County and the Central Valley of California. This program is provided through the Sheriff’s Department.

California State Association of Counties (CSAC)—Provides advocacy, educational, and financial services to California’s 58 counties.

California Work Opportunity and Responsibility to Kids (CALWORKs)—A welfare program housed within the Community Services Agency that gives cash aid and services to eligible needy County families.

Capital Assets—Land, improvements to land, easements, buildings, vehicles, machinery, works of art, infrastructure, and all assets that are used in operations and have initial useful lives beyond any one reporting period (a year).

Capital Expenditures—Funds used to acquire or upgrade physical assets such as property, industrial buildings, or equipment.

Capital Improvement Program (CIP)—A comprehensive multi-year forecast of capital needs and requests.

Capital Lease—An agreement that conveys the right to use property, plant, or equipment, usually for a stated period of time.

Capital Project—Any project having assets of significant value and a useful life of five years or more. Capital projects include the purchase of land, designs, engineering, and construction of buildings and infrastructure such as streets, bridges, drainage, street lighting, water systems, etc.

Capital Projects Fund—One of five governmental fund types used to account for financial resources to be used for the acquisition or construction of major capital facilities.

Cash Basis—A method of accounting by which revenues and expenditures are recorded when they are received and paid.

Certificates of Participation (COP) – A type of financing where an investor purchases a share of the lease revenues of a program rather than the bond being secured by those revenues.

Chief Executive Office (CEO)—A department within the Board priority of Efficient Delivery of Public Services, it provides overall leadership and management of County government including the day-to-day management of County resources, long-range financial planning, personnel and employee relations, capital projects, and organizational planning.

Chief Executive Officer (CEO)—The County’s top-ranking administrator responsible for the effective management of County government.

Child Abuse, Interviews, Referrals, and Examinations (CAIRE)—A program that provides therapeutic services to child victims of abuse and trauma.

Committed Fund Balance—Includes amounts that can be used only for the specific purposes determined by a formal action of the government’s highest level of decision-making authority. Commitments may be changed or lifted only by the government taking the same formal action that imposed the constraint originally.

Community Assessment, Response, and Engagement (CARE)—A multi-disciplinary approach to address homelessness which includes plans to provide a temporary, low-barrier emergency shelter as well as a permanent access center to expand outreach and engagement services to those in need.

Community Corrections Partnership—A concept introduced in Senate Bill 678 on Criminal Recidivism, the CCP is comprised of local stakeholders collectively meeting and strategically making decisions.

Community Corrections Plan—Commonly known as Realignment, provides the County’s approach in utilizing realigning State public safety functions.

Comprehensive Annual Financial Report—A thorough and detailed presentation of the County’s financial condition. It reports on the County’s activities and balances for each fiscal year.

Contingency Fund (Also “Appropriations for Contingencies”)—Funds set-aside to address emergencies and other unanticipated expenses.

Cost Accounting—The method of accounting that provides for the assembling and recording of all the elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work for a specific job.

Cost Allocation Plan (CAP)—This plan, established under Federal guidelines, identifies, distributes, and allows the County to be reimbursed for the costs of services by support groups (such as Purchasing, Personnel, CEO, County Counsel) to those departments performing functions supported by Federal/State funds.

Cost of living adjustment – An adjustment tied to a cost of living index, typically the consumer price index, that can be applied to employment contracts, pension benefits, and government entitlements.

County Match—The term “match” refers to the percentage of local discretionary County monies in the General Fund, which must be used to match a certain amount of State and/or Federal funds or a needed contribution.

Court Appointed Special Advocate (CASA)—An organization that provides advocacy services for all abused and neglected children in the dependency system through the use of trained volunteers.

Critical Need—A budgetary need that cannot be met within a department’s base budget amount as a result of State and/or Federal mandates, legal requirements, or program changes to implement the Board of Supervisors’ priorities or direction.

Customer Relationship Management – A term that refers to practices, strategies, and technologies that entities use to manage and analyze customer interactions and data throughout the customer lifecycle, with the goal of improving business relationships with customers and assisting in customer retention.

Department of Justice (DOJ) – The primary Federal criminal investigation and enforcement agency.

Debt Service Fund—One of the five governmental funds used to finance and account for the payment of interest and principal on bonds or other long-term borrowing.

Debt Services—The payment of principal and interest on borrowed funds such as bonds.

Deferral—Postponement of the recognition of an expense already paid or revenue already received.

Deferred Maintenance—Backlog of needed repairs to facilities, including replacement and repair of roofing, heat and cooling system, painting, floor coverings, and other structural items.

Deficit—(1) The excess of liabilities of a fund over its assets; (2) The excess of expenditures over revenues during an accounting period or, in the case of proprietary funds, the excess of expenses over revenues during an accounting period.

Department—A basic organizational unit of government that may be sub-divided into divisions or programs. The County has 26 distinct departments.

Depreciation—The portion of the cost of a capital asset charged as an expense during the period. Over time, the entire cost of the asset is ultimately charged as an expense.

Direct Charges—Expenses that are specifically associated with a service, program, or department and, thus, are clearly identifiable to a particular function – for example, the gasoline used by a department's vehicles.

Disbursements—Monetary Payment issued by the County to an individual, vender, or service provider.

Discretionary Revenue—Primarily used in the context of the General Fund, this term refers to those revenue sources for which there are no restrictions on their use. Revenue available to fund programs at the Board of Supervisors' discretion. The majority of Discretionary Revenue supports funding for public safety and criminal justice services for the Sheriff, Probation, District Attorney and Public Defender as well as government-related services such as the Chief Executive Office, Assessor, Auditor-Controller, Treasurer-Tax Collector and the General Services Agency. Health and Human Services departments use Discretionary Revenue as matching funds to support Maintenance of Effort (MOE) requirements for leveraging additional revenues for Federal and State supported programs.

Download—To transfer or copy data from one computer to another, or to a disk or peripheral device; generally from a central, often remote computer to another peripheral device such as a personal computer.

Earmarked—Revenues designated by statute or Constitution for a specified purpose.

Educational Revenue Augmentation Fund (ERAF)—A mechanism enacted in July of 1992 by the State Legislature to shift local tax revenues from cities, counties, and special districts to a State controlled Education Revenue Augmentation Fund. The State uses this fund to reduce its obligation to the schools. ERAF funds have been used by the State to help school and community college districts meet minimum funding requirements.

E-Government— Refers to the use by government agencies of information technologies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, businesses, and other arms of the government. These technologies can serve a variety of different ends: better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information, or more efficient government management

Emergency Medical Service (EMS)—Also known as ambulance or paramedic services, is a type of emergency service dedicated to providing out-of-hospital acute medical care, transport to definitive care, and other medical transport to patients with illnesses and injuries which prevent the patient from transporting themselves.

Emergency Medical Services Appropriation (SB 2132)—In 2000, due to diminishing Proposition 99 Tobacco Tax funds, the Legislature created, through Senate Bill 2132 (SB 2132) (Dunn/Peralta), the Emergency Medical Services Appropriation (EMSA). The EMSA was created to guarantee that a certain portion of Prop 99 dollars would continue to be used to fund emergency room physician services at the local level.

Employee Benefits—Amounts paid on behalf of employees; these amounts are not included in the gross salary. They are fringe benefit payments, and while not paid directly to employees, they are nevertheless a part of the cost of salaries and benefits. Examples are group health or life insurance payments, contributions to employee retirement, Social Security taxes, workers' compensation payments, and unemployment insurance payments.

Encumbrance—Commitments related to unperformed contracts for goods or services. They represent an estimation of expenditures that will result when contracts are completed.

Enterprise Fund—Proprietary fund type used to report an activity for which a fee is charged to external users for goods or services.

Entitlement—(1) A government program guaranteeing access to some benefit by members of a specific group and based on established rights or by legislation; (2) the amount of payment to which a state or local government is entitled as determined by the Federal or other government pursuant to an allocation formula contained in applicable statutes.

E-Recovery—A cost containment alternative that enables the recovering of medication costs from manufacturer-based patient assistance programs.

Equity—Residual interest in assets of an entity that remains after deducting liabilities.

Expenditures—Payment of cash or cash-equivalent for goods or services, or a charge against available funds in settlement of an obligation as evidenced by an invoice, receipt, voucher, or other such document.

Expenses—Money spend or cost incurred in an organization’s efforts to generate revenue, representing the cost of doing business. Expenses may be in the form of actual cash payments, a computed expired portion of an asset, or an amount taken out of earnings. Expenses are summarized and charged in the income statement as deductions from the income before assessing income tax.

Family Resource Center (FRC)—Serves as a hub for families to access culturally competent services to build strong, caring communities by helping people find the assistance and support they need.

Federal Financial Participation (FFP)—Refers to a term used by the Federal government to denote when the Federal government will participate with the costs related to administering a program.

Federally Qualified Health Center (FQHC)—Includes all organizations receiving grants under Section 330 of the Public Health Service Act, certain tribal organizations, and FQHC Look-Alikes. FQHCs qualify for enhanced reimbursement from Medicare and Medicaid, as well as other benefits. FQHCs must serve an underserved area or population, offer a sliding fee scale, provide comprehensive services, have an ongoing quality assurance program, and have a governing board of directors.

Fiduciary Funds—Generally Accepted Accounting Principles (GAAP) indicates that fiduciary funds should be used “to report assets held in a trustee or agency capacity for others and therefore cannot be used to support the government’s own programs.” Fiduciary funds include, but are not limited to, pension trust funds as well as agency funds.

Financial Management System (FMS)—The methodology and software that an organization uses to oversee and govern its income, expenses, and assets with the objectives of maximizing profits and ensuring sustainability. The County uses Oracle software as its FMS, managed by the General Ledger Division within the Auditor-Controller Department.

Fiscal—Financial; of or relating to financial matters in general.

Fiscal Year—A twelve-month period between settlement of financial accounts; Stanislaus County’s Fiscal Year begins July 1 and ends June 30, as does the State of California. The Federal Fiscal Year begins on October 1 and ends on September 30.

Fixed Assets—Assets that are purchased for long-term use and are not likely to be converted quickly into cash, such as land, buildings, and equipment; see Capital Assets.

Foster Care (FC)—A mandated program of out of home care for child safety, a system in which a minor has been placed into a ward, group home, or private home of a State-certified caregiver referred to as a foster parent. Foster Care is arranged through the Community Services Agency.

Full Time Equivalent (FTE)—A unit that indicates the workload of an employed person in a way that makes workloads or class loads comparable across various contexts. An FTE of 1.0 is equivalent to a full-time worker, while an FTE of 0.5 signals half of a full work load.

Function—A group of related activities aimed at accomplishing a major service or regulatory program for which a governmental unit is responsible (e.g., public safety).

Fund—A fiscal and accounting entity with a self-balancing set of accounts segregated to carry out specific activities or attain certain objectives in accordance with special regulations, restrictions, or limitations. Governments use funds to segregate their financial resources and demonstrate legal compliance. The County uses the Oracle financial management system, which utilizes a specific coding structure to identify the location for each recorded entry (xxxx-xxxxxxx-xxxxx-xxxxxxx-xxxxxx-xxxxxx-xxxxx); the first segment of the Oracle coding structure (identified here in bold) captures a transaction’s 4-digit fund number.

Fund Balance—Difference between assets and liabilities reported in a governmental fund.

Funded Service Level Base—The level of Net County Cost, or General Fund Contribution, support provided to General Fund departments in order to maintain current Board of Supervisors' approved service levels.

General Assistance (GA)—A program that is mandated by Welfare and Institutions Code 1700 and provides cash aid payments to the indigent. The General Assistance program is housed within the Community Services Agency in the Healthy Community priority area.

Governmental Accounting Standards Board (GASB)—The authoritative accounting and financial reporting standard-setting body for government entities and the source of generally accepted accounting principles (GAAP) used by State and Local governments.

Governmental Accounting Standards Board 34 (GASB 34)—In June 1999, the Government Accounting Standards Board published Statement 34, Basic Financial Statements – and Management's Discussion and Analysis – for State and Local Governments, which requires state and local governments to begin reporting the value of their infrastructure assets and liabilities, including roads, bridges, water and sewer facilities, and dams in their annual financial reports on an accrual accounting basis. It also called for trust funds to be converted to governmental funds where the County has sole discretion over the use of the funds.

Governmental Accounting Standards Board 51 (GASB 51)—For financial statements with fiscal periods beginning after June 15, 2009, Governmental Accounting Standards Board has issued Statement 51, Accounting and Financial Reporting for Intangible Assets. Intangible assets including easements, water rights, timber rights, patents, trademarks, and computer software need to be classified as capital assets. Additionally, internally generated intangible assets, e.g., computer software, is subject to capitalization.

Governmental Accounting Standards Board 54 (GASB 54)—Governmental Accounting Standards Board has issued Statement 54, Fund Balance Reporting and Governmental Fund Type Definitions, to address issues related to how fund balance was reported. GASB 54 was implemented July 1, 2010 in Stanislaus County.

Governmental Accounting Standards Board 65 (GASB 65)—Governmental Accounting Standards Board has issued Statement 65, Items Previously Reported as Assets and Liabilities to recognize deferred outflows and deferred inflows. The new accounting equation is $\text{Assets} + \text{Deferred Outflows} = \text{Liabilities} + \text{Deferred Inflows} + \text{Net Position}$.

Governmental Accounting Standards Board 68 (GASB 68)—Governmental Accounting Standards Board has issued Statement 68, Accounting and Financial Reporting for Pensions. It established new accounting and financial reporting requirements for governments that provide their employees with pension benefits. The proportionate share of the net pension liability will appear on the accrual-based financial statements.

Government Finance Officers Association (GFOA)—A professional association of state, provincial, and local finance officers in the United States and Canada.

General Fund—One of five governmental fund types that typically serves as the chief operating fund of a government.

General Fund Contribution—Funding from the County General Fund used to balance and/or meet mandated match requirements.

General Ledger—A record containing the accounts needed to reflect the financial position and the results of operations of a government.

Generally Accepted Accounting Principles (GAAP)—Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP for State and local governments is GASB.

Goals—A stated objective or desired outcome for County departments.

Governmental Accounting—The composite activity of analyzing, recording, summarizing, reporting, and interpreting the financial transactions of governments.

Governmental Funds—Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital project funds, and proprietary funds.

Grant—A contribution by a government or other organization to support a particular function. Grants may be classified as either “block” (annual set amount designated for an organization) or “competitive” (variable amounts determined by the merits of the grant submittal compared to other competing submittals).

Healthcare Effectiveness Data and Information Set (HEDIS)—A tool created by the National Committee for Quality Assurance (NCQA) to collect data about the quality of care and services provided by health plans. HEDIS consists of a set of performance measurements that compare how well health plans perform in key areas: quality of care, access to care, and member satisfaction with the health plan and doctors. NCQA requires health plans to collect this information in the same manner so that results can be fairly compared to another. Health plans can arrange to have their HEDIS results verified by an independent auditor.

Health Insurance Counseling and Advocacy Program (HICAP)—A direct service provided by the Area Agency on Aging, housed within the Healthy Community priority area.

High Intensity Drug Trafficking Area (HIDTA)—The mission of the Central Valley California HIDTA is to reduce the manufacture, trafficking, and distribution of methamphetamine, precursor chemicals, and other dangerous drugs by attacking and dismantling the large-scale and often violent organizations responsible through the implementation of cooperative and innovative strategies. This program is provided by the Sheriff’s Department within the Safe Community priority area.

Historical Cost—An accounting technique that values an asset and balance sheet purposes at the price paid for the asset at the time of its acquisition.

Housing Set-Aside—Redevelopment funds required by law to be set-aside to assist low and moderate-income households with rehabilitation, construction, and acquisition of residential housing.

Imprest Cash—Imprest cash is defined for these purposes as cash on hand. There are two types of imprest cash at the County: petty cash funds and change funds.

Income Statement—A financial summary that shows an agency’s operating results over a specified period of time, usually one year. More specifically, the statement shows an agency’s revenues as well as their costs/expenses.

Indigent—Persons with a lack of property or means of comfortable subsistence.

Indigent Health Care Program (IHCP)—Provides basic health care to indigent residents of Stanislaus County that are not Medi-Cal eligible and do not have health insurance. The program is provided through the Health Services Agency within the Healthy Community priority area.

Indirect Charges—Expenses that cannot be specifically associated with a given service, program, or department and, thus, are not clearly identifiable to a particular function. For example, charges for the cost of heat in a building containing multiple departments would be an indirect charge.

Individual Provider (IP)—The provider of services to a recipient in the In-Home Supportive Services program.

Information Technology (IT)—The development, implementation, and maintenance of computer hardware and software systems to organize and communicate information electronically. The County’s IT department is Strategic Business Technology (SBT), housed within the Efficient Delivery of Public Services priority area.

Infrastructure—Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets (roads, bridges, water and sewer systems, dams, etc.).

In-Home Supportive Services (IHSS)—The IHSS program is a mandated entitlement program that provides services to frail and/or elderly individuals so that they may remain safely in their homes rather than alternative and costly long-term care facilities. This program is provided through the Community Services Agency in the Healthy Community priority area.

Integrated Criminal Justice Information System (ICJIS)—An application that is integrated across Stanislaus County’s justice departments for the purpose of promoting efficient government operations within the Safe Community priority area.

Interfund Activity—An activity, transaction, or service between two or more County funds.

Interfund Charge—A transaction involving services or supplies between two different funds. Charging different funds allows the revenues and expenditures to be seen on each department’s individual set of financial records.

Interfund Loans—Amounts provided between funds with a requirement for repayment.

Interfund Transfers—Flows of assets (such as cash or goods) between funds without equivalent flows of assets in return and without a requirement for repayment.

Intergovernmental Revenue—Funds received from Federal, State, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Internal Service Fund—Proprietary fund type that may be used to report any activity that provides goods or services to other departments or governments on a cost-reimbursement basis.

Intrafund Activity—An activity, transaction, or service within one County fund.

Intrafund Charge—A transaction involving services or supplies within one fund. The reason intrafund accounts are used is so individual departments (same fund but different orgs) can record revenue/expenditures, but not double count revenue/expenditures at the fund level.

Invoice—A term describing an original document either issued for the sale of goods on credit (a sales invoice) or received for goods bought (a purchase invoice).

Issued Base—This amount represents the minimum General Fund allocation level for providing a consistent level of service and is determined by the previous year’s Adopted Final Budget less one-time funding and increases for Board of Supervisors approved changes in negotiated increases and other program changes.

Joint Powers Agreement or Joint Powers Authority (JPA)—In accordance with Government Code Sections 6500-6534, if authorized by their legislative or other governing bodies, two or more public agencies by agreement may jointly exercise any power common to the contracting parties. The agreement shall state the purpose of the agreement or the power to be exercised. They shall provide for the method by which the purpose will be accomplished or the manner in which the power will be exercised. There are multiple JPA within Stanislaus County, including Stanislaus Animal Services Agency, Stanislaus Regional 9-1-1, and 10th Street Place.

Journal Voucher (JV)—A standard form for recording transactions to the general ledger.

Juvenile Justice Crime Prevention Act (JJCPA)—Created by the Crime Prevention Act of 2000 to provide a stable funding source for local juvenile justice programs aimed at curbing crime and delinquency among at-risk youth. JJCPA funds are utilized in the Probation Department within the Safe Community priority area.

Local Agency Formation Commission (LAFCO)—A governmental body that provides regional growth management services in overseeing the formation and development of local governmental agencies, including special districts.

Local Area Network (LAN)—A group of computers and associated devices that share a common communications line or wireless link to a server.

Lease—A contract granting use or occupation of property during a specified period in exchange for a specified rent.

Legal Budget Unit (LBU)—An accounting unit, representing one or more departmental programs, where budgeted appropriations are established and reported.

Liquidity— (1) The degree to which an asset or security can be bought or sold in the market without affecting the asset's price; (2) The ability to convert an asset to cash quickly.

Lockyer-Isenberg Trial Court Funding Act—The Lockyer-Isenberg Trial Court Funding Act of 1997 (Assembly Bill or AB 233) was enacted in September 1997 and included the following: consolidation of all court funding at the State level, capped counties' financial responsibility at the Fiscal Year 1994-1995 level, and required the State to fund all future growth in court operation costs.

Long-Term Debt—Debt with a maturity of more than one year after issuance.

Maddy Emergency Medical Services (EMS) Fund—The Maddy Emergency Medical Services Fund was created by the Legislature in SB 12/612 (Chapter 1240, Statutes 1987) and set out in Government Code 7600 and Health and Safety Code Part I, Division 2.5, Section 1797.98. This state law mandates a \$7 surcharge for every \$10 of traffic fines collected for criminal offenses. A portion of the surcharge is deposited into the local EMS Fund and used for the reimbursement of emergency medical services provided to persons unable to pay for their care. This revenue is used to provide services at the Health Services Agency, housed within the Healthy Community priority area.

Maintenance of Effort (MOE)—A level of local agency contribution required as part of a grant, dedicated funding, or a mandate.

Maintenance and Operations (M&O)—Refers to a category of costs associated with general repair and normal business activities and functions.

Mandate—An official order or commission to do something; the authority to carry out a policy or course of action.

Mandated Program—A requirement by the State or Federal government that the County perform a task, perform a task in a particular way, or perform a task to meet a particular standard, often without compensation from the higher level of government.

Market Value—The price investors are willing to pay for a share of stock or an asset on the open market.

Maturity—The date upon which the principal or stated value of an investment becomes due and payable.

Memorandum of Understanding (MOU)—Agreement outlining the terms of employment entered into between the County and employees of various bargaining units.

Mental Health Services Act (MHSA) (Proposition 63)—Established a 1% income surtax on incomes over a million dollars with the revenues slated to create new County mental health programs and expand existing programs. The Act addresses a broad continuum of prevention, early intervention, and service needs and the necessary infrastructure, technology, and training elements that will effectively support this system. MHSA funding is utilized at Behavioral Health and Recovery Services, housed within the Healthy Community priority area.

Midyear Financial Report—A financial review which considers actual expenditures/expenses for the first six months of the fiscal year and projections for the remaining six months. This review is often used to make corrective actions to ensure that expenditures remain within budgeted appropriations.

Mission—The scope, purpose, and goal of a County department.

Mission Statement—A succinct description of the scope and purpose of a County department.

Modified Accrual Basis—Basis of accounting used in conjunction with the current financial resources measurement focus that modifies the accrual basis of accounting in two important ways: (1) revenues are not recognized until they are measurable and available, and (2) expenditures are recognized in the period in which governments in general normally liquidate the related liability rather than when that liability is first incurred (if earlier).

Municipal Advisory Council (MAC)—An elected body representing a specific area of the County that provides advice to the Board of Supervisors concerning services which are or may be provided by the County or other local governmental agencies, including but not limited to matters of public health, safety, welfare, public works, and planning.

National Incident Management System (NIMS)—NIMS is a system mandated by Homeland Security Presidential Directive 5 that provides: a consistent, nationwide approach for Federal, local, and tribal governments; and the private-sector and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size or complexity. To provide for interoperability and compatibility among federal, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology.

Need—A request by a department for resources to complete a department’s mission.

Net County Cost (NCC)—The difference between budgeted appropriations, departmental revenue, and the use of any departmental fund balance/retained earnings. Discretionary Revenue funds the difference.

Non-spendable Fund Balance—Includes amounts that are not in a spendable form or are legally or contractually required to be maintained intact (such as the long-term amount of notes receivable or prepaid amounts).

Object—An expenditure classification required by the State Controller’s Office that summarizes a group of accounts. The County’s budget must be adopted by the object of expenditure within each budget unit. This becomes the legal level for budgetary control – the level at which expenditures may not exceed budgeted appropriations.

Objectives—Goals intended to be attained within the budget period.

Operational Plan—The County’s two-year financial plan.

Operations—Processes, activities, or manner of functioning within a County department.

Operating Transfers—A transfer of cash to another fund (other than trust funds) NOT involving goods or services – e.g., County Match.

Oracle FMS—Financial Management System software application purchased from Oracle to maintain the County’s general ledger.

Ordinance—A formal legislative enactment by the governing board (i.e., the Board of Supervisors) of a municipality. If it is not in conflict with any higher form of law, it has the full force and effect of law within the boundaries of the municipality to which it applies.

Org—A cost center deemed necessary or desirable for control of financial operations. The County uses the Oracle financial management system, which utilizes a specific coding structure to identify the location for each recorded entry (xxxx-**xxxxxxx**-xxxxx-xxxxxxx-xxxxxx-xxxxxx); the second segment of the Oracle coding structure (identified here in bold) captures a transaction’s 7-digit org number.

Organization—Refers to Stanislaus County and all County departments associated together for a common purpose, with a set of rules and guidelines which specify the relations of the individual departments to the whole group.

Other Charges—A payment to an agency, institution, or person outside the County Government or Cost Allocation Plan (CAP) charges.

Other Financing Sources—Increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends. The use of *other financing sources* category is limited to items so classified by the Generally Accepted Accounting Principles (GAAP).

Other Financing Uses—Decrease in current financial resources that is reported separately from expenditures to avoid distorting expenditure trends. The use of *other financing uses* category is limited to items so classified by Generally Accepted Accounting Principles (GAAP).

Overhead—General fixed costs such as rent, lighting, and heating expenses that cannot be charged to a specific product or work operation.

Patient Assistance Program—Patient Assistance Programs are run by pharmaceutical companies and provide free medication to people who cannot afford to buy their medicine.

Peace Officer Standards and Training (POST)—Sets minimum selection and training standards for California law enforcement.

Pension Obligation Bonds (POB)—Taxable bonds issued by a state or local government to pay its obligation to the pension fund or system in which its employees are members.

Performance Measure—An annual indicator of achievement or measures of prediction for a program or work unit as defined in the organization of the budget. Measures may be expressed as a number count, fraction, or a percent of achievement related to the size of the problem or service being provided.

Planning Process—An act of formulating a program or a definite course of action.

Policy Issues—The addition, expansion, reduction, or modification of programs that have significant implications/impact to the County or public.

Position Description Questionnaire (PDQ)—A form used in evaluating job reclassification requests. The form must be signed by the Supervisor and Department Head.

Prior Year—Transactions that are posted in the current year for previous years' contracts or commitments for service. Encumbrances from the previous year are carried into the next year's appropriation.

Prior Year Appropriations—Budget carried forward with purchase orders (obligation encumbrances) from the prior fiscal year.

Problem—A state of difficulty that needs to be resolved.

Program—A planned, coordinated group of activities, procedures, etc., often for a specific purpose, or a facility offering such a series of activities. The County provides a multitude of programs through its many departments in order to meet the needs of the community and its members.

Program-based Budget Approach—The proposed spending plan that was developed by reviewing the specific services each department offers along with a categorization of how it meets the Board of Supervisors' stated priorities.

Project—Work that is undertaken with a specific result or objective expected.

Project Study Report (PSR)—A document that contains a report of preliminary engineering effort, a detailed alternatives analysis, and cost, schedule, and scope information, including estimated schedule and costs for environmental mitigation and permit compliance.

Property Tax—California State law prescribes that all real estate owners pay property tax to support local public services such as schools, law enforcement, fire protection, and general government administration. Property tax is calculated based on the following formula: (property value – exempt amount) × tax rate + direct assessments = property tax.

Proposition 10—In November 1998, Proposition 10 was passed by voters, which enacted the California Children’s and Family Act. Proposition 10 increased the cigarette tax by 50 cents per pack to fund a variety of community-based, early childhood initiatives for newborns to children five year of age. Funds are distributed to county commissions, which are overseen by a State commission. The Act requires participating counties to establish local county commissions that allocate California Children and Families Program (CCFP) funds to local service providers for community awareness, education, health care, social services, and research efforts.

Proposition 36—In November 2000, California voters passed Proposition 36, the Substance Abuse and Crime Prevention Act of 2000 (SACPA). This initiative allows most people convicted of first and second time nonviolent, simple drug possession to receive drug treatment instead of incarceration.

Proposition 63—On November 2, 2004, the voters of California passed Proposition 63, the Mental Health Services Act (MHSA). The proposition established a 1% income surtax on incomes over a million dollars and the revenues are to be used to create new county mental health programs and expand existing programs. The Act addresses a broad continuum of prevention, early intervention, and service needs and the necessary infrastructure, technology, and training elements that will effectively support this system.

Proposition 69—In November 2004, California voters passed Proposition 69, the DNA Fingerprint, Unsolved Crime and Innocence Protection Act, to expand and modify state law regarding the collection and use of criminal offender DNA samples and palm print impressions.

Proposition 99—The Tobacco Tax and Health Promotion Act of 1988 (Proposition 99) was approved by California voters in November 1988. This law authorizes a tax of 25 cents per pack of cigarettes, or similar amount on other tobacco product items. These tax revenues are collected by the State and disbursed to fund statewide tobacco control health education and research efforts through local lead agencies, competitive grantees, and media campaigns.

Proposition 172—Proposition 172, which added Section 35 to Article XIII of the California Constitution, provides for a one half cent sales and use tax for local public safety services, but the allocation of that revenue is determined by statute. Proposition 172 revenues are collected by the State Board of Equalization and apportioned to each county based on proportionate shares of statewide taxable sales. Each county is required to deposit this revenue in a Public Safety Augmentation Fund to be allocated by the county auditor to the county and cities within the county.

Public Authority (PA) – A public entity separate from the County exercising public and essential governmental functions in order to carry out the provider components of In-Home Supportive Services. The Public Authority resides within the Healthy Community priority area.

Proprietary Funds—Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal services funds.

Public Health (PH)—A division within Health Services Agency that has the responsibility of assessing, measuring, reporting, and monitoring the health status of the community. Public Health is housed in the Healthy Community priority area.

Public Library Foundation (PLF)—A non-profit organization that supplements existing library funds through fundraising, grants, and/or donors. The Stanislaus Library Foundation supports the Stanislaus County Library, housed within the Strong Local Economy priority area.

Public Facilities Fees (PFF)—The Public Facilities Fee program imposes a fee on new development per Section 66000 et seq. of the California Government Code. Commonly known as a “growth impact fee,” revenues collected under this program support the pro-rata extension of existing County services to support the new growth created by the development. This fee provides for the expansion of facilities or services to meet growth needs, but does not replace, repair, or maintain the existing level-of-service provided by the County.

Public Records Act—The Public Records Act (California Government Code Sections 6250-6276.48) enacted in 1968 was designed to give the public access to information in possession of public agencies, unless there is a specific reason not to do so. Most of the reasons for withholding disclosure of a record are set forth in specific exemptions contained in the Act. However, some confidentiality provisions are incorporated by reference to other laws.

Public Safety Realignment Revenue (2011)—The State Legislature enacted Assembly Bill 118 in Fiscal Year 2011-2012 to give counties a source of funding for the shift in custodial and community supervision responsibilities for non-serious, non-violent, and non-sex offenders, as well as supervision of lower level adult parolees returning from State prison sentences to counties, and to make changes in the funding streams of certain mental health, social services, and substance use disorder programs.

Public Safety Restoration (PSR)—As part of the Fiscal Year 2014-2015 Mid-Year Financial Report, the Board of Supervisors approved recommendations to support Public Safety Restoration (PSR) to fund critical public safety services in four departments: the District Attorney, Public Defender, Probation, and Sheriff. These departments are housed within the Safe Community priority area.

Realignment Revenue (1991)—The State Legislature enacted Assembly Bill 1491 in Fiscal Year 1991-1992 to give counties a source of funding for their public health, mental health, and certain social services programs. The revenue to fund these programs comes from a one-half cent sales tax and a portion of the Vehicle License Fees. Welfare and Institutions Code Section 17600 created the Local Revenue Fund and each County receives Realignment funds from the State Local Revenue Fund.

Recognition—Determination of when a transaction is to be recorded.

Recommended Proposed Budget—The first of a two-part budget process, this budget is required to be submitted to the Board by June 30th of each year and reflects any revisions, reductions, or additions to the prior year's budget.

Redevelopment Agency (RDA)—An independent agency governed by the Board of Supervisors acting as Agency Board members, designed to provide fiscal resources to implement and construct programs and projects that help eliminate blighting conditions in the County. RDA was abolished by ABX1 26 in Fiscal Year 2011-2012.

Return on investment (ROI)—The amount of return relative to the investment; expressed as a percentage of benefit/cost.

Reimbursement—Fees received as payment for the provision of specific services.

Resolution—An order by the Board of Supervisors requiring less legal formality than an ordinance of statute.

Restricted Fund Balance—Includes amounts that can be spent only for the specific purposes stipulated by constitution, external parties (such as creditors, grant providers or contributors), or through enabling legislation.

Retained Earnings—The accumulated earnings of an enterprise or internal service fund.

Revenue—Funds received from various sources and treated as income by the County which are used to finance expenditures.

Salaries and Employee Benefits—Accounts which establish expenditures for employee-related costs.

Schedule 9—This schedule is prepared to meet requirements for disclosing financing uses as covered in Section 29006 of the Budget Act. All financing uses, including both specific and contingent, are included in this schedule. A separate schedule is required for each budget unit having activity within the County's operating funds.

Secured Taxes—Taxes levied on real properties in the County which must be "secured" by lien on the properties.

Self-Insurance—A term often used to describe the retention by an entity of a risk of loss arising out of the ownership of property or from some other cause, instead of transferring that risk to an independent third party through the purchase of an insurance policy. It is sometimes accompanied by the setting aside of assets to fund any related losses.

Senate Bill 90 (SB 90)— Reimbursement claims that allow the County to fund State-mandated programs while freeing up General Fund revenues.

Service Level—The quantifiable performance of staff or provision of space and equipment available to be helpful to others.

Services—Work that is done, supported by staff, and the provision of space and equipment provided to be helpful to the public.

Services and Supplies—Accounts which establish expenditures for operating expenses of County departments and programs other than salaries and benefits, other charges, and capital assets.

Solution—The act of solving, state of being solved, or the disentanglement of any intricate problem or difficult question.

Source Document—An original invoice, bill, or receipt to which journal entries, checks, or deposits refer.

Special District—An independent unit of local government organized to perform a single government function or a restricted number of related functions. Special Districts usually have the power to incur debt and levy taxes; however, certain types of special districts are entirely dependent upon enterprise earnings and cannot impose taxes. Examples of special districts are water districts, drainage districts, flood control districts, and fire protection districts.

Special Revenue Fund—One of five governmental fund types used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

Spending Plan – The projected plan for operations in the second year of the two-year budget cycle; in year two, becomes the base budget in the Proposed Budget process.

Standardized Emergency Management System (SEMS)—The system required by Government Code Section 8607(a) for managing response to multi-agency and multi-jurisdiction emergencies in California. SEMS consists of five organizational levels, which are activated as needed: field response, local government, operational area, regional, and State. SEMS incorporates the use of Incident Command Center (ICS), the Master Mutual Aid Agreement, existing mutual aid systems, the operational area concept, and multi-agency or inter-agency coordination. Local governments must use SEMS to be eligible for funding of their personnel related costs under State disaster programs.

Straight-line Depreciation—Depreciating something by the same (i.e., fixed) amount every year rather than as a percentage of its previous value. Example: a vehicle initially costs \$10,000. If it is depreciated at a rate of \$2,000 per year, it will depreciate to zero in exactly five years.

Subvention—Payments by an outside agency (usually from a higher governmental unit) for costs that originate in the County.

Successor Agencies—These agencies were established to make payments and perform other functions and obligations (including “Enforceable Obligations”) of former redevelopment agencies, as outlined in ABX1 26 which abolished redevelopment agencies during the 2011-2012 Fiscal Year.

Supercircular—Issued by the Federal Office of Management and Budget, 2 CFR Chapter I, Chapter II, Part 200 defines Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards. The Supercircular will provide the basis for County cost allocation plans, and defines the standards for Federal claiming/reporting and the Single Audit.

Supplemental Property Assessments—Supplemental property assessments are created when the Assessor reassesses a property due to a change in ownership, an addition, such as a new home on a vacant lot, a new pool, or the addition of a room made to an existing property. A supplemental assessment may result in an increase or decrease from values already assessed on the regular annual tax roll.

Supplemental Property Taxes—Supplemental property taxes are the additional taxes charged or refunds due based on any supplemental assessments enrolled by the Assessor (see Supplemental Property Assessments).

Tangible Assets—Assets that have physical substance.

Tax Allocation Bonds—Bonds that were issued in conjunction with a redevelopment project. The taxes pledged to their repayment come from the increase of assessed value over and above a pre-established base. The redevelopment created this added value, now referred to as Redevelopment Property Tax funds (previously known as the tax increment).

Tax Levy—The amount of tax dollars billed to taxpayers based on the imposition of the property tax rate on the assessed valuation.

Tax Loss Reserve Funds—As required by California Tax and Revenue Code Section 4703.2, in each county that elects to adopt the procedure authorized by this chapter and elects to be governed by this Section rather than Section 4703, there shall be created a tax loss reserve fund. The tax loss reserve fund shall be used exclusively to cover losses that may occur in the amount of tax liens as a result of special sales of tax-defaulted property. In a county electing to be subject to this section, the tax loss reserve fund shall be maintained at not less than 25 percent of the total delinquent secured taxes and assessments for participating entities in the county as calculated at the end of the fiscal year. At the end of the fiscal year, amounts in the tax loss reserve fund that are in excess of 25 percent of the total delinquent secured taxes and assessments for participating entities in the county may be credited to the county general fund.

Tax Roll—A list of all taxable property within a jurisdiction.

Teeter Plan—The County and its political subdivisions operate under the provisions of Section 4701-4717 of the California Revenue and Taxation Code (otherwise known as the “Teeter Plan”). Under this method, the accounts of all political subdivisions that levy taxes on the County tax roll are credited with 100 percent of their respective secured tax levy, regardless of the actual payments and delinquencies.

Transient Occupancy Tax—A tax collected by a hotel/motel operator for a percentage of the room rent paid by each transient, which is then due the County.

Trial Court Funding Act—Lockyer-Isenberg Trial Court Funding Act of 1997.

Triple-Flip—A complicated financing plan developed by the State in their 2003-2004 budget.

Trust Funds—Funds to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments, and/or other funds.

Unassigned Fund Balance—The residual classification for the General Fund, including all amounts not contained in the other classifications. Unassigned amounts are technically available for any purpose.

Unencumbered—The portion of an appropriation not yet expended or encumbered.

Unincorporated Area—Geographic portions of Stanislaus County which are not within incorporated cities.

Unreserved Fund Balance – Includes Fund Balance that is not reserved in accordance with state law, charter, or contractual obligation. Unreserved amounts include Assigned, Committed, and Unassigned Fund Balance available to balance the budget at the discretion of either the Board of Supervisors or Chief Executive Office.

Unsecured Property Tax—A tax on properties such as office furniture, equipment, and boats, which are not located on property owned by the assessee.

Upload—To transfer data or programs, usually from a peripheral computer to a central, often remote, computer.

User Department—A department that pays for services received from another County department, with payment made through an Intrafund or Interfund transfer.

Values—To build public trust and ensure equitable treatment for all, the Stanislaus County Code of Ethics provides six behavioral expectations: Trustworthiness, Respect, Responsibility, Fairness, Caring, and Citizenship. This code prescribes ideal courses of actions and behaviors accepted and practiced by the organization.

Vision—The ultimate objective/goal.

Weighted Labor Rate—An hourly cost for an employee that includes salary, payroll benefits, health insurance, vacation, and department overhead and indirect costs. Employee weighted labor rates may vary because of a difference in salary rates, the benefits selected from the cafeteria plan, the difference in overhead costs between departments, and the annual vacation accrual of employees.

Women, Infants and Children (WIC) – A Federal program aimed at safeguarding the health of low-income women, infants, and children up to age five who are at nutritional risk by providing nutritious foods to supplement diets, information on healthy eating, and referrals to health care.

Wraparound—Wraparound is an approach to implementing individualized, comprehensive services for youth with complicated multi-dimensional problems and is an alternative to residential placement whereby a wide array of services are provided to children and their caretakers in less restrictive community settings – parents’ home, foster homes, and group homes. Wraparound is a family-centered, strengths-based approach to developing an individualized service plan that allows a child to live in a normalized setting outside of residential care.

Williamson Act—The Williamson Act provides for lowered property taxes for lands maintained in agricultural and certain open space uses. The landowner enters into a contract with the County or city to restrict land uses to those compatible with agriculture, wildlife habitat, scenic corridors, recreational use, or open space. In return, the local authorities calculate the property tax assessment based on the actual use of the land instead of its potential value assuming full commercial development.

Yield—The rate of annual income return on an investment expressed as a percentage.

Zero-Base Budget—The County’s approach to building budget projections requires a full analysis of each account and line-item “from the ground up”. This process is designed to ensure the minimum funding level required to maintain existing Board of Supervisors’ approved staff and service levels. This funding is identified as “base-funding”; departments may request additional funding to support expanded service levels, above the base funding; these requests are sometimes referred to as “unmet needs” pending Board of Supervisors’ approval.

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