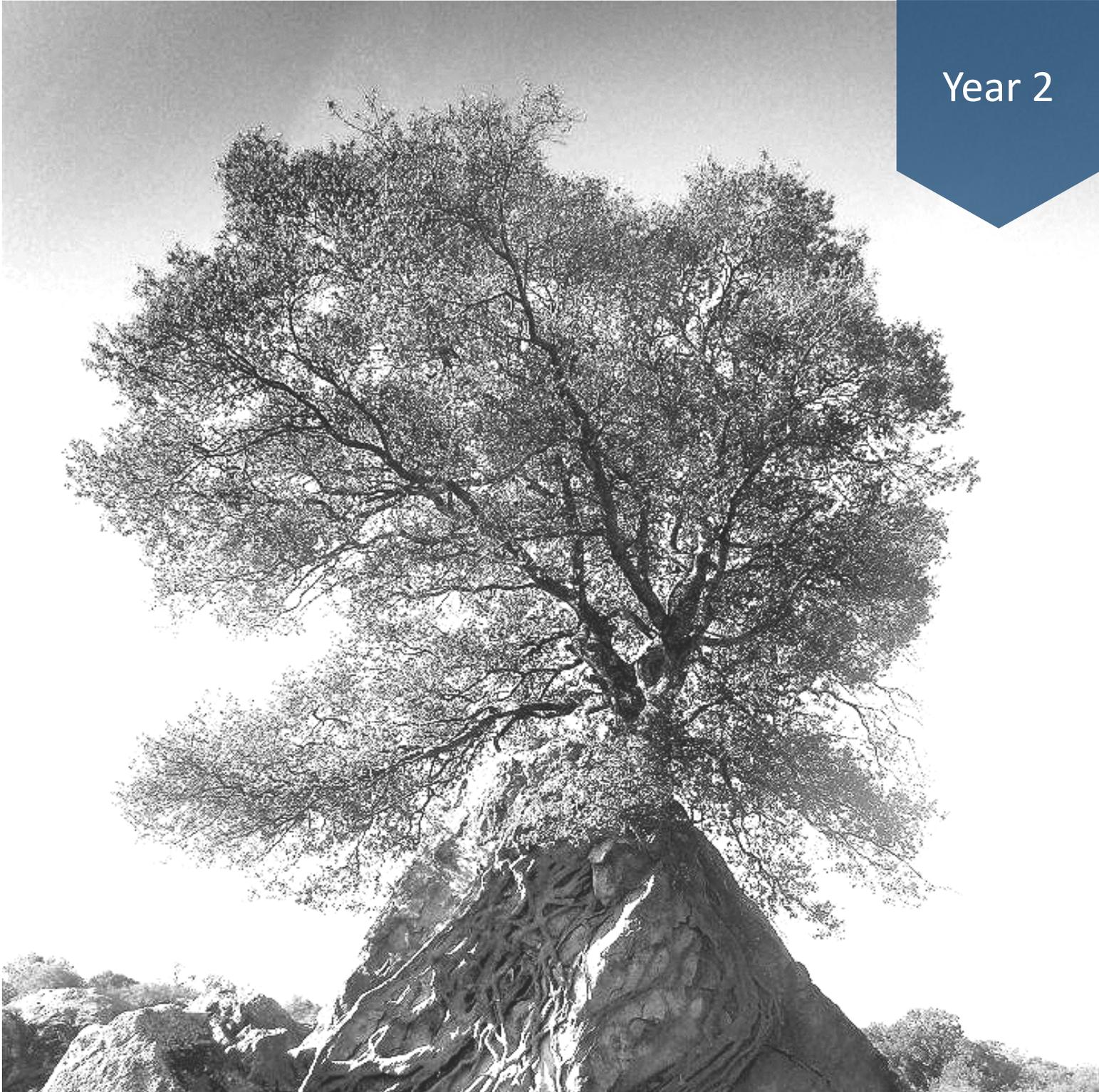


Year 2



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

Board of Supervisors  
Terry Withrow, Chair  
Kristin Olsen  
Vito Chiesa  
Tom Berryhill  
Jim DeMartini



Submitted by  
*Jody Hayes, Chief Executive Officer*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
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For the Biennium Beginning

**July 1, 2018**

*Christopher P. Morrill*

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 Biennial Budget for the biennium beginning July 1, 2018.

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 a financial plan, as an operations guide, and as a communication device.

The award is valid for a period of two years only and is the sixteenth in the history of Stanislaus County. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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

**Table of Contents**

Table of Contents ..... 3

Acknowledgements .....16

**Board of Supervisors**

Board of Supervisors ..... 18

Supervisory District Map ..... 19

County Organizational Chart ..... 20

Vision Mission Values Priorities..... 21

Summary of Board Priorities and Goals ..... 22

Effective Partnerships .....23

Budget Message from the Chief Executive Officer..... 24

Community Profile..... 33

**Executive Summary**

Introduction..... 44

Recommended Final Budget by Fund Type..... 44

Recommended Final Budget by Priority..... 47

Staffing Levels ..... 48

Ongoing Challenges and Opportunities..... 49

Conclusion ..... 49

Next Steps..... 49

**Financial Policies and Schedules**

Budget Process and Financial Policies ..... 50

Budget Amendment Process ..... 51

Stanislaus County Two-Year Budget Cycle ..... 52

County Budget Process Chart ..... 53

Capital Assets..... 55

Investment and Cash Management ..... 55

Appropriations for Contingencies Policy ..... 56

Appropriations Transfer Policy ..... 56

Fund Balance Policy ..... 57

General Fund Contribution Policy ..... 57

No Backfill Policy ..... 57

Realignment Revenue Policy ..... 58

Retirement – Unfunded Liability ..... 58

Use of One-Time Funds Policy..... 59

Financial Overview of Appropriations by Department 2018-2019 ..... 60

Financial Overview of Appropriations by Department 2019-2020 ..... 61

Financial Overview by Priority 2018-2019 ..... 62

Financial Overview by Priority 2019-2020.....63

Financial Overview by Fund 2018-2019 ..... 64

Financial Overview by fund 2019-2020.....65

Net County Cost Schedule 2018-2019.....66

Net County Cost Schedule 2019-2020.....70

Fund Balance Report – 2018-2019 ..... 74  
 Fund Balance Report – 2019-2020 ..... 77  
 General Fund – Classification of Fund Balance ..... 81  
 Discretionary Revenue ..... 84  
 Distribution of Discretionary Revenue ..... 86  
 Sources of Discretionary Revenue..... 87  
 Discretionary Revenue Summary ..... 92  
 Other Major Revenue Sources (Non-Discretionary Revenue) ..... 93  
 Debt Service..... 96  
 Debt Limits..... 97  
 General Fund Long-Range Summary ..... 99  
 Long-Range Funding Assumptions ..... 100  
 Four-Year Budget Summary and Spending Plan..... 103  
 Capital Improvement Plan..... 107  
 What is a Schedule 9? ..... 109

**Supporting Strong and Safe Neighborhoods**

Community-Wide Indicators ..... 110  
 Priority Introduction, Highlights, Appropriations and Trends..... 112  
 Pie Chart of Recommended Appropriations by Department ..... 114  
 Graph of Five-Year Comparison of Appropriations ..... 114  
 Summary of Budget Appropriations..... 115

**CEO-Capital Projects Fund**

Department Services and Programs..... 117  
 Board of Supervisors Priority Area ..... 117  
 Annual Report on Results: Fiscal Year 2018-2019..... 118  
 Department Summary ..... 119  
 Operating Plan: 2019-2020 Final Budget ..... 120

**CEO-County Operations**

Department Services and Programs..... 121  
 Board of Supervisors Priority Area ..... 121  
 Annual Report on Results: Fiscal Year 2018-2019..... 122  
 Department Summary ..... 123  
 Operating Plan: 2019-2020 Final Budget ..... 124

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

Organizational Chart..... 125  
 Department Services and Programs..... 126  
 Board of Supervisors Priority Area ..... 127  
 Two-Year Objectives..... 127  
 Annual Report on Results: Fiscal Year 2018-2019..... 127  
     Department Success Measures..... 128  
     Financial Performance ..... 129  
 Department Summary ..... 131  
 Operating Plan: 2019-2020 Final Budget ..... 131

Five-Year Historical Trends..... 133  
 Key Challenges and Opportunities ..... 133  
 Budgets Contained within the Department ..... 133

District Attorney

Organizational Chart..... 134  
 Department Services and Programs..... 135  
 Board of Supervisors Priority Area ..... 136  
 Two-Year Objectives..... 136  
 Annual Report on Results: Fiscal Year 2018-2019..... 137  
     Department Success Measures ..... 137  
     Financial Performance ..... 138  
 Department Summary ..... 143  
 Operating Plan: 2019-2020 Final Budget ..... 143  
 Five-Year Historical Trends..... 146  
 Key Challenges and Opportunities ..... 146  
 Budgets Contained within the Department ..... 147

Grand Jury

Department Services and Programs..... 149  
 Board of Supervisors Priority Area ..... 149  
 Annual Report on Results: Fiscal Year 2018-2019..... 150  
 Department Summary ..... 150  
 Operating Plan: 2019-2020 Final Budget ..... 151  
 Five-Year Historical Trends..... 151  
 Budgets Contained within the Department ..... 151

Integrated Criminal Justice Information System

Department Services and Programs..... 152  
 Board of Supervisors Priority Area ..... 152  
 Annual Report on Results: Fiscal Year 2018-2019..... 152  
 Department Summary ..... 153  
 Operating Plan: 2019-2020 Final Budget ..... 154  
 Five-Year Historical Trends..... 154  
 Key Challenges and Opportunities ..... 155  
 Budgets Contained within the Department ..... 155

Probation

Organizational Chart..... 156  
 Department Services and Programs..... 157  
 Board of Supervisors Priority Area ..... 158  
 Two-Year Objectives..... 158  
 Annual Report on Results: Fiscal Year 2018-2019..... 158  
     Department Success Measures ..... 159  
     Financial Performance ..... 160  
 Department Summary ..... 164  
 Operating Plan: 2019-2020 Final Budget ..... 164  
 Five-Year Historical Trends..... 167

Key Challenges and Opportunities ..... 167  
 Budgets Contained within the Department ..... 168

Public Defender

Organizational Chart..... 169  
 Department Services and Programs..... 170  
 Board of Supervisors Priority Area ..... 171  
 Two-Year Objectives..... 171  
 Annual Report on Results: Fiscal Year 2018-2019..... 172  
     Department Success Measures ..... 173  
     Financial Performance..... 174  
 Department Summary..... 175  
 Operating Plan: 2019-2020 Final Budget ..... 175  
 Five-Year Historical Trends..... 177  
 Key Challenges and Opportunities ..... 177  
 Budgets Contained within the Department ..... 178

Sheriff

Organizational Chart..... 179  
 Department Services and Programs..... 180  
 Board of Supervisors Priority Area ..... 181  
 Two-Year Objectives..... 181  
 Annual Report on Results: Fiscal Year 2018-2019..... 181  
     Department Success Measures ..... 182  
     Financial Performance..... 184  
 Department Summary..... 190  
 Operating Plan: 2019-2020 Final Budget ..... 190  
 Five-Year Historical Trends..... 194  
 Key Challenges and Opportunities ..... 194  
 Budgets Contained within the Department ..... 196

**Supporting Community Health**

Community-Wide Indicators ..... 198  
 Priority Introduction, Highlights, Appropriations and Trends..... 200  
 Pie Chart of Recommended Appropriations by Department..... 202  
 Graph of Five-Year Comparison of Appropriations..... 202  
 Summary of Budget Appropriations..... 203

Aging and Veterans Services

Organizational Chart..... 205  
 Department Services and Programs..... 206  
 Board of Supervisors Priority Area ..... 208  
 Two-Year Objectives..... 208  
 Annual Report on Results: Fiscal Year 2018-2019..... 208  
     Department Success Measures ..... 209  
     Financial Performance..... 210  
 Department Summary..... 211

Operating Plan: 2019-2020 Final Budget ..... 211  
 Five-Year Historical Trends ..... 213  
 Key Challenges and Opportunities ..... 213  
 Budgets Contained within the Department ..... 213

Behavioral Health and Recovery Services

Organizational Chart..... 215  
 Department Services and Programs..... 216  
 Board of Supervisors Priority Area ..... 217  
 Two-Year Objectives..... 217  
 Annual Report on Results: Fiscal Year 2018-2019..... 218  
     Department Success Measures ..... 218  
     Financial Performance ..... 219  
 Department Summary ..... 223  
 Operating Plan: 2019-2020 Final Budget ..... 223  
 Five-Year Historical Trends ..... 227  
 Key Challenges and Opportunities ..... 227  
 Budgets Contained within the Department ..... 229

CEO-Stanislaus Veterans Center

Department Services and Programs..... 231  
 Board of Supervisors Priority Area ..... 231  
 Annual Report on Results: Fiscal Year 2018-2019..... 231  
 Department Summary ..... 232  
 Operating Plan: 2019-2020 Final Budget ..... 233  
 Budgets Contained within the Department ..... 233

Child Support Services

Organizational Chart..... 234  
 Department Services and Programs..... 235  
 Board of Supervisors Priority Area ..... 236  
 Two-Year Objectives..... 236  
 Annual Report on Results: Fiscal Year 2018-2019..... 236  
     Department Success Measures ..... 237  
     Financial Performance ..... 237  
 Department Summary ..... 238  
 Operating Plan: 2019-2020 Final Budget ..... 239  
 Five-Year Historical Trends ..... 240  
 Key Challenges and Opportunities ..... 240  
 Budgets Contained within the Department ..... 240

Children and Families Commission

Organizational Chart..... 242  
 Department Services and Programs..... 243  
 Board of Supervisors Priority Area ..... 244  
 Two-Year Objectives..... 244  
 Annual Report on Results: Fiscal Year 2018-2019..... 244  
     Financial Performance ..... 245

Department Summary .....	246
Operating Plan: 2019-2020 Final Budget .....	246
Five-Year Historical Trends.....	247
Key Challenges and Opportunities .....	247
Budgets Contained within the Department .....	248
<b>Community Services Agency</b>	
Organizational Chart.....	249
Department Services and Programs.....	250
Board of Supervisors Priority Area .....	252
Two-Year Objectives.....	252
Annual Report on Results: Fiscal Year 2018-2019.....	253
Department Success Measures .....	253
Financial Performance.....	255
Department Summary.....	258
Operating Plan: 2019-2020 Final Budget .....	259
Five-Year Historical Trends.....	263
Key Challenges and Opportunities .....	263
Budgets Contained within the Department .....	265
<b>Health Services Agency</b>	
Organizational Chart.....	267
Department Services and Programs.....	268
Board of Supervisors Priority Area .....	269
Two-Year Objectives.....	270
Annual Report on Results: Fiscal Year 2018-2019.....	270
Department Success Measures .....	271
Financial Performance.....	272
Department Summary.....	276
Operating Plan: 2019-2020 Final Budget .....	276
Five-Year Historical Trends.....	278
Key Challenges and Opportunities .....	278
Budgets Contained within the Department .....	279
<b>Developing a Healthy Economy</b>	
Community-Wide Indicators .....	281
Priority Introduction, Highlights, Appropriations and Trends.....	283
Pie Chart of Recommended Appropriations by Department.....	285
Graph of Five-Year Comparison of Appropriations .....	285
Summary of Budget Appropriations.....	286
<b>Agricultural Commissioner</b>	
Organizational Chart.....	287
Department Services and Programs.....	288
Board of Supervisors Priority Area .....	289
Two-Year Objectives.....	289
Annual Report on Results: Fiscal Year 2018-2019.....	289

Department Success Measures .....	290
Financial Performance .....	291
Department Summary .....	292
Operating Plan: 2019-2020 Final Budget .....	292
Five-Year Historical Trends .....	294
Key Challenges and Opportunities .....	294
Budgets Contained within the Department .....	295
<b>CEO-Economic Development Bank</b>	
Department Services and Programs .....	296
Board of Supervisors Priority Area .....	296
Annual Report on Results: Fiscal Year 2018-2019 .....	296
Financial Performance .....	296
Department Summary .....	297
Operating Plan: 2019-2020 Final Budget .....	297
Budgets Contained within the Department .....	298
<b>University of California Cooperative Extension</b>	
Organizational Chart .....	299
Department Services and Programs .....	300
Board of Supervisors Priority Area .....	301
Two-Year Objectives .....	301
Annual Report on Results: Fiscal Year 2018-2019 .....	301
Department Success Measures .....	302
Financial Performance .....	303
Department Summary .....	305
Operating Plan: 2019-2020 Final Budget .....	305
Five-Year Historical Trends .....	306
Key Challenges and Opportunities .....	306
Budgets Contained within the Department .....	307
<b>Workforce Development</b>	
Organizational Chart .....	308
Department Services and Programs .....	309
Board of Supervisors Priority Area .....	310
Two-Year Objectives .....	310
Annual Report on Results: Fiscal Year 2018-2019 .....	310
Department Success Measures .....	311
Financial Performance .....	311
Department Summary .....	313
Operating Plan: 2019-2020 Final Budget .....	313
Five-Year Historical Trends .....	315
Key Challenges and Opportunities .....	315
Budgets Contained within the Department .....	315
<b>Promoting First-Rate Learning</b>	
Community-Wide Indicators .....	316

Priority Introduction, Highlights, Appropriations and Trends..... 318  
 Pie Chart of Recommended Appropriations by Department..... 319  
 Graph of Five-Year Comparison of Appropriations ..... 319  
 Summary of Budget Appropriations..... 320

Library

Organizational Chart..... 321  
 Department Services and Programs..... 322  
 Board of Supervisors Priority Area ..... 323  
 Two-Year Objectives..... 323  
 Annual Report on Results: Fiscal Year 2018-2019..... 323  
     Department Success Measures ..... 324  
     Financial Performance..... 325  
 Department Summary..... 326  
 Operating Plan: 2019-2020 Final Budget ..... 326  
 Five-Year Historical Trends..... 328  
 Key Challenges and Opportunities ..... 328  
 Budgets Contained within the Department ..... 328

**Delivering Efficient Public Services**

Community-Wide Indicators ..... 329  
 Priority Introduction, Highlights, Appropriations and Trends..... 331  
 Pie Chart of Recommended Appropriations by Department..... 333  
 Graph of Five-Year Comparison of Appropriations ..... 333  
 Summary of Budget Appropriations..... 334

Assessor

Organizational Chart..... 336  
 Department Services and Programs..... 337  
 Board of Supervisors Priority Area ..... 338  
 Two-Year Objectives..... 338  
 Annual Report on Results: Fiscal Year 2018-2019..... 338  
     Department Success Measures ..... 339  
     Financial Performance..... 339  
 Department Summary..... 340  
 Operating Plan: 2019-2020 Final Budget ..... 340  
 Five-Year Historical Trends..... 341  
 Key Challenges and Opportunities ..... 342  
 Budgets Contained within the Department ..... 342

Auditor-Controller

Organizational Chart..... 343  
 Department Services and Programs..... 344  
 Board of Supervisors Priority Area ..... 345  
 Two-Year Objectives..... 345  
 Annual Report on Results: Fiscal Year 2018-2019..... 346  
     Department Success Measures ..... 346  
     Financial Performance..... 347

Department Summary .....	347
Operating Plan: 2019-2020 Final Budget .....	348
Five-Year Historical Trends.....	349
Key Challenges and Opportunities .....	349
Budgets Contained within the Department .....	350
<b>Board of Supervisors</b>	
Department Services and Programs.....	351
Board of Supervisors Priority Area .....	352
Annual Report on Results: Fiscal Year 2018-2019.....	353
Department Summary .....	353
Operating Plan: 2019-2020 Final Budget .....	354
Five-Year Historical Trends.....	355
Budgets Contained within the Department .....	355
<b>Chief Executive Office</b>	
Organizational Chart.....	356
Department Services and Programs.....	357
Board of Supervisors Priority Area .....	359
Two-Year Objectives.....	359
Annual Report on Results: Fiscal Year 2018-2019.....	360
Department Success Measures .....	361
Financial Performance .....	363
Department Summary .....	363
Operating Plan: 2019-2020 Final Budget .....	364
Five-Year Historical Trends.....	365
Key Challenges and Opportunities .....	365
Budgets Contained within the Department .....	366
<b>CEO-County Operations</b>	
Department Services and Programs.....	367
Board of Supervisors Priority Area .....	368
Annual Report on Results: Fiscal Year 2018-2019.....	368
Financial Performance .....	368
Department Summary .....	373
Operating Plan: 2019-2020 Final Plan .....	373
Budgets Contained within the Department .....	377
<b>CEO-Risk Management</b>	
Organizational Chart.....	378
Department Services and Programs.....	379
Board of Supervisors Priority Area .....	380
Two-Year Objectives.....	380
Annual Report on Results: Fiscal Year 2018-2019.....	380
Department Success Measures .....	381
Financial Performance .....	382
Department Summary .....	387
Operating Plan: 2019-2020 Final Budget .....	387

Five-Year Historical Trends..... 389  
 Key Challenges and Opportunities ..... 389  
 Budgets Contained within the Department ..... 389

Clerk-Recorder

Organizational Chart..... 391  
 Department Services and Programs..... 392  
 Board of Supervisors Priority Area ..... 393  
 Two-Year Objectives..... 393  
 Annual Report on Results: Fiscal Year 2018-2019..... 393  
     Department Success Measures ..... 394  
     Financial Performance ..... 394  
 Department Summary ..... 396  
 Operating Plan: 2019-2020 Final Budget ..... 397  
 Five-Year Historical Trends..... 398  
 Key Challenges and Opportunities ..... 398  
 Budgets Contained within the Department ..... 399

County Counsel

Organizational Chart..... 400  
 Department Services and Programs..... 401  
 Board of Supervisors Priority Area ..... 402  
 Two-Year Objectives..... 402  
 Annual Report on Results: Fiscal Year 2018-2019..... 403  
     Department Success Measures ..... 403  
     Financial Performance ..... 404  
 Department Summary ..... 404  
 Operating Plan: 2019-2020 Final Budget ..... 404  
 Five-Year Historical Trends..... 406  
 Key Challenges and Opportunities ..... 406  
 Budgets Contained within the Department ..... 406

General Services Agency

Organizational Chart..... 407  
 Department Services and Programs..... 408  
 Board of Supervisors Priority Area ..... 409  
 Two-Year Objectives..... 409  
 Annual Report on Results: Fiscal Year 2018-2019..... 409  
     Department Success Measures ..... 410  
     Financial Performance ..... 411  
 Department Summary ..... 414  
 Operating Plan: 2019-2020 Final Budget ..... 414  
 Five-Year Historical Trends..... 417  
 Key Challenges and Opportunities ..... 418  
 Budgets Contained within the Department ..... 418

### Information Technology Central (formerly Strategic Business Technology)

Organizational Chart.....	419
Department Services and Programs.....	420
Board of Supervisors Priority Area .....	421
Two-Year Objectives.....	421
Annual Report on Results: Fiscal Year 2018-2019.....	421
Department Success Measures .....	422
Financial Performance.....	423
Department Summary.....	424
Operating Plan: 2019-2020 Final Budget .....	424
Five-Year Historical Trends.....	426
Key Challenges and Opportunities .....	427
Budgets Contained within the Department .....	427

### Treasurer-Tax Collector

Organizational Chart.....	428
Department Services and Programs.....	429
Board of Supervisors Priority Area .....	429
Two-Year Objectives.....	430
Annual Report on Results: Fiscal Year 2018-2019.....	430
Department Success Measures .....	431
Financial Performance.....	432
Department Summary.....	433
Operating Plan: 2019-2020 Final Budget .....	433
Five-Year Historical Trends.....	435
Key Challenges and Opportunities .....	435
Budgets Contained within the Department .....	436

## Delivering Community Infrastructure

Community-Wide Indicators .....	437
Priority Introduction, Highlights, Appropriations and Trends.....	439
Pie Chart of Recommended Appropriations by Department.....	441
Graph of Five-Year Comparison of Appropriations .....	441
Summary of Budget Appropriations.....	442

### Environmental Resources

Organizational Chart.....	444
Department Services and Programs.....	445
Board of Supervisors Priority Area .....	447
Two-Year Objectives.....	447
Annual Report on Results: Fiscal Year 2018-2019.....	447
Department Success Measures .....	448
Financial Performance.....	449
Department Summary.....	455
Operating Plan: 2019-2020 Final Budget .....	456
Five-Year Historical Trends.....	459
Key Challenges and Opportunities .....	459

Budgets Contained within the Department .....	460
<b>Parks and Recreation</b>	
Organizational Chart.....	462
Department Services and Programs.....	463
Board of Supervisors Priority Area .....	464
Two-Year Objectives.....	464
Annual Report on Results: Fiscal Year 2018-2019.....	464
Department Success Measures .....	465
Financial Performance.....	466
Department Summary.....	469
Operating Plan: 2019-2020 Final Budget .....	469
Five-Year Historical Trends.....	472
Key Challenges and Opportunities .....	472
Budgets Contained within the Department .....	473
<b>Planning and Community Development</b>	
Organizational Chart.....	474
Department Services and Programs.....	475
Board of Supervisors Priority Area .....	475
Two-Year Objectives.....	476
Annual Report on Results: Fiscal Year 2018-2019.....	476
Department Success Measures .....	477
Financial Performance.....	478
Department Summary.....	480
Operating Plan: 2019-2020 Final Budget .....	480
Five-Year Historical Trends.....	482
Key Challenges and Opportunities .....	484
Budgets Contained within the Department .....	485
<b>Public Works</b>	
Organizational Chart.....	485
Department Services and Programs.....	486
Board of Supervisors Priority Area .....	487
Two-Year Objectives.....	487
Annual Report on Results: Fiscal Year 2018-2019.....	487
Department Success Measures .....	488
Financial Performance.....	489
Department Summary.....	493
Operating Plan: 2019-2020 Final Budget .....	493
Five-Year Historical Trends.....	497
Key Challenges and Opportunities .....	497
Budgets Contained within the Department .....	498
<b>Staffing Reports</b>	
Allocation List – Three-Year Comparison .....	500
Department Position Allocation Report.....	501
Unfunded Vacant Positions .....	543

Special Districts..... 545

Department Legal Budget Unit (LBU) Summary Schedules/Schedule 9  
(See Listing of Departments with LBU by name)..... 551

Glossary

    Acronyms and Abbreviations ..... 635

    Glossary of Budget Terms..... 637

Alphabetical Index..... 654

## Acknowledgments

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“It takes an entire team of dedicated professionals to pull together a balanced, transparent and informative budget document. This is true every year, and never more so than now during our first two-year Budget Period 2018-2019/2019-2020. As we enter year two, Final Budget 2019-2020, we continue to fine tune the budget plan, process and product quality. Many thanks and heartfelt appreciation to everyone who worked so hard to bring the concept of a stream-lined budget and annual review of financial performance, 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!”

[Final Budget 2018-2019/2019-2020 – Year 2 Submitted by](#)

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 Karla Garcia

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Front Row from left to right:  
Supervisor DeMartini and Supervisor Berryhill

Back row from left to right:  
Supervisor Withrow, Supervisor Olsen and Supervisor Chiesa

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[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

**Jim DeMartini**

[District Five/2021](#)

Ceres, Modesto (portions thereof), Newman, and Patterson  
Unincorporated Crows Landing, Grayson, and Westley

**Terry Withrow**

[District Three/2022](#)

Modesto (portions thereof)  
Unincorporated Salida

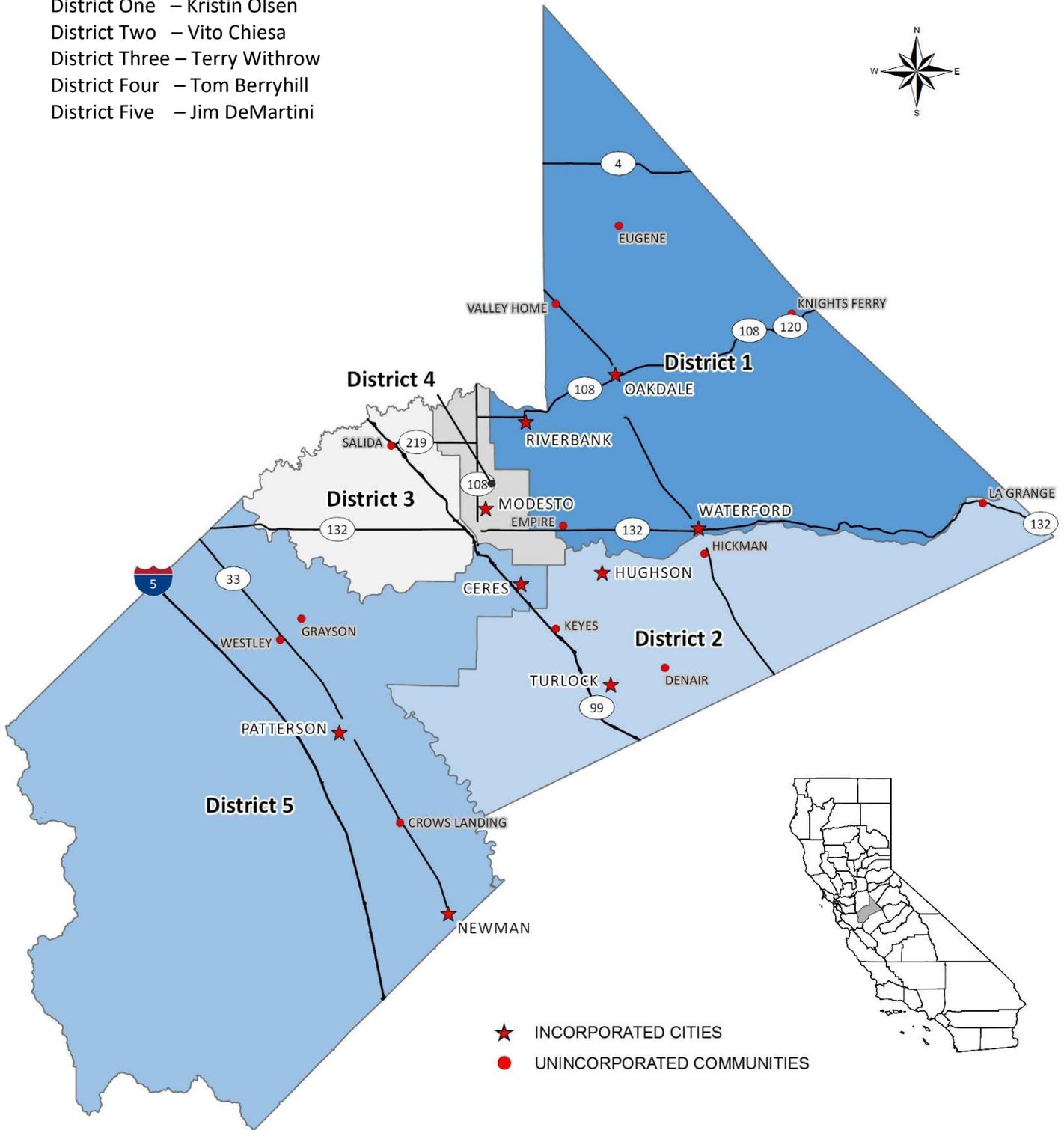
**Tom Berryhill**

[District Four/2022](#)

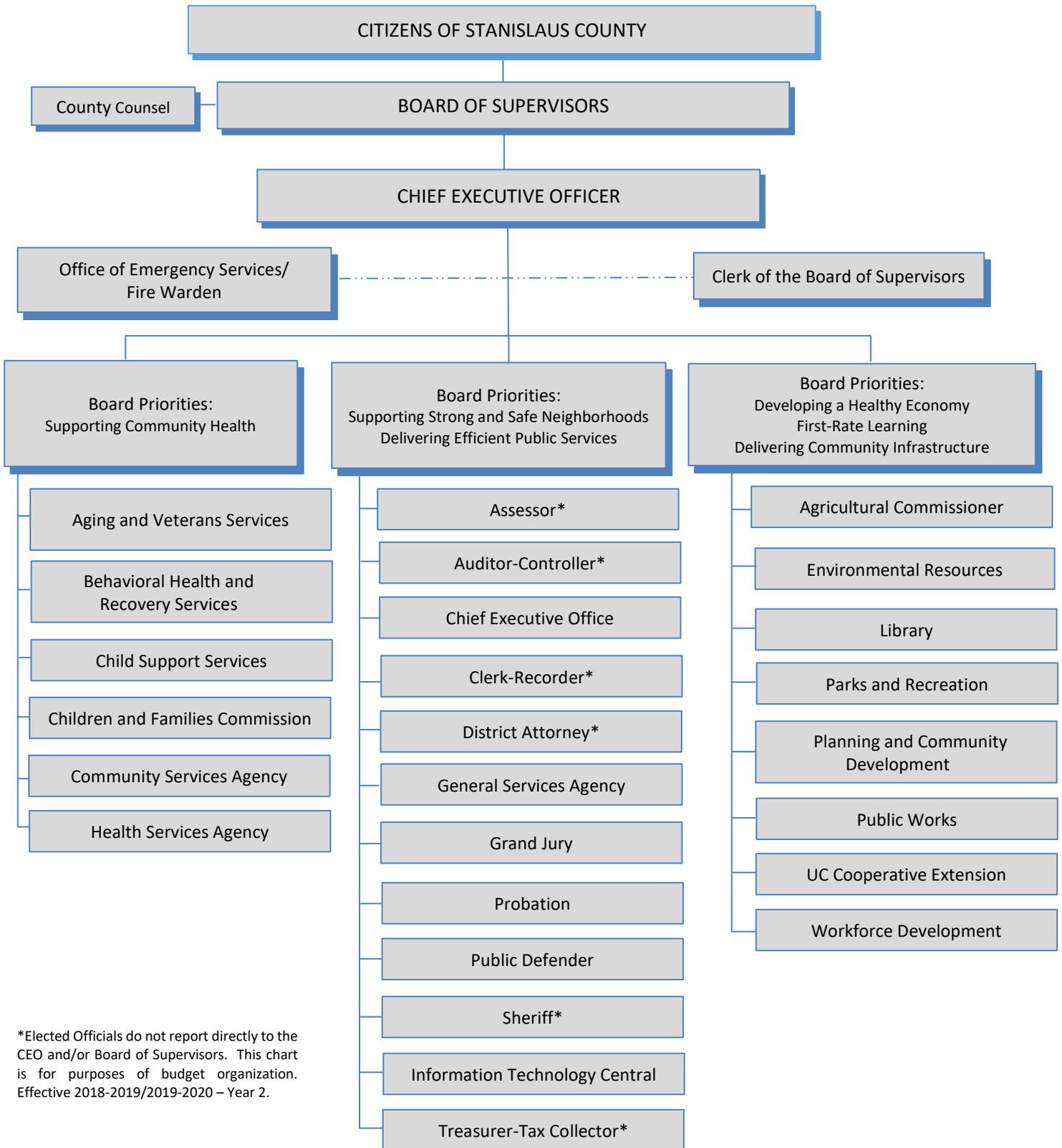
Modesto (portions thereof)

## Supervisorial District Map

- District One – Kristin Olsen
- District Two – Vito Chiesa
- District Three – Terry Withrow
- District Four – Tom Berryhill
- 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 – Year 2.

## Mission Vision Values Priorities



**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

*“By harnessing our teammates’ unique skills and passion for giving our professional networks and partnerships, and our financial resources, we will inspire the dreamers and doers of tomorrow and drive positive, lasting change in our communities across the globe” – Dennis Mullenburg*

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

Since 2009 the Board of Supervisors has recognized outstanding partnership initiatives and has memorialized these efforts on a plaque located in the foyer of the Board of Supervisors Chambers. This award serves as a testament to the exceptional efforts and “uncommon results” of Stanislaus County employees and their partners.

Two projects are recognized in the tenth Annual Effective Partnership Awards: *A Home for the Homeless* presented by the Community Services Agency; and the *Downtown Streets Team Career Club* presented by Workforce Development and their partners.



(l) The “A Home for Homeless Families” was recognized by the Board of Supervisors as the 2019 Inter-Governmental Effective Partnership Award.

(r) The “Downtown Streets Team Career Club” was recognized by the Board of Supervisor’ as the 2019 Non-Governmental Effective Partnership Award.



### Past Effective Partnerships Recognition Award Recipients

- 2018 • Community Services Agency – 624 9th Street Project • Parks and Recreation – Fairview Park Project
- 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

*“Our willingness to own and engage with our vulnerability determines the depth of our courage and the clarity of our purpose.”*

– Brené Brown



Chairman Terry Withrow closed his 2019 State of the County address, in which he praised a variety of Countywide successes and the continuous goal to affect positive change in our community, by stressing that “change comes at the speed of trust.” While the comment was directed towards the relationships the County has built with our cities and community partners in order to affect positive change on a regional level, the message resonated with me as a means to describe the mutual trust our office has experienced in working with County departments in creating a two-year budget model that streamlines processes and promotes a reflection on performance, all while maintaining our long-standing history of transparent fiscal responsibility. This transformation has required the coordination of a lot of hard work and effort by staff from all departments and has resulted in a truly collaborative process deserving of our mission of striving together to be the best. But it hasn’t been easy.

The transition from an annual budget to a biennial one hasn’t come about without some missteps along the way, some unintended confusion requiring reassessment and adjustment, late “aha” moments that would have saved a lot of time and frustration had they been evoked earlier, and the need to thoughtfully reflect on ways to fine-tune processes along the way. In other words, the process hasn’t been perfect, and I’m okay with that.

Brené Brown, researcher, author, and professor of social work encourages leaders to develop authenticity by “cultivating the courage to be imperfect.” This is a critical concept, fundamental when taking on a challenging project like transforming the County budget process into a two-year design. Perfection is an ideal. It is not real and a determined, narrow focus towards attainment stymies creativity, risk-taking, and the ability to spark fresh ideas for substantive change. The ability to embrace imperfection allows for the trial of new concepts in a learning mode, recognizing that adjustments and course correction are just part of the journey.

Change is painful, and it brings along with it feelings of uncertainty, fear, and anxiety; it makes us feel vulnerable. These aren’t emotions we are naturally drawn to, ones we enjoy experiencing, but they are an important part of the process. Brown concedes that “vulnerability is the center of hard emotions, the stuff that we don’t want to feel especially at work. But it’s also the birthplace of trust, love, belonging, courage.” Unless we are willing to be vulnerable, to embrace our imperfection, we cannot develop the trust or courage to forge ahead towards our common vision of success; simply put, one cannot be had without the other.

So, I am working to embrace vulnerability as we forge further into year two of our first two-year budget process. I am proud of what we have accomplished so far and look forward to realizing some of the benefits of our hard work. The 2019-2020 Spending Plan established in year one and approved in concept along with the 2018-2019 Adopted Final Budget became our base for Proposed Budget, negating the creation of departmental budgets from the usual starting point, eliminating zero-base budgeting for General Fund departments, and postponing the preparation and submission by internal service and cost allocation plan departments. Through the expansion of vision from one year to two years, using conservative estimates and thoughtful processes, a lot of the work has been done in advance.

Building upon this foundation, the 2019-2020 Final Budget brings us fully into year two of Budget Period 2018-2019/2019-2020. It solidifies our starting point for year two while marking the continuation of year-one goals. In addition to department objectives identified in year one that align with their individual missions and the priorities of the Board, departments report on their progress midway through the two-year time frame in which they have to accomplish established goals. This focus on developing, monitoring, and achieving thoughtfully considered objectives is the cornerstone of the new two-year budget model, a deliberate shift towards an outcome-based approach to the allocation of County resources that strives to answer the question, “Is anyone better off?” While the desired answer is a resounding “yes,” success is also measured by our ability to course correct when the answer is “no.” By establishing the safety to be imperfect and encouraging the audacity to be vulnerable, we can continually respond and adjust to the needs of our community efficiently, effectively, and courageously.

As we continue to incorporate changes intended to improve processes and outcomes, it is also important to retain what we already do that brings about positive results, meaning, and hold value. In keeping with past practice, the budget document is divided by Board of Supervisors’ priority area:

*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*

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

Shortened names have been given to these priorities to serve as section headers in the budget document: *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 is divided into two sections in the budget document.

The budget book itself retains the cover photo from year one with slight modifications to clearly distinguish it from its predecessor, while providing continuity to the two-year design. Relevant information has been updated to include current data while continuing with the blue color scheme for all charts and graphs, again maintaining a connection between the two years. Wherever possible, budget information is provided for both fiscal years, often presented for easy comparison. Departmental sections include narrative reflecting on the development process used for the Spending Plan and continue the two-year story by identifying any adjustments recommended to that base for year two. The Final Budget serves as a comprehensive guide on County resources and their planned usage for Fiscal Year 2019-2020, identifies ongoing challenges and opportunities facing our community, and acts as an extension of the operational discussion that began in Fiscal Year 2018-2019, bridging the transition between years in this new two-year model. Additionally, the Final Budget includes our Annual Report on Results, detailing Financial Performance, Fund Balance Trends, and Department Success Measures.

As part of a greater work in progress, I proudly present to you the 2019-2020 Recommended Final Budget.

### [Budget Overview](#)

The Recommended Final Budget totals \$1,399,223,727 and represents a 3% increase over the 2018-2019 Adopted Final Budget and 1.3% over the 2019-2020 Adopted Proposed Budget, established at \$1,381,332,837. The majority of the \$17.9 million increase over the Proposed Budget, \$11.6 million, is attributed to the Performance Visioning Carryover Savings (PVCS) program transfers. Implemented as part of the two-year budget model, the program allows General Fund departments to transfer savings realized in year one to their year-two budget at Final Budget. As required, a positive financial forecast was reported in the 2018-2019 Midyear Financial Report, precipitating the automatic transfer of savings into Fiscal Year 2019-2020.

The remaining increase of approximately \$6.3 million is primarily provided in support of programs and services in the *Delivering Efficient Public Services* Board priority area: approximately \$3.4 million supports a variety of programs and services in Chief Executive Office (CEO) – County Operations, including Contribution to Other Programs funding for Countywide initiatives and local agencies, shelter and Census 2020 projects in Focus on Prevention, strategic projects through Plant Acquisition, application and annual licensing activities provided through the Cannabis Program, and transfer of loan repayments from the Economic Development Bank to the Crows Landing Air Facility; just over \$1.2 million will go towards services and Countywide information technology (IT) strategic development provided by Information Technology Central; approximately \$1.1 million reflects increased insurance premiums and loss expense costs in the CEO – Risk Management Division; and \$175,000 for Countywide programs and a new Cannabis Manager in the Chief Executive Office. Smaller adjustments were recommended for departments within the Board priorities *Supporting Strong and Safe Neighborhoods*, *Supporting Community Health*, and *Delivering Community Infrastructure*. Departments *Developing a Healthy Economy* identified a small net decrease while the Library, in the priority *Promoting First-Rate Learning*, contained no adjustments in the Recommended Final Budget.

The Final Budget includes \$1,334,637,314 in estimated revenue, an increase of 3.4% over that projected in the 2018-2019 Adopted Final Budget and 0.4% over the 2019-2020 Adopted Proposed Budget, with an original Fiscal Year 2019-2020 estimate at \$1,328,978,710. The budget relies on the use of \$64,586,413 in fund balance and retained earnings, a decrease of 5.8% from the previous year's Final Budget. The Net County Cost, identified in this budget as the General Fund Contribution, totals \$254,648,071 and represents an increase of 6.2% over that provided in the 2018-2019 Final Budget and 6.1% over that established in the Proposed Budget. Note that \$11.6 million of the \$14.7 million increase in General Fund Contribution is due to PVCS transfers, with most of the increase the result of year-one savings realized by General Fund departments and carried forward into the new fiscal year for flexibility to support operations aligned with performance visioning within the two-year cycle.

Discretionary Revenue is projected at \$234,299,000, an increase of 5%, or \$11.2 million, over that estimated in the 2018-2019 Adopted Final Budget. The \$3.1 million, a 1.3% increase in Discretionary Revenue over the \$231,182,000 projected in the 2019-2020 Proposed Budget, is largely attributed to increases anticipated in property tax revenue tied to an updated Assessment Roll growth rate of 7%, an increase of 3% over that used to calculate the Proposed Budget estimate. Revenue related to interest earnings is also expected to increase due to higher cash balances in the General Fund and actual interest experienced in recent periods through the Treasury.

Staffing adjustments amount to an increase of 20 positions over the 2018-2019 Adopted Final Budget level and a decrease of 42 positions from the 2019-2020 Proposed Budget. After the adoption of the Proposed Budget, a net decrease of one position adjusted the allocation through separate Board agenda items, with the Recommended Final Budget reducing it further by 41 positions. The majority of the reductions are tied to the Health Services Agency Clinic Consolidation Plan, with other minor adjustments attributed to right-sizing in various departments and agencies. The Final Budget includes recommendations resulting in a total authorized position count of 4,516.

In all, Budget Period 2018-2019/2019-2020 relies on well-defined strategies and objectives: annual budget analysis and projections are completed with attention to the multi-year, long-range model, which provides guidance for Countywide financial decisions; strategic focus on performance and outcomes; flexibility in meeting operational needs in General Fund departments through the implementation of PVCS; prudent, targeted spending used to support program needs in the Board priority *Delivering Efficient Public Services*; adjustments to realign the staffing allocation to fit Countywide needs; and the use of fund balance in the General Fund targeted for 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 upon which to grow and 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 Countywide priorities to focus our strategic 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 remains a high priority for the County and *Supporting Strong and Safe Neighborhoods* is critical to the comfort and 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. Recent implementation of the body-worn camera program aims to improve public safety through increased operational transparency and accountability. The legalized selling and cultivation of cannabis requires ongoing and increasing enforcement of local ordinances and executed development agreements to ensure compliance with new laws. Notable changes in the Final Budget include the transfer of appropriations to support the reallocation of positions from Juvenile Commitment Facility to Field Services to align with recent caseload trends in Probation, the purchase of an automated ballistic imaging system to assist in the investigations of gun and gang-related crimes in the Sheriff's Department, and the development of an Integrated Criminal Justice Information System (ICJIS) strategic plan.

The departments focused on *Supporting Community Health* address the physical, mental, emotional, and spiritual well-being of our citizens and are at the forefront in addressing homelessness issues in the community. Key contributors to the Community Assessment, Response and Engagement (CARE) program, a multi-agency collaborative team approach to providing interventions that connect individuals with the appropriate services and support they need, include Behavioral Health and Recovery Services (BHRS), Community Services Agency (CSA), Health Services Agency (HSA), and Aging and Veterans Services. The Final Budget includes provisions to fund positions and purchase equipment in Child Support Services, an increase in grant-funded services for veterans and seniors' programs in Aging and Veterans Services, and realignment of activities in Children and Families Commission (First 5 Stanislaus) due to decreased State tobacco revenue and in accordance with the Commission-approved strategic plan.

*Developing a Healthy Economy* here in Stanislaus County relies heavily on agri-business, which is being impacted by the evolving cannabis industry. Additionally, the development of the Crows Landing Industrial Business Park will serve to support the local economy by working to create local jobs for County residents. Workforce Development plans to use available funding to enhance services provided to local businesses, assist in filling the skills gap in the community as determined by business leaders, and help develop the healthcare, agriculture, manufacturing, transportation, and warehousing sectors. Adjustments included in the Final Budget allow for the transfer of funding from the Economic Development Bank to the Crows Landing Air Facility budget and adjustments in Workforce Development that increase services associated with the new Prison to Employment Grant, the partnership with Downtown Streets Team, and the Summer Youth Program while decreasing services that are no longer supported by grant and external funding.

*Promoting First-Rate Learning* is an ongoing effort towards 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 offer customers an opportunity to explore and develop 21<sup>st</sup> century skills and experience Science, Technology, Engineering, and Math (STEM) learning in a self-directed and informal hands-on environment. No budget adjustments were included in the Final Budget for this priority.

Many County departments focus their work on *Delivering Efficient Public Services*, serving members of the community and providing valuable services to local agencies and other County departments. Cybersecurity is critical in addressing the needs of the organization and ensuring the integrity of its records and confidential information. Serving a central role in managing cybersecurity and the various technological needs of the organization is the County's Information Technology Central, previously known as Strategic Business Technology. By changing its name, the department hopes to clarify its role in County operations and service to its internal customers. A partnership between the Chief Executive Office, Auditor-Controller, General Services Agency, and Information Technology Central is actively reviewing the County's enterprise-wide resource systems that provide financial management, human resources, and budget support to develop recommendations based on a needs assessment and overall master plan. Notable budget investments for this priority include several adjustments in Chief Executive Office (CEO) – County Operations to address funding needs through General Fund contributions to County departments and agencies, cannabis program administration, community projects involving homelessness and the 2020 Census, development of the Crows Landing Industrial Business Park, and strategic investments through Plant Acquisition. Additionally, increases in Information Technology Central will support Countywide IT strategies, adjustments will cover increased insurance costs in CEO – Risk Management, and the Chief Executive Office will add funding to support a Cannabis Manager, the Workplace Wellness and Recognition program, and the annual contribution to Stanislaus Partners in Education (SPIE).

Departments *Delivering Community Infrastructure* meet the infrastructure needs of the community and protect natural resources to improve the quality of life for County residents. Public Works will implement 23 projects in Fiscal Year 2019-2020 related to road maintenance and improvements with funding from Measure L, Senate Bill 1, and Public Facilities Fees obligations. Public Works will complete its merge of the Engineering and Road and Bridge divisions to reduce engineering costs and align with the structure used in other counties and preferred by the State. Another organizational shift will continue to materialize with the split of Parks and Recreation as a stand-alone department apart from Environmental Resources, supported by the addition of several staff and a Deputy Director of Parks position that was approved in the Proposed Budget; the two departments have shared an administrative structure since 1995. The Final Budget includes provisions for marketing in the Parks and Recreation Department and embedded IT support for Public Works.

#### Financial Factors and Budget Policies

Budget Development for the Two-Year Model – The County organization spent two years prior to implementation preparing the two-year budget model for Budget Period 2018-2019/2019-2020. The foundation for success included: establishment of the Budget Leadership Forum, a collaborative workgroup of budget managers from County departments; a solidly established zero-base budgeting process for all General Fund departments; deployment of a department-specific long-range modeling tool; enhancement of our reporting on actuals in the published budget book; and the provision of various workshops and trainings on the budget submittal system, budget narrative templates, setting budget objectives, and finally, performance visioning. It is due to this holistic and detailed change process focused on the continuous improvement of our financial forecasting strategies that provides me with the confidence that 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. Introduced last year were a number of budget policies specific to the two-year budget model, developed by Chief Executive Office Leadership, Department Heads, and the Budget Leadership Forum. These include:

- ◆ Appropriations 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 authority to the Chief Executive Officer (CEO) to approve any requests for transfers of appropriations, except for Fixed Assets exceeding \$10,000 and Appropriations for Contingencies, which must be approved by the Board. Appropriations transfer requests are not automatically approved and in general, salary savings in General Fund departments will be retained for carryover savings or be returned to the General Fund. This long-standing policy is a central component to the multi-year budget approach.
- ◆ Performance Visioning 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 through the Performance Visioning Carryover Savings (PVCS) program. Any remaining 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 traditional 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 was eliminated in the year one zero-base budget process. 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.

Two-Year 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 was adjusted for prior year-end actuals and any State Budget impacts. The Midyear and Quarterly Financial Reports provided opportunities to check on the progress of our plans. Year two Proposed Budget started with the Spending Plan amounts established in year one, providing the opportunity to adjust for ongoing impacts from year one not captured in the Spending Plan. Year two Final Budget adjusts for prior year-end close and any State Budget impacts with a strong focus on reporting results. Finally, Midyear and Quarterly Financial Reports in year two will provide progress checks prior to closing out the two-year plan.

State Budget – The 2019-2020 May Revision to the Governor’s Budget was released on May 9, 2019, with an emphasis on the Governor’s commitment to dedicate surplus funds to reserves and one-time spending, with targeted investments allocated in priority areas, noting that an imminent recession could be costly for the State. Notably for counties, the May Revision includes: provisions to address homelessness; plans to enhance the In-Home Supportive Services (IHSS) maintenance of effort (MOE); and additional resources for disaster response, recovery, and prevention. The May Revision identifies approximately \$1 billion, with \$275 million in funding dedicated to counties, for homeless shelters, navigation centers, and supportive housing. Additional State General Fund has been identified as a means to lower the IHSS MOE for counties, updating the original proposal presented in January. The May Revision also includes proposals to help local communities recover financially from recent wildfires and assist them in becoming more resilient to future disasters.

Economic Factors and Long-Range Planning – Federal and State economic projections identify continued positive growth. This is consistent with recent local experience in which sales tax trends have averaged 9% growth over the past 10 years, with the 10-year property tax growth averaging approximately 4.2%. While a recession is overdue when considering 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 provide updates in the Final Budget 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 is the possibility of Affordable Care Act changes 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. Most departments applied escalators to their 2018-2019 Adopted Final Budget costs to establish their Spending Plans for Fiscal Year 2019-2020, increasing 3.5% for salaries and benefits, with 5% specifically used to estimate health insurance costs. Preliminary analysis using a salary projection tool show that these were sufficient in estimating costs for Fiscal Year 2019-2020 with the exception being departments containing a significant number of staff belonging to the Service Employees International Union (SEIU), whose labor agreement increases were not known early enough to be factored into initial projections. Some adjustments were included in the Proposed Budget to accommodate the related cost increases and others may be addressed at a future budget cycle.

### Challenges and Opportunities

Some challenges we face in our community require a collaborative approach and are beyond the scope of any one department or agency to resolve. The following challenges and opportunities affect multiple departments and Board priority areas; additional challenges and opportunities are provided in individual department sections under a heading of the same name.

Homelessness – Homelessness continues to pose challenges that affect the safety of our community, requiring thoughtful planning for solutions using insight and resources from various departments, agencies, and organizations. In December 2018, the Community Services Agency was appointed as the Administrative Entity for the Homeless Emergency Aid Program (HEAP); working in partnership with the Chief Executive Office, an organizational structure to support Countywide efforts on homelessness is being developed for Board of Supervisors’ consideration. Plans for HEAP funding include capital improvement and service needs in various communities within the County, the cities of Turlock, Patterson, and Oakdale, along with a focus on services for homeless youth.

Housing Strategies and Solutions – Critical to the issue of homelessness is the need for transitional and long-term affordable housing. Strategies are being developed to address the following four goals: establish a long-term housing vision; support short-term and long-term market-focused strategies in coordination with the private development community; preserve and protect existing affordable housing inventory; and develop an Annual Housing Report for the community. Throughout, we will continue to partner with local cities and affordable housing developers and maximize the use of existing and future State and Federal housing-related funding.

5150 Crisis – A 5150 Multi-Disciplinary Task Force was assembled to develop a collaborative strategy, recommendation, and implementation plan to respond to the Welfare and Institutions Code 5150 crisis in Stanislaus County. The task force has considered a comprehensive plan that includes the following objectives:

- ◆ Objective I: Adult Intake and Evaluation: To provide medical clearance, intake, and evaluation in two safe and secure locations at Doctors Behavioral Health Center (DBHC) and Stanislaus Recovery Center (SRC) with appropriate security, staffing and facility renovations/enhancements.
- ◆ Objective II: Re-launch of the Mobile Crisis Evaluation and Response Team (MCERT): The MCERT embeds a Mental Health Clinician with a trained law enforcement officer in the field to respond to sub-acute mental health situations.
- ◆ Objective III: Intake and Placement for Adolescents in 5150 Crisis Status: The development of a strategy to address adolescent 5150 intake and placement.

- ◆ Objective IV: Adult Crisis Intervention Program (CIP)/Sobering Center: The development of a strategy to create an Adult CIP/Sobering Center at SRC.
- ◆ Objective V: Post Intake Adult Placement Options: The development of a strategy to address limited placement options such as hospitals, institutes for mental disease, transitional housing, permanent supportive housing, board and care, etc.

The task force is in the process of finalizing its first phase of recommendations, including the evaluation of Mental Health Services Act (MHSA) and grant funding that may be available.

Human Relations – Human Resources and Risk Management continue to undergo organizational change associated with rebranding efforts, physical moves, and a transitional blending of both divisions into one larger division. A report to the Board of Supervisors is planned for early fall 2019 to formally combine the two divisions, announce the new division name, share rebranding results, and the opening of the new recruitment center. There are tremendous opportunities for improvement in service, efficiency of process, training, and succession planning efforts moving forward.

Carryover Appropriations – The Board of Supervisors received preliminary estimates totaling \$8.6 million associated with the Performance Visioning Carryover Savings (PVCS) program in the 2018-2019 Third Quarter Financial Report. As noted earlier, actual carryover savings totaled \$11.6 million, an increase of \$3 million likely attributable to conservative estimates on revenue and spending. Additionally, funds available carryover occurred through year-end close of Fiscal Year 2018-2019 for projects in process, totaling \$13.9 million, of which \$11.5 million went to cover projects in General Fund departments. All carryover appropriations will be transferred and become part of the overall operating budget as part of the 2019-2020 Final Budget process.

Economic Development – In Fiscal Year 2018-2019, the Board of Supervisors identified support for building improved quality of life in our community with the establishment of two General Fund assignments: \$10 million for housing and community development and \$20 million for community impact through jobs development at the Crows Landing Industrial Business Park (CLIBP). These initiatives will be a primary focus in the upcoming year as we actively work to build relationships to establish regional housing strategies and progress on the implementation plan for CLIBP. Both initiatives will bring long-term benefits to our County with positive outcomes anticipated in economic mobility metrics. Economic mobility is the ability of an individual, family, or some other group to improve their economic status, usually measured by movement between income quintiles over generations. Such long-term planning provides for the future well-being of Stanislaus County residents.

Enterprise Resource Planning (ERP) – The County’s financial management and human resources systems are approximately 20 years old and comprise the current enterprise resources planning (ERP) systems in support of all financial, budget, human resources, and payroll functions. The County has contracted with the Government Finance Officers Association (GFOA) for an independent review and recommendations for our ERP systems. Initial findings indicate that current systems require significant manual effort, are open to potential errors, lack a user-friendly interface and integration, and that an automated budget system is needed. Staff will analyze the final GFOA report and return to the Board of Supervisors by midyear to recommend an ERP approach for the County.

Information Technology (IT) 2020 – In Fiscal Year 2019-2020, the County will undertake an assessment of the current IT environment and develop a proactive strategic plan that reimagines what County IT looks like in the future. The strategic plan will include strategies to mitigate debilitating effects and costs of cyber-attacks, ensuring an IT environment that is secure and nimble; standardize and consolidate infrastructure; develop tools and methodologies to assess the effectiveness of investment IT staff versus contracting for services; develop a centralized procurement process; and establish Countywide standards and state-of-the-art risk management and security systems. The 2017 IT Strategic Plan recommended an evaluation of the IT staffing structure. Underway

during the last 12 months, the evaluation has resulted in a modified structure which is expected to provide clarity of role, appropriate job titles, and a Countywide structure for determining IT staffing needs. The related classification and compensation study is ongoing through Fiscal Year 2019-2020, with implementation planned for the beginning of the next two-year budget cycle.

Final Budget – The 2019-2020 Final Budget includes historical data and discussion on five-year actuals for expenditures, revenue, and use of fund balance/retained earnings in each department section along with a report on each department’s success measures, identifying results midway through this two-year cycle. In an effort to continue to enhance our focus on outcomes, the Annual Report has been produced alongside the Final Budget document, highlighting department achievements from Fiscal Year 2018-2019 in a slick, new format that includes space for the 2019-2020 Budget at a Glance pamphlet.

### Looking Ahead

Our budget document serves as a means to articulate our plans for the current fiscal year. The scope in a two-year model expands on that annual plan to encompass either a future year projection or reflects back on that projected vision, making any necessary adjustments to operationalize the plan in the coming year, depending on whether we are in a year-one or year-two mode. As we move further into our first year-two segment, I am encouraged by the preparative groundwork we have laid that appears to have set us up well for Fiscal Year 2019-2020.

It is my heartfelt pleasure to present the Final Budget for year two of our first two-year budget to the Board of Supervisors. On behalf of the entire County organization and the many talented staff who have worked so hard to prepare this operational plan, I am proud to serve as your leader. This document embodies the mutual trust developed through collaboration and highlights the perseverance that has guided our new approach to budgeting. It speaks to the patience and grace we have afforded one another as we work “live” through a process we are developing as we go. I am humbled by the power of our collective organization when we work together towards a common goal.

We have taken a leap of faith and trusted in one another to collectively move our organization in a new direction, one in which more time is devoted to long-term planning for success and contemplative reflection on measured results. We have dared to be vulnerable in the face of transitional challenges, choosing to accept both the hits and misses as a means to continually improve processes and attain our objectives. Once again Brené Brown offers encouragement to continue on this path we have set for ourselves: “Our willingness to own and engage with our vulnerability determines the depth of our courage and the clarity of our purpose.” It is truly an act of courage that has gotten us this far and gives me great confidence that we will continue to grow and learn and develop our processes so that we can better serve our community, promoting the values and priorities that make a positive difference in the lives of others.

We will continue to move forward with purpose, building upon the strong foundational plan we have laid, and make time to reflect on what works well, identifying areas that could use a little fine-tuning. We will make positive strides and grow from our successes. We will also embrace our vulnerability, seeking continuous improvement through the inevitable missteps along the way. We will work to celebrate imperfection, recognizing its ability to serve as a catalyst for learning and creative solutions. I wouldn’t have it any other way.

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 559,000 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 2019 population estimates, Stanislaus County has 558,972 residents. The Stanislaus County population is expected to reach 739,734 by 2050.

Stanislaus County has grown an estimated 8.6% between 2010 and January 2019. The DOF estimates there was a 0.9% growth in population in Stanislaus County when comparing January 1, 2018 to January 1, 2019.

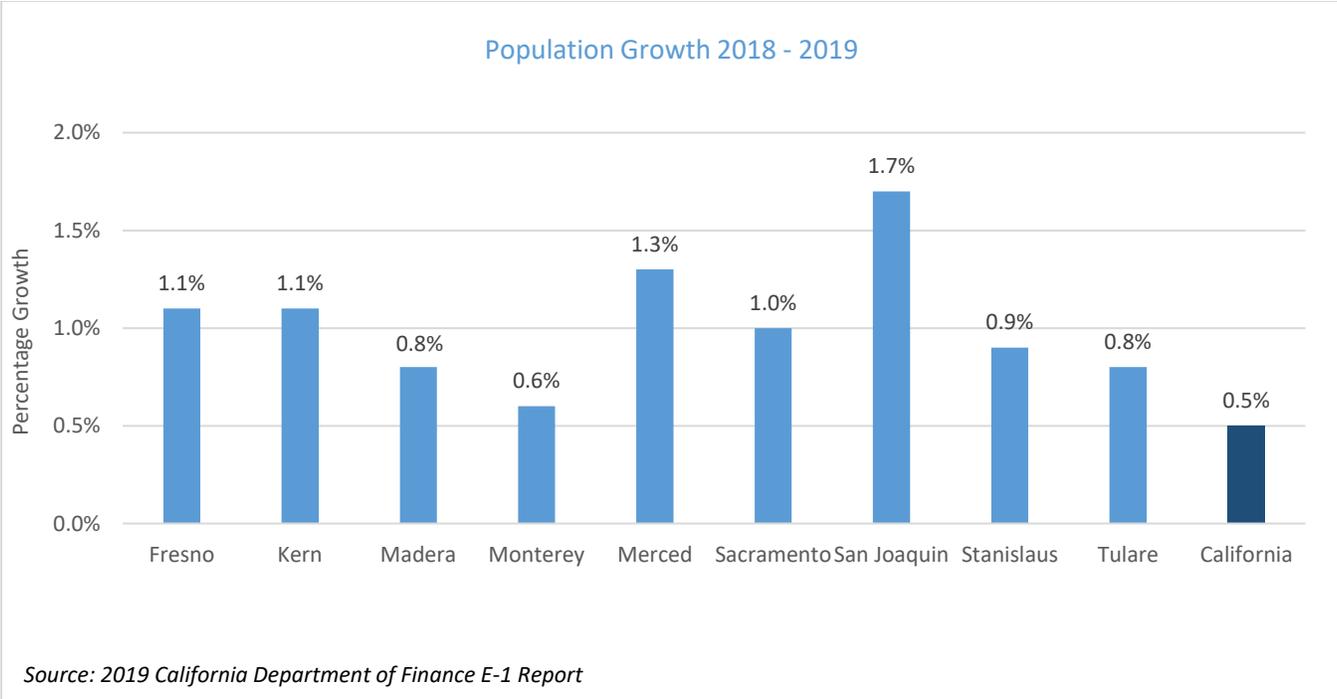
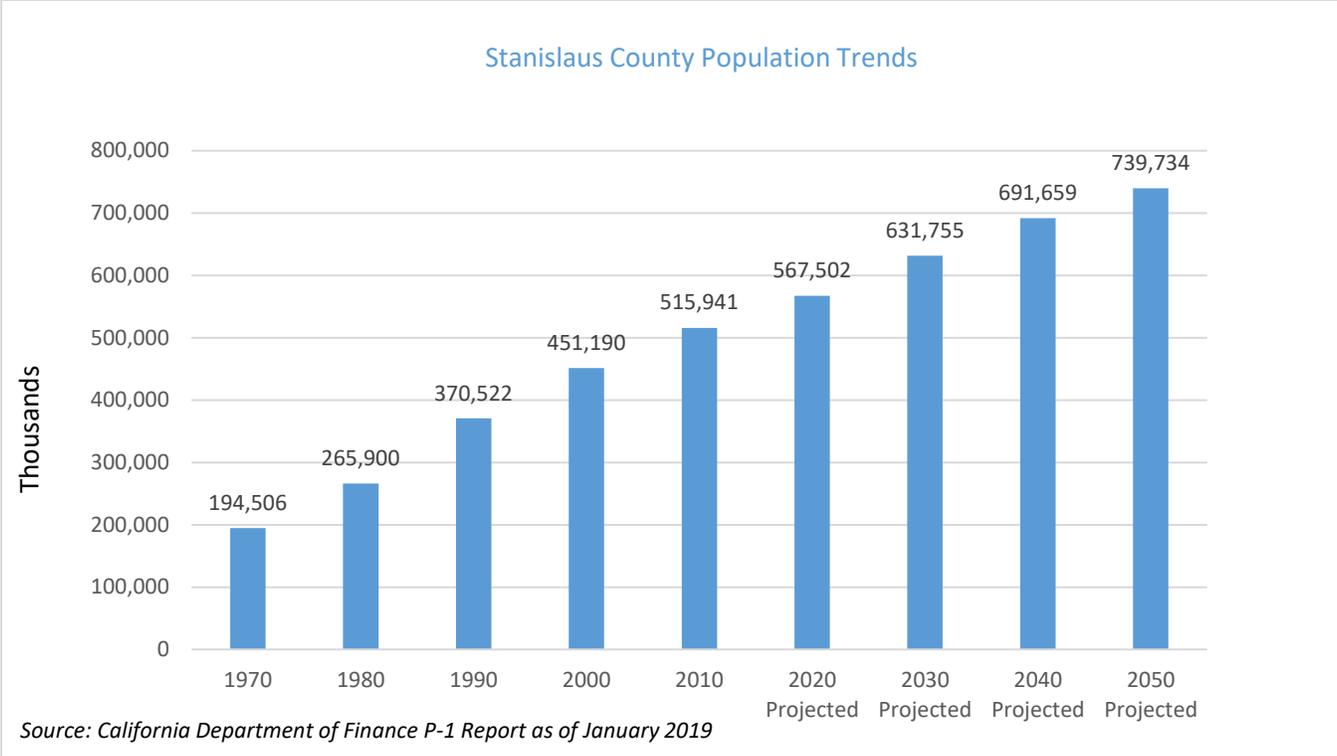
## Population Demographics

Stanislaus County residents come from a variety of ethnic backgrounds; no one group is a majority. Approximately 45% of the population is Hispanic/Latino and 43% is white. Just over half, 58%, of the

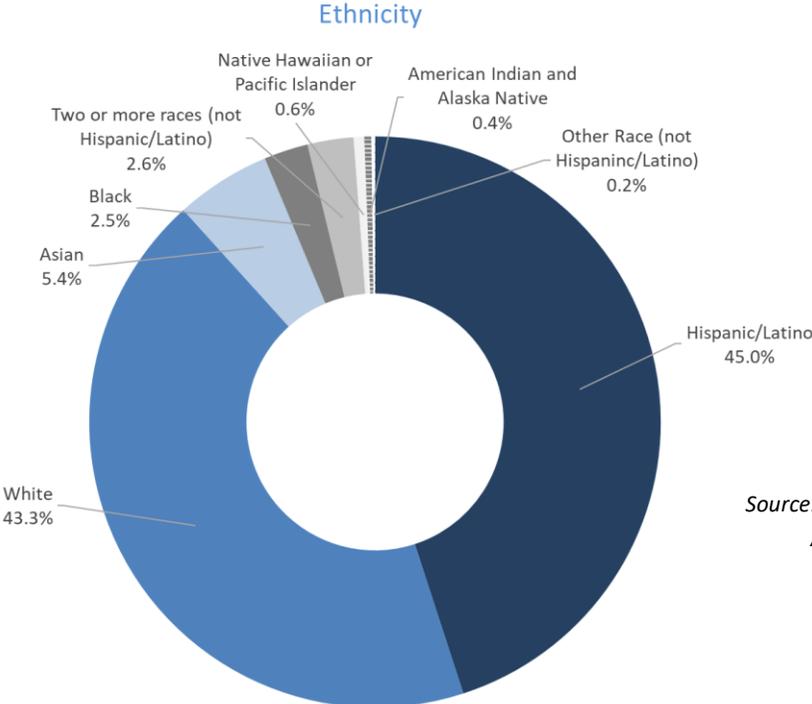
Population growth projections from the DOF continue to scale back since the Great Recession. Pre-Recession growth projections indicated a County population base of nearly 700,000 people by 2020. The current projection for 2020 is 568,000.

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.

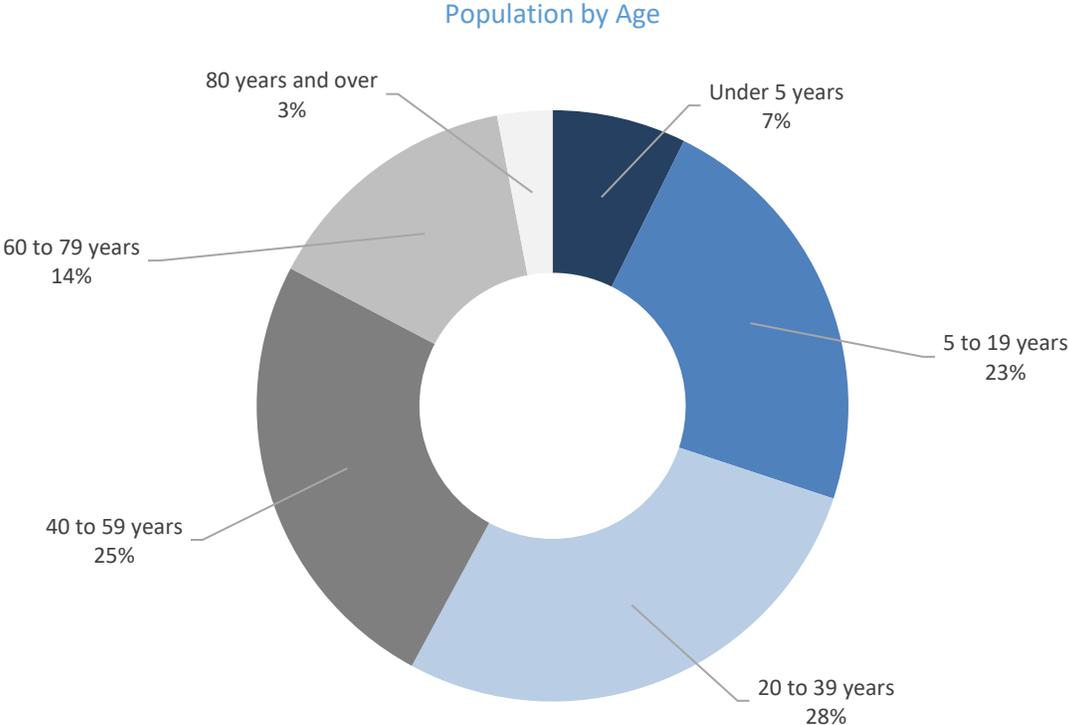
population is under 40 years of age with the largest segment, 28%, of residents between the ages of 20-39.



### Population Demographics



Source: Department of Finance 2013-2017 American Community Survey



Source: US Census Estimates as of July 1, 2017

## 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, 2018 to January 1, 2019, Patterson experienced the fastest city growth at 4.8%, followed by Hughson at 3.6%, Ceres at 2.5% and Oakdale at 2.1%. Modesto, the largest city in the County, experienced a -0.2% growth rate in 2018 which was down compared to 2017 with a growth rate of 0.3%.

### Population by City

City	1/1/2015	1/1/2016	1/1/2017	1/1/2018	1/1/2019	% Change 1 Year	% Change 5 Years
Ceres	46,703	47,166	47,754	48,326	49,510	2.5%	6.0%
Hughson	7,056	7,150	7,331	7,738	8,017	3.6%	13.6%
Modesto	210,147	211,903	215,080	215,692	215,201	-0.2%	2.4%
Newman	10,663	10,840	11,165	11,801	11,738	-0.5%	10.1%
Oakdale	21,918	22,348	22,711	23,324	23,807	2.1%	8.6%
Patterson	22,185	22,590	22,730	22,679	23,764	4.8%	7.1%
Riverbank	23,576	23,913	24,610	25,244	25,318	0.3%	7.4%
Turlock	71,327	72,050	72,879	74,730	74,471	-0.3%	4.4%
Waterford	8,719	8,788	8,906	9,149	9,100	-0.5%	4.4%
Unincorporated	112,612	113,466	114,891	116,941	118,046	0.9%	4.8%
<b>County Total</b>	<b>528,157</b>	<b>534,906</b>	<b>548,057</b>	<b>555,624</b>	<b>558,972</b>	<b>0.6%</b>	<b>5.8%</b>

Source: California Department of Finance E-1 as of January 2019

## 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 722,546 acres (74%) were in farms in 2018.

The Agricultural sector and its related industry accounts for \$7.1 billion in our local economy or \$19.6 million per day supporting over 34,000 jobs. One in eight jobs is directly attributed to agriculture in the County. While the agricultural industry is a significant economic driver in the County economic development strategies are in place to expand business more broadly to include tourism and transportation/distribution services increasing

economic diversity. The value of agricultural commodities produced in 2018 was approximately \$3.6 billion, a decrease of \$78.2 million (2.1%) from a total of \$3.7 billion in 2017.

The top 10 commodities account for over 80% of the total agricultural production value. The almond industry posted the largest increase of \$51 million followed by poultry at \$22 million due to increased chicken values. Farmers in Stanislaus County export more than 134 commodities to 101 countries around the world.

For more Stanislaus County Ag Statistics visit <http://www.stanag.org/crop-statistics.shtm>.



Westley Almond Orchard

Photo Credit: Mel Machado

## Manufacturing Employers

Manufacturing continues to be an important employment 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 19,000 workers in Stanislaus County.

Company or Organization	Employees	Description
E & J Gallo Winery	6,700	Winery
Foster Farms Poultry	2,200	Poultry Processor
Del Monte Foods	2,010	Fruit Products
Stanislaus Food Products	1,875	Canning
Con Agra	1,145	Tomato/Bean Processor
Foster Farms Dairy	850	Dairy Products
Frito Lay	637	Snack Products
Bronco Wine	550	Winery
Blue Diamond Growers	520	Nut Processor
Pacific Southwest Containers	430	Container Manufacturing
Valley Sun Products	350	Sun Dried Tomatoes
Silgan Containers	315	Container Manufacturing
Hughson Nut	300	Almond Grower/Processor
International Paper	280	Paper Product Manufacturing
Champion Industrial Contractors	280	Metal Fabrication
Flowers Baking Company	250	Food Manufacturing
Rizo-Lopez Foods	250	Food Manufacturing
Ball Corporation	200	Metal Can Manufacturing
Sensient Dehydrated Flavors	182	Food Processor
Mid-Valley Nut	150	Walnut Packer/Processor

*Source: Opportunity Stanislaus; does not include seasonal labor*

### Non-Manufacturing Private Employers

The healthcare sector is a significant contributor to the County's economic engine. The top non-manufacturing companies, excluding Government Agencies, employ over 13,000 workers.

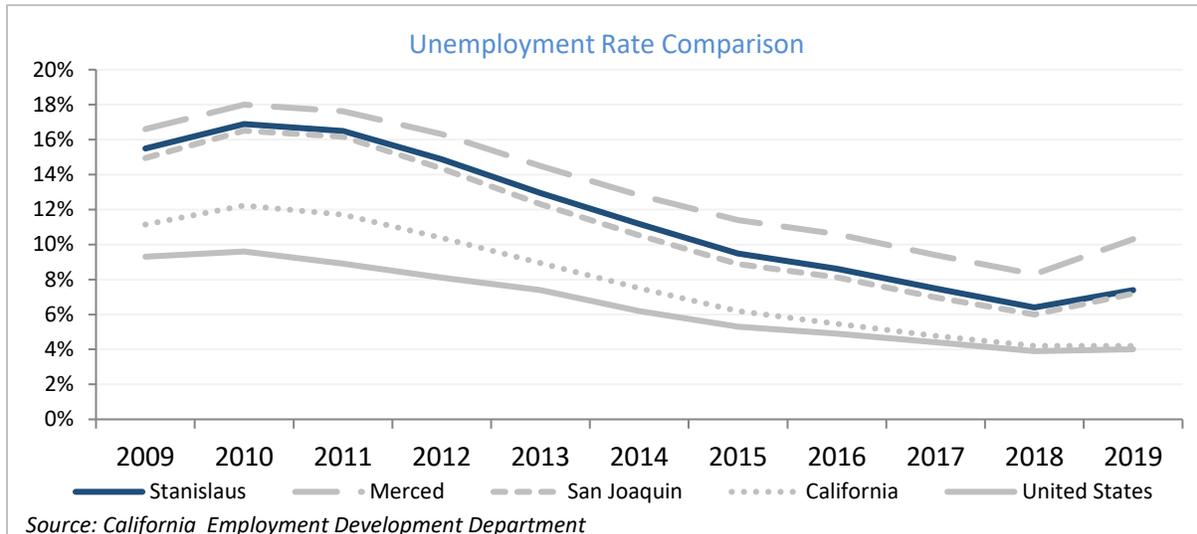
Company or Organization	Employees	Description
Doctors Medical Center	2,600	Health Care
Memorial Medical Center	2,400	Health Care
Save Mart Supermarkets	1,650	Retail Grocer
Walmart	1,440	Retailer
Emanuel Medical Center	1,100	Health Care
Kaiser Permanente	800	Health Care
Amazon	800	Distribution Center
Vituity (formerly MedAmerica Billing Services)	800	Medical Billing/Coding
Storer Coachways	500	Transportation
Oak Valley Hospital/Care	500	Health Care
CVS Caremark	484	Distribution Center
Duarte Nursery	350	Wholesale Nursery
Costco	210	General Merchandise
Crimetek Security	185	Investigation & Security

*Source: Opportunity Stanislaus; does not include seasonal labor*

## Economic Indicators

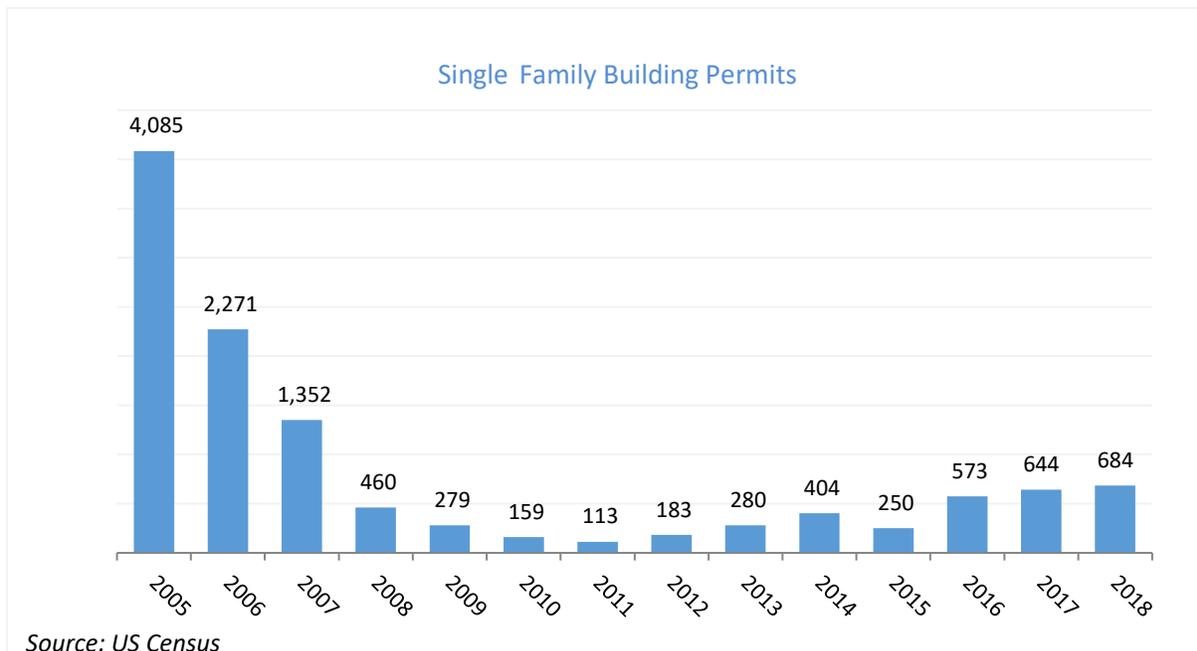
### Unemployment Rate

The County’s annual unemployment rate in January 2019 was 7.4%, equivalent to January 2018, but significantly 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.



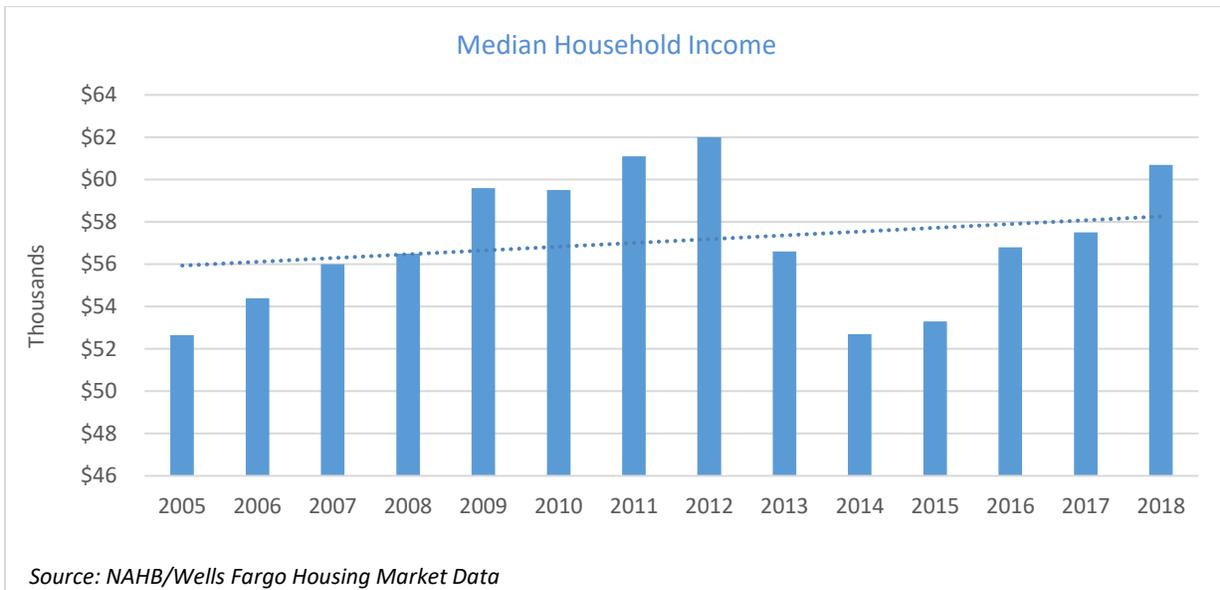
### Single-Family Building Permits

Stanislaus County tracks issuance of 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 with 684 in 2018.



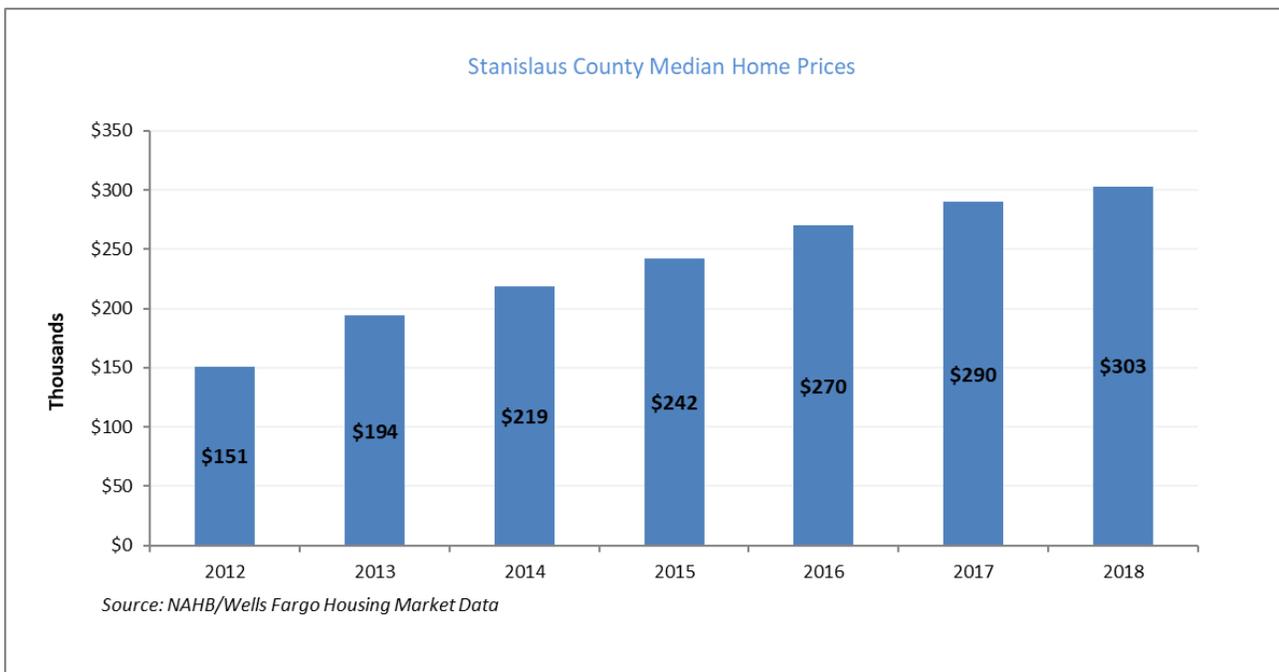
### Median Household Income

Median Household Income is up 6% from the fourth quarter of 2017 and up 15% from the market low during the fourth quarter of 2014. However, Household Income is 2% lower than the market high in fourth quarter of 2012.



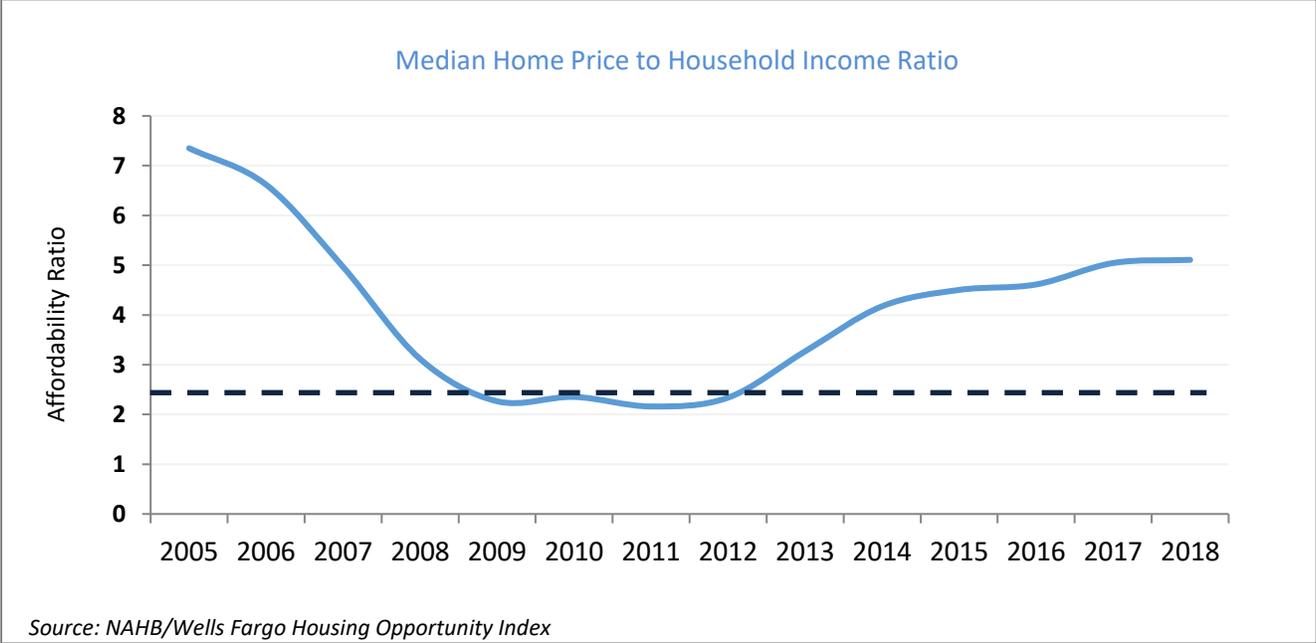
### Median Home Prices

Median Home Prices are up 4% from the fourth quarter of 2017 and up 139% from the market low during the first quarter of 2012.



### 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 5.11, 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 2019-2020 was approved by the Board of Supervisors on June 18, 2019. The 2019-2020 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 while providing Stanislaus County with a balanced operational plan for Fiscal Year 2019-2020. Additional adjustments to the County's budget are routinely made as needed throughout the fiscal year as part of quarterly financial reports presented to the Board of Supervisors or as separate Board agenda items.

The Adopted Proposed Budget totaled \$1,381,332,837 for all funds. The Recommended Final Budget for all funds increased by \$17,890,890 for an updated total of \$1,399,223,727. Specifically, increases in appropriations occurred in departments categorized by two fund types, the General Fund increased by \$15,795,714 and Internal Service Funds increased by \$2,465,758. Departments within Special Revenue Funds decreased appropriations by a total of \$370,582. There were no changes affecting Capital Projects or Enterprise Funds.

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 Final Budget for the General Fund is \$377.6 million, an increase of \$20 million from the 2018-2019 Adopted Final Budget of \$356.6 million, and an increase of \$15.8 million above the 2019-2020 Adopted Proposed Budget of \$361.8 million.

The recommended increase in the General Fund from the 2018-2019 Adopted Final Budget to the 2019-2020

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 2019-2020 Adopted Proposed Budget. In addition, the \$15.8 million in Final Budget recommendations includes \$11.6 million for Performance Visioning Carryover Savings (PVCS) which was generated and set aside at the end of Fiscal Year 2018-2019; \$1 million for Information Technology Central (ITC) to work with consultants to identify opportunities for standardization County-wide; \$1.1 million of department

Final Budget Summary by Fund Type	Total Recommended Appropriations	Total Recommended Revenue	Fund Balance and One-Time Funding Required
General Fund	\$ 377,581,748	\$ 357,232,677	\$ 20,349,071
Special Revenue Fund	812,597,772	787,782,980	\$ 24,814,792
Capital Projects Fund	731,000	760,000	\$ (29,000)
Enterprise Fund	84,847,591	67,731,364	\$ 17,116,227
Internal Service Fund	123,465,616	121,130,293	\$ 2,335,323
<b>Total</b>	<b>\$ 1,399,223,727</b>	<b>\$ 1,334,637,314</b>	<b>\$ 64,586,413</b>

requests funded by outside revenue; and \$2.1 million of increased support for unmet needs requested by departments and detailed in the individual department narratives and Schedule 9s.

The recommended funding level for General Fund budgets relies on \$122.9 million in department revenue and \$234.3 million in Discretionary Revenue. The General Fund assumes the use of \$20.3 million in fund balance, bringing total funding sources for the General Fund to \$377.6 million. The General Fund balance on July 1, 2019 was \$218.9 million with a projected fiscal year-end fund balance of \$198.6 million on June 30, 2020.

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 2019-2020 Recommended Final Budget includes estimated Discretionary Revenue of \$234.3 million, which is 5.0%, or \$11.2 million, above the 2018-2019 Adopted Final Budget of \$223.1 million. The \$234.3 million represents a slight decrease from Fiscal Year 2018-2019 actual receipts of \$234.4 million, which included approximately \$4.9 million in one-time revenue that reflects the change in timing of Tobacco Endowment Fund earnings in the General Fund and the change in the timing of Sales Tax cleanup payments. Adjusting for one-time revenue, the 2019-2020 Final Budget amount represents

an increase of 2.1%, or \$4.8 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 nearly \$2.6 million consistent with the growth in the Assessment Roll of approximately 7% for the unincorporated areas of Stanislaus County. The 2019-2020 Adopted Proposed Budget for property taxes was estimated using a preliminary 4% increase in the Assessment Roll. Additionally, interest revenue is projected to increase by \$566,000, or 9.5%, which reflects slightly higher interest rates and cash balances in the General Fund.

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.

### 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 2019-2020 is \$812.6 million, an increase of \$9.7 million from the 2018-2019 Adopted Final Budget of \$802.9 million and a \$.4 million decrease from that included in the 2019-2020 Adopted Proposed Budget.

Budgets within the Special Revenue Funds are supported by \$770.3 million in department revenue, the use of \$24.8 million in departmental fund balance, and a \$17.5 million

General Fund contribution. The Special Revenue Funds began the fiscal year with \$214.8 million in fund balance and are projected to end the year with a fund balance of \$190 million.

### Capital Projects Funds

The Courthouse Construction Fund and the Criminal Justice Facilities Fund are the two remaining budgets in Capital

Discretionary Revenue Summary	Fiscal Year 2017-2018 Actuals	Fiscal Year 2018-2019 Actuals	Fiscal Year 2019-2020 Proposed Budget	Fiscal Year 2019-2020 Recommended Final Budget
Taxes	\$ 154,866,351	\$ 164,389,399	\$ 167,069,000	\$ 169,620,000
Licenses, Permits & Franchises	1,166,401	1,021,043	1,054,000	1,054,000
Fines, Forfeitures & Penalties	3,158,261	2,247,498	2,700,000	2,700,000
Revenue from Use of Money	4,372,196	7,599,911	5,936,000	6,502,000
Intergovernmental Revenue	46,450,668	49,199,652	48,640,000	48,640,000
Charges for Services	2,814,167	3,099,555	2,588,000	2,588,000
Miscellaneous Revenues	496,386	193,305	-	-
Other Financing Sources	10,634,993	6,620,093	3,195,000	3,195,000
<b>Total</b>	<b>\$ 223,959,423</b>	<b>\$ 234,370,456</b>	<b>\$ 231,182,000</b>	<b>\$ 234,299,000</b>

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 the County. The Recommended Final Budget for Capital Projects Funds for Fiscal Year 2019-2020 is \$731,000, equal to that provided in the 2019-2020 Adopted Proposed Budget and the 2018-2019 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 \$3.8 million in fund balance and project a year-end fund balance of \$3.8 million.

**Enterprise Funds**

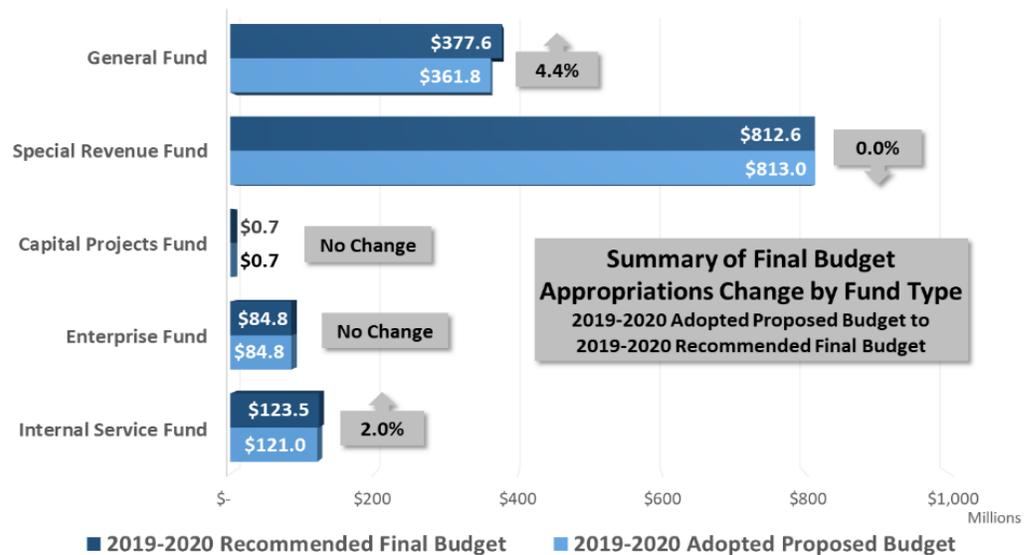
Enterprise Funds are set up for specific services that are funded directly by fees charged for goods and/or services. Examples of County Enterprise Funds include the Health Services Agency - Clinics and Ancillary Services budget, the County landfills, and the local transit system. The 2019-2020 Recommended Final Budget for Enterprise Funds is \$84.8 million, an increase of \$.8 million from the 2018-2019 Adopted Final Budget and equal to the level provided in the 2019-2020 Adopted Proposed Budget.

Budgets within the Enterprise Funds are funded by \$64.6 million in department revenue, the use of \$17.1 million in prior year retained earnings, and a \$3.1 million General Fund contribution. Enterprise Funds began the fiscal year with \$66.7 million in retained earnings and are projected to end the year with a retained earnings balance of \$49.6 million.

**Internal Service Funds**

Internal Service Funds are a proprietary fund type used to report activities that provide goods or services to other County departments or agencies on a cost-reimbursement

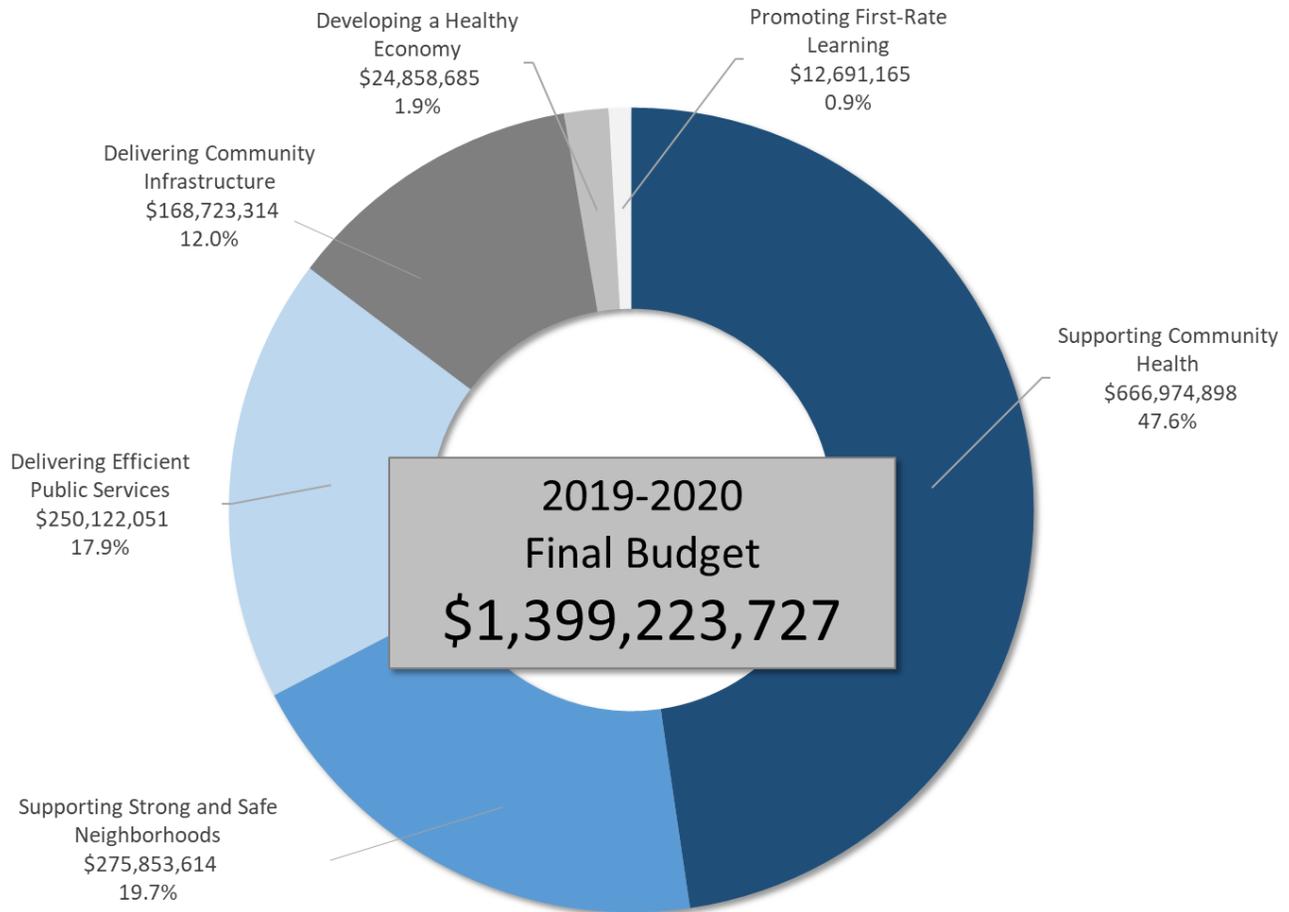
basis. Examples of Internal Service Funds include Information Technology Central (ITC), General Services Agency (GSA) Central Services and Fleet Services divisions, and a variety of County self-insurance funds within the Risk Management Division of the Chief Executive Office. The 2019-2020 Recommended Final Budget for Internal Service Funds totals \$123.5 million, an increase of \$2.5 million from the 2019-2020 Adopted Proposed Budget and an overall increase of nearly \$8.9 million from the 2018-2019 Adopted Final Budget containing a total budget of approximately \$114.6 million. Increases are primarily due to internal service level expansion, technology upgrades, salary increases and other costs of doing business. Of note, the Recommended Final Budget 2019-2020 includes a \$1 million General Fund contribution to the Information Technology Central department to work with consultants to identify opportunities for standardization County-wide along with increased costs in the County’s General Liability Self-Insurance program.



The Internal Service Funds budgets are funded by a total of \$121.1 million in estimated department revenue and the planned use of \$2.3 million in retained earnings to fund appropriations. Internal Service Funds began the fiscal year with a total of \$25.4 million in combined retained earnings and are projected to end Fiscal Year 2019-2020 with an ending retained earnings balance of \$23.1 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	2019-2020 Recommended Final Budget
<b>Resources</b>							
Department Revenue*	\$ 94,383,230	\$ 636,036,706	\$ 21,321,986	\$ 11,387,904	\$ 176,197,678	\$ 139,391,440	\$ 1,078,718,944
County Match Revenue	612,660	18,081,959	-	491,810	1,070,900	1,362,041	21,619,370
Department Fund Balance/ Retained Earnings**	6,280,554	12,364,339	255,175	811,451	2,907,470	21,618,353	44,237,342
General Fund Contribution***	174,577,170	491,894	3,281,524	-	69,946,003	6,351,480	254,648,071
<b>Total Recommended Final Budget Resources</b>	<b>\$ 275,853,614</b>	<b>\$ 666,974,898</b>	<b>\$ 24,858,685</b>	<b>\$ 12,691,165</b>	<b>\$ 250,122,051</b>	<b>\$ 168,723,314</b>	<b>\$ 1,399,223,727</b>
<b>Appropriations</b>							
<b>Total Recommended Final Budget Appropriations</b>	<b>\$ 275,853,614</b>	<b>\$ 666,974,898</b>	<b>\$ 24,858,685</b>	<b>\$ 12,691,165</b>	<b>\$ 250,122,051</b>	<b>\$ 168,723,314</b>	<b>\$ 1,399,223,727</b>

\*Department Revenue excludes Discretionary Revenue of \$234,299,000; included, total County revenue is over \$1.3 billion.

\*\*General Fund has \$20.3 million in fund balance dedicated to balancing the Final Budget for a total use of \$64.6 million in fund balance.

\*\*\*General Fund Contribution is funded by the use of \$234.3 million in Discretionary Revenue and \$20.3 million in fund balance.

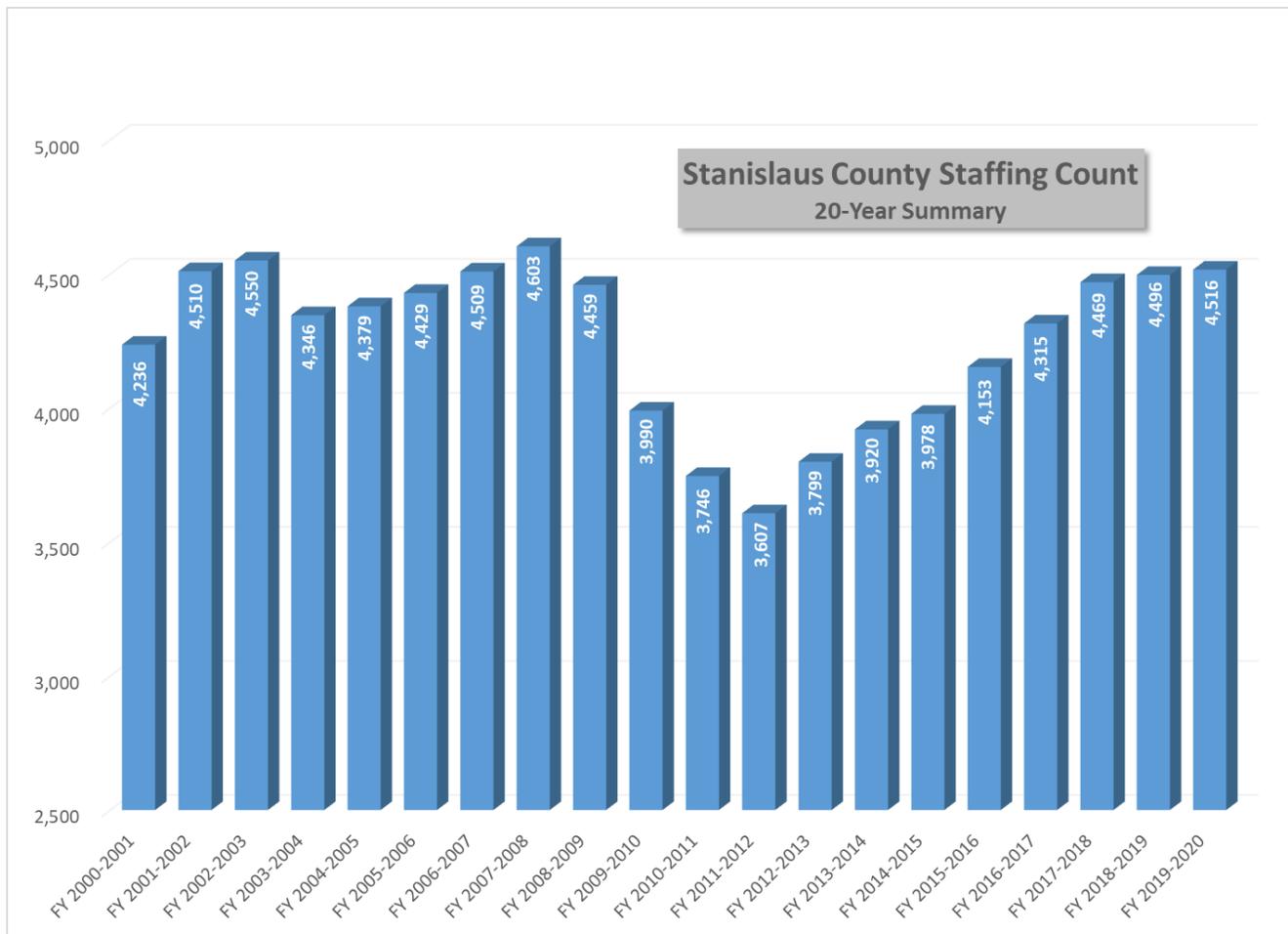
## Staffing Levels

The 2019-2020 Final Budget staffing recommendations net a decrease of 41 positions to the Countywide allocation count. The recommendations include the addition of five new positions, restoration of two unfunded positions, movement of eight positions to the unfunded list, and deletion of 40 vacant positions. The 2019-2020 Adopted Proposed Budget position allocation count totaled 4,558. Three positions were deleted and two were added through separate Board agenda items, bringing the current allocated staffing level to 4,557 positions. The implementation of recommendations included in the Final Budget will bring the new allocation to 4,516 positions.

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 3.2% through Fiscal Year 2018-2019. Fiscal Year 2019-2020 recognizes a modest 0.4% increase to the staffing count over the prior fiscal year and accounts for the staffing recommendations in the Final Budget.

The 2019-2020 Final Budget staffing recommendations adjust staffing levels in support of department workload and restructuring, 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, 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, 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 issue 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.

### 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. Information Technology standardization will enhance the organization's capacity to withstand external risks. Additional resources have been designated to address this growing threat.

## Conclusion

The Fiscal Year 2019-2020 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 2019-2020. The 2019-2020 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, this 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 during its regularly-scheduled meeting on September 17, 2019, at 6:30 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 2019-2020 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 policies addressing financial and budgetary issues. Using both operational guidelines and qualitative standards, these policies strive to maintain a stable and positive financial

position for the County for the foreseeable future. Moreover, they provide guidelines to management staff 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 serves as a comprehensive plan for operations, fiscal integrity, and staffing to ensure the provision of effective services to the residents of Stanislaus County. The budget process encompasses the manner in which resources are assigned to meet goals, objectives, and community priorities set by departments and the Board of Supervisors. A balanced budget is one wherein the amount of budgeted expenditures is equal to or less than the sum of budgeted revenue and other available funding resources. In order for government to remain in business, the law requires that an adopted budget be approved and in place by the beginning of each fiscal year; for Stanislaus County the fiscal year runs from July 1 through June 30. While the County has adopted a biennial budget process, 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 that are 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:

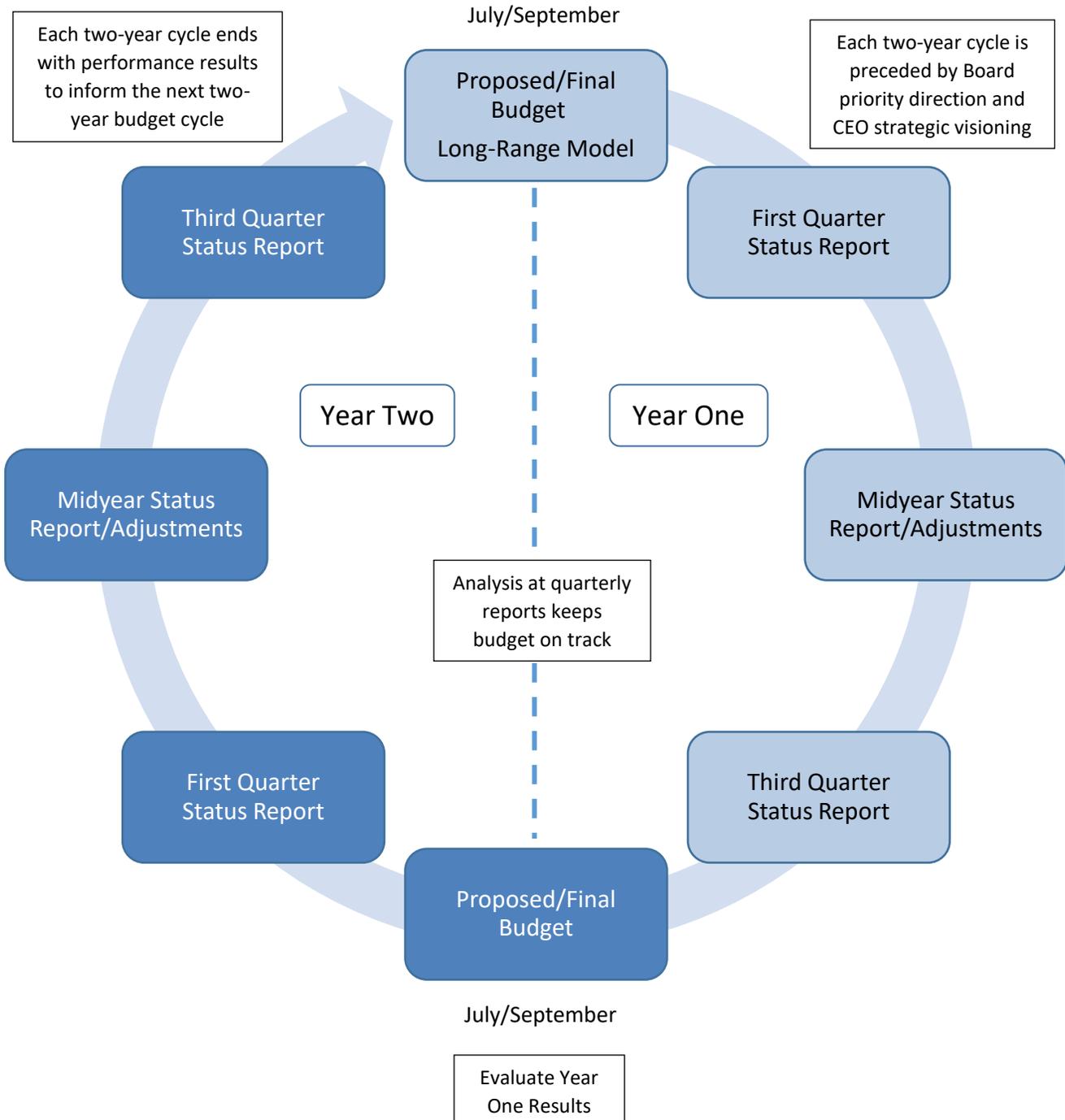
- ◆ By 4/5 vote, all transfers from the Appropriations for Contingencies budget in the General Fund;
- ◆ By 4/5 vote, all appropriation of unbudgeted revenues from any source and the use of fund balance and/or retained earnings; and

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

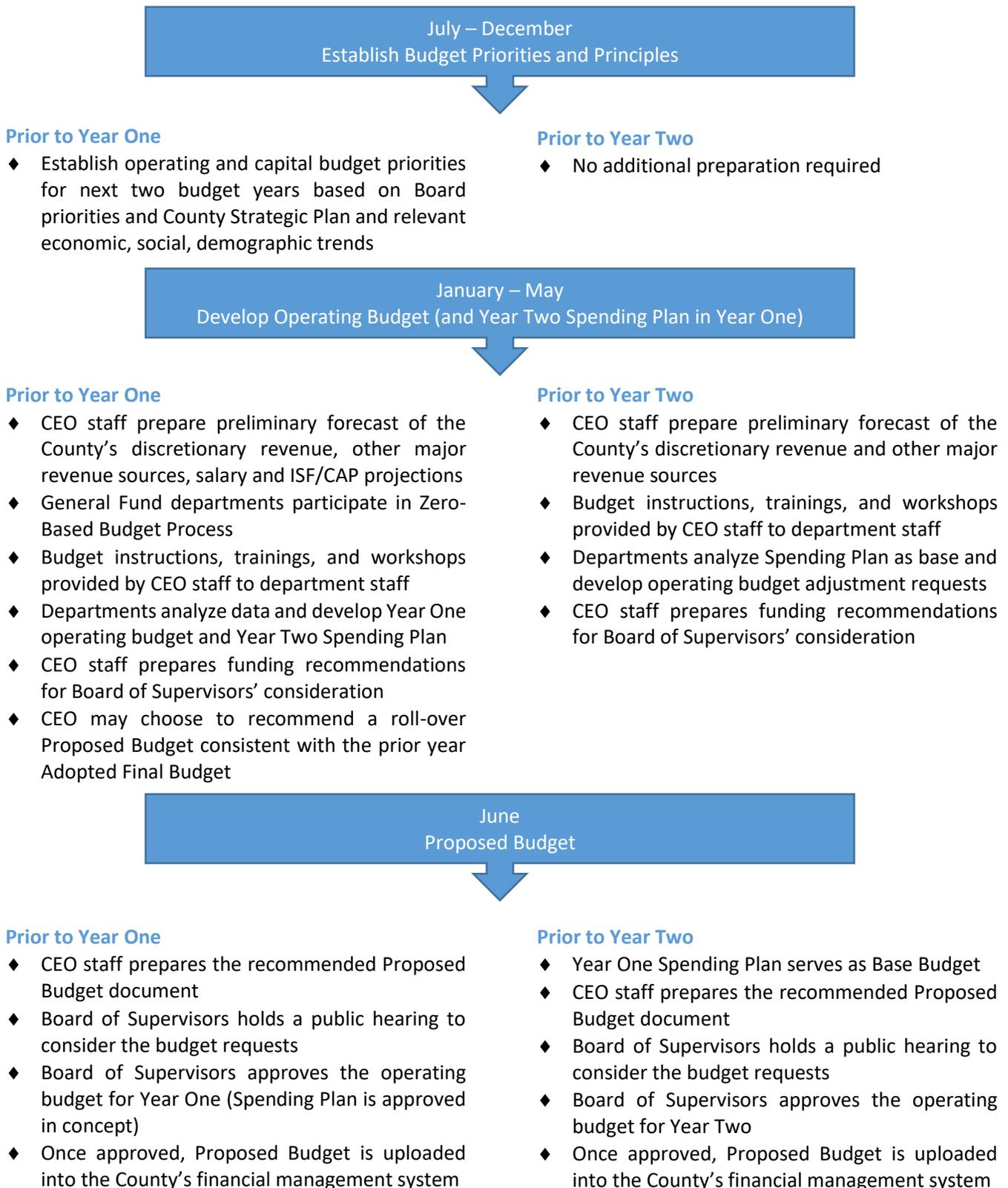
Revisions that may be approved by the Chief Executive Office (CEO) are appropriations and estimated revenue transfers within or between categories within a budget, with the exclusion of the Fixed Assets cost category, wherein the transfers do not affect the total overall budget. Transfers within a single Fixed Asset group within a budget unit can be approved by a CEO representative for transfers of \$10,000 or less. However, 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 One) and ending on June 30, 2020, in Fiscal Year 2019-2020 (Year Two). 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 One**

- ◆ 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 One (adjusted Spending Plan is established in concept)
- ◆ Once approved, the Final Budget is uploaded into the County’s financial management system

**Year Two**

- ◆ 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 Two
- ◆ Once approved, the Final Budget is uploaded into the County’s financial management system

October – June  
Quarterly Status Reports



**Year One**

- ◆ 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 Two**

- ◆ 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 established in Appropriations for Contingencies shall be provided at a level of at least 2% of the average annual General Fund revenue of the preceding three fiscal years. Using this criterion, the base amount was calculated at \$6.3 million in the 2019-2020 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 appropriations transfers between cost categories. 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

those from Appropriations for Contingencies, which must be approved by the Board of Supervisors by a 4/5 vote. 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

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The following policies are intended to address certain fund balance accounts within the County General Fund, including the 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.

### 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 provided to the County, costs associated with emergencies and natural disasters, and to maintain critical, core service levels.

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' time without severe hardship to the County, the Board of Supervisors shall establish a more appropriate time period for restoration to occur.

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 fund balance 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

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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 amounts within fund balance or retained earnings that are restricted and not available to fund a department's request. There are no exceptions to the documentation review which will provide sufficient support for budget recommendations consistent with the General Fund Contribution policy.

## No Backfill Policy

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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 responsibilities at the local level, 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.

### 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 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 or winter of each fiscal year. Consistent with standard County practice, all departments will recognize the one-time growth funds upon receipt through a budget adjustment in the Midyear or Third Quarter Financial Report presented to the Board of Supervisors. For 1991 Realignment, this will include the county-specific adjustment to base.

### 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 and/or 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; 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, 2018, the date of the last actuarial valuation, the Stanislaus County Employees' Retirement Association (StanCERA) recognized an unfunded liability of \$648.8 million. This represents a funded ratio of

76.4% when measured using the market value of plan assets. The funded ratio as of June 30, 2017 was 74.3%. The main drivers of the subsequent increase were largely due to investment gains and assumption changes.

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. Impacts to Enterprise and Internal Service Funds will be highlighted in the fund balance discussion presented in the Final Budget document.

### **Use of One-Time Funds Policy**

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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

revenue is 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 Adopted 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
<b>Grand Total</b>	<b>\$ 356,575,653</b>	<b>\$ 802,880,307</b>	<b>\$ 731,000</b>	<b>\$ 84,041,359</b>	<b>\$ 114,617,784</b>	<b>\$ 1,358,846,103</b>

## Financial Overview of Appropriations by Department

### 2019-2020 Recommended Final Budget

Department	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	2019-2020 Final Budget Total
Aging and Veterans Services	\$ 735,319	\$ 4,589,126				\$ 5,324,445
Agricultural Commissioner	6,463,435					6,463,435
Assessor	7,933,128	150,000				8,083,128
Auditor-Controller	5,672,509					5,672,509
Behavioral Health and Recovery Services		139,827,087				139,827,087
Board of Supervisors	1,552,210					1,552,210
CEO-Capital Projects Fund			731,000			731,000
CEO-County Operations (Efficient)	82,415,925					82,415,925
CEO-County Operations (Safe)	6,616,348	127,089				6,743,437
CEO-Economic Development Bank	195,000					195,000
CEO-Office of Emergency Services/Fire Warden	2,421,724	1,901,733				4,323,457
CEO-Risk Management Division	2,090,177				86,574,791	88,664,968
CEO-Stanislaus Veterans Center		834,937				834,937
Chief Executive Office	12,050,808					12,050,808
Child Support Services		17,990,201				17,990,201
Children and Families Commission		4,939,614				4,939,614
Clerk-Recorder	7,625,967	2,545,488				10,171,455
Community Services Agency		412,962,700				412,962,700
Cooperative Extension	789,756	5,175				794,931
County Counsel	4,079,099					4,079,099
District Attorney	22,437,533	1,388,504				23,826,037
Environmental Resources		13,065,973		21,028,320		34,094,293
General Services Agency	2,786,700	41,700			18,690,385	21,518,785
Grand Jury	167,068					167,068
Health Services Agency		37,958,664		47,137,250		85,095,914
Information Technology Central					11,817,142	11,817,142
Integrated Criminal Justice Information System					1,343,392	1,343,392
Library		12,691,165				12,691,165
Parks and Recreation	9,129,173	1,077,411				10,206,584
Planning and Community Development	2,988,323	12,428,214	-			15,416,537
Probation	38,232,408	32,770,343				71,002,751
Public Defender	14,117,492					14,117,492
Public Works		89,507,484		14,458,510	5,039,906	109,005,900
Sheriff	142,985,624	8,389,845		2,223,511		153,598,980
Treasurer-Tax Collector	4,096,022					4,096,022
Workforce Development		17,405,319				17,405,319
<b>Grand Total</b>	<b>\$ 377,581,748</b>	<b>\$ 812,597,772</b>	<b>\$ 731,000</b>	<b>\$ 84,847,591</b>	<b>\$ 123,465,616</b>	<b>\$ 1,399,223,727</b>

## Financial Overview by Priority

### 2018-2019 Adopted 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
<b>Total Revenue</b>	<b>\$ 90,837,667</b>	<b>\$ 614,374,141</b>	<b>\$ 21,136,619</b>	<b>\$ 11,727,608</b>	<b>\$ 389,783,619</b>	<b>\$ 162,448,831</b>	<b>\$ 1,290,308,485</b>

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
<b>Total Gross Costs</b>	<b>\$ 264,527,594</b>	<b>\$ 626,218,866</b>	<b>\$ 26,648,603</b>	<b>\$ 12,351,829</b>	<b>\$ 232,108,711</b>	<b>\$ 196,990,500</b>	<b>\$ 1,358,846,103</b>

<b>Net Change in Fund Balance/Retained Earnings</b>	<b>\$ (173,689,927)</b>	<b>\$ (11,844,725)</b>	<b>\$ (5,511,984)</b>	<b>\$ (624,221)</b>	<b>\$ 157,674,908</b>	<b>\$ (34,541,669)</b>	<b>\$ (68,537,618)</b>
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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 Priority

### 2019-2020 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	2019-2020 Final Budget Total
Taxes	1,427,092	-	-	10,405,274	169,620,000	14,432,466	\$ 195,884,832
Licenses, Permits, Franchises	2,042,385	112,050	451,644	-	1,953,795	2,348,075	6,907,949
Fines, Forfeitures, Penalties	3,140,841	768,827	-	-	2,778,100	32,000	6,719,768
Revenue from use of Assets	106,692	1,581,500	8,060	2,904	8,854,643	687,495	11,241,294
Intergovernmental Revenue	44,374,516	499,564,556	12,112,094	370,500	82,665,521	83,014,715	722,101,902
Charges for Service	39,656,329	95,896,240	8,750,188	558,307	140,029,440	31,173,213	316,063,717
Miscellaneous Revenue	1,908,555	9,421,130	-	50,919	1,187,129	191,871	12,759,604
Other Financing Sources	2,339,480	46,774,362	-	491,810	4,478,950	8,873,646	62,958,248
<b>Total Revenue</b>	<b>\$ 94,995,890</b>	<b>\$ 654,118,665</b>	<b>\$ 21,321,986</b>	<b>\$ 11,879,714</b>	<b>\$ 411,567,578</b>	<b>\$ 140,753,481</b>	<b>\$ 1,334,637,314</b>

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	2019-2020 Final Budget Total
Salaries and Benefits	174,444,956	222,006,971	15,639,490	8,352,532	48,327,667	34,702,141	\$ 503,473,757
Services and Supplies	49,877,702	140,794,335	7,493,958	2,908,148	117,638,116	104,202,523	422,914,782
Other Charges	45,825,586	301,067,845	1,232,829	1,334,985	16,072,562	18,044,400	383,578,207
Fixed Assets	4,136,313	2,867,528	207,447	95,500	758,190	8,628,155	16,693,133
Other Financing Uses	1,575,841	239,512	214,200	-	55,905,698	3,312,000	61,247,251
Intrafund	(6,784)	(1,293)	70,761	-	(588,692)	(165,905)	(691,913)
Contingencies	-	-	-	-	12,008,510	-	12,008,510
<b>Total Gross Costs</b>	<b>\$ 275,853,614</b>	<b>\$ 666,974,898</b>	<b>\$ 24,858,685</b>	<b>\$ 12,691,165</b>	<b>\$ 250,122,051</b>	<b>\$ 168,723,314</b>	<b>\$ 1,399,223,727</b>

<b>Net Change in Fund Balance/Retained Earnings</b>	<b>\$ (180,857,724)</b>	<b>\$ (12,856,233)</b>	<b>\$ (3,536,699)</b>	<b>\$ (811,451)</b>	<b>\$ 161,445,527</b>	<b>\$ (27,969,833)</b>	<b>\$ (64,586,413)</b>
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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 (either through General Fund Contributions to Other Programs or Mandated County 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 and contributes to changes in the Net Increase (Decrease) in Fund Balance/Retained Earnings.

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General Fund Contribution to Other Programs provides funding to outside agencies and is reflected in the Total 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 included in the 2019-2020 Final Budget totals \$4,997,260. Detailed distribution of these funds can be seen in the General Fund Contribution to Other Programs section of the Net County Cost Schedule.

## Financial Overview by Fund

### 2018-2019 Adopted 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
<b>Total Revenue</b>	<b>\$ 339,823,001</b>	<b>\$ 772,467,608</b>	<b>\$ 760,000</b>	<b>\$ 65,518,153</b>	<b>\$ 111,739,723</b>	<b>\$ 1,290,308,485</b>

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
<b>Total Gross Costs</b>	<b>\$ 356,575,653</b>	<b>\$ 802,880,307</b>	<b>\$ 731,000</b>	<b>\$ 84,041,359</b>	<b>\$ 114,617,784</b>	<b>\$ 1,358,846,103</b>

<b>Net Change in Fund Balance/Retained Earnings</b>	<b>\$ (16,752,652)</b>	<b>\$ (30,412,699)</b>	<b>\$ 29,000</b>	<b>\$ (18,523,206)</b>	<b>\$ (2,878,061)</b>	<b>\$ (68,537,618)</b>
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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 (either through General Fund Contributions to Other Programs or Mandated County 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 and contributes to changes in the Net Increase (Decrease) in Fund Balance/Retained Earnings.

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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. Detailed distribution of these funds can be seen in the General Fund Contribution to Other Programs section of the Net County Cost Schedule.

## Financial Overview by Fund

### 2019-2020 Recommended Final Budget

Revenue Categories	General Fund	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	2019-2020 Final Budget Total
Taxes	169,620,000	18,613,679	-	7,651,153	-	195,884,832
Licenses, Permits, Franchises	4,709,468	2,198,481	-	-	-	6,907,949
Fines, Forfeitures, Penalties	5,133,088	856,680	730,000	-	-	6,719,768
Revenue from use of Assets	8,452,220	1,689,175	30,000	563,345	506,554	11,241,294
Intergovernmental Revenue	93,772,847	627,080,231	-	1,248,824	-	722,101,902
Charges for Service	68,929,754	86,454,955	-	41,270,274	119,408,734	316,063,717
Miscellaneous Revenue	1,301,431	644,943	-	10,616,275	196,955	12,759,604
Other Financing Sources	5,313,869	50,244,836	-	6,381,493	1,018,050	62,958,248
<b>Total Revenue</b>	<b>\$ 357,232,677</b>	<b>\$ 787,782,980</b>	<b>\$ 760,000</b>	<b>\$ 67,731,364</b>	<b>\$ 121,130,293</b>	<b>\$ 1,334,637,314</b>

Expenditure Categories	General Fund	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	2019-2020 Final Budget Total
Salaries and Benefits	210,799,465	254,530,851	-	25,913,760	12,229,681	503,473,757
Services and Supplies	59,127,291	223,475,217	700,000	34,945,928	104,666,346	422,914,782
Other Charges	34,821,739	329,613,342	31,000	13,955,727	5,156,399	383,578,207
Fixed Assets	4,561,096	3,998,671	-	6,720,176	1,413,190	16,693,133
Other Financing Uses	56,285,698	1,649,553	-	3,312,000	-	61,247,251
Intrafund	(22,051)	(669,862)	-	-	-	(691,913)
Contingencies	12,008,510	-	-	-	-	12,008,510
<b>Total Gross Costs</b>	<b>\$ 377,581,748</b>	<b>\$ 812,597,772</b>	<b>\$ 731,000</b>	<b>\$ 84,847,591</b>	<b>\$ 123,465,616</b>	<b>\$ 1,399,223,727</b>

<b>Net Change in Fund Balance/ Retained Earnings</b>	<b>\$ (20,349,071)</b>	<b>\$ (24,814,792)</b>	<b>\$ 29,000</b>	<b>\$ (17,116,227)</b>	<b>\$ (2,335,323)</b>	<b>\$ (64,586,413)</b>
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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 (either through General Fund Contributions to Other Programs or Mandated County 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 and contributes to changes in the Net Increase (Decrease) in Fund Balance/Retained Earnings.

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**Net County Cost Schedule – 2018-2019 Adopted Final Budget**

Year One Fund Type/Budget Unit	Recommended Final Budget Costs	Recommended Final Budget Revenue	Use of Fund Balance/ Retained Earnings	Recommended Final Budget Net County Cost
<b>General Fund</b>				
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
<b>Total General Fund</b>	<b>\$ 356,575,653</b>	<b>\$ 116,754,369</b>	<b>\$ -</b>	<b>\$ 239,821,284</b>

Net County Cost Schedule

Year One Fund Type/Budget Unit	Recommended Final Budget Costs	Recommended Final Budget Revenue	Use of Fund Balance/ Retained Earnings	Recommended Final Budget Net County Cost
<b>Discretionary Revenue/Fund Balance</b>				
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)
<b>Adjusted General Fund</b>	<b>\$ 356,575,653</b>	<b>\$ 339,823,001</b>	<b>\$ 16,752,652</b>	<b>\$ -</b>

Year One Fund Type/Budget Unit	Recommended Final Budget Costs	Recommended Final Budget Revenue	Use of Fund Balance/ Retained Earnings	Recommended Final Budget Net County Cost
<b>Special Revenue Funds</b>				
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	-	-

Year One 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	-	-
<b>Total Special Revenue Funds</b>	<b>\$ 802,880,307</b>	<b>\$ 754,799,579</b>	<b>\$ 30,412,699</b>	<b>\$ 17,668,029</b>

Year One Fund Type/Budget Unit	Recommended Final Budget Costs	Recommended Final Budget Revenue	Use of Fund Balance/ Retained Earnings	Recommended Final Budget Net County Cost
<b>Capital Projects Funds</b>				
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	-	-	-	-
<b>Total Capital Projects Funds</b>	<b>\$ 731,000</b>	<b>\$ 760,000</b>	<b>\$ (29,000)</b>	<b>\$ -</b>

Year One Fund Type/Budget Unit	Recommended Final Budget Costs	Recommended Final Budget Revenue	Use of Fund Balance/ Retained Earnings	Recommended Final Budget Net County Cost
<b>Enterprise Funds</b>				
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	-
<b>Total Enterprise Funds</b>	<b>\$ 84,041,359</b>	<b>\$ 62,404,756</b>	<b>\$ 18,523,206</b>	<b>\$ 3,113,397</b>

Year One Fund Type/Budget Unit	Recommended Final Budget Costs	Recommended Final Budget Revenue	Use of Fund Balance/ Retained Earnings	Recommended Final Budget Net County Cost
<b>Internal Service Funds</b>				
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	-
<b>Total Internal Service Funds</b>	<b>\$ 114,617,784</b>	<b>\$ 111,739,723</b>	<b>\$ 2,878,061</b>	<b>\$ -</b>
<b>Total All Funds</b>	<b>\$ 1,358,846,103</b>	<b>\$ 1,269,527,059</b>	<b>\$ 68,537,618</b>	<b>\$ 20,781,426</b>

Year One Fund Type/Budget Unit	Recommended Final Budget Costs	Recommended Final Budget Revenue	Use of Fund Balance/ Retained Earnings	Recommended Final Budget Net County Cost
<b>General Fund Contributions to Other Programs</b>				
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
<b>Total General Fund Contributions to Other Programs/Contingencies</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,846,487</b>
<b>Total County Budget Appropriations</b>	<b>\$ 1,358,846,103</b>	<b>\$ 1,269,527,059</b>	<b>\$ 68,537,618</b>	<b>\$ 27,627,913</b>

## Net County Cost Schedule – 2019-2020 Recommended Final Budget

Year Two Fund Type/Budget Unit	Recommended Final Budget Costs	Recommended Final Budget Revenue	Use of Fund Balance/ Retained Earnings	Recommended Final Budget Net County Cost
<b>General Fund</b>				
Aging and Veterans Services - Veterans Services	\$ 735,319	\$ 243,425	\$ -	\$ 491,894
Agricultural Commissioner	6,463,435	4,166,667	-	2,296,768
Assessor	7,933,128	1,039,500	-	6,893,628
Auditor-Controller	5,672,509	3,327,587	-	2,344,922
Board of Supervisors	1,552,210	64,005	-	1,488,205
Chief Executive Office - ADA Self-Evaluation and Transition Plan Project	500,000	-	-	500,000
Chief Executive Office - Airport	180,000	-	-	180,000
Chief Executive Office - Appropriations for Contingencies	12,008,510	-	-	12,008,510
Chief Executive Office - C.I.F.A.	140,633	-	-	140,633
Chief Executive Office - Cannabis Program	3,462,643	3,462,643	-	-
Chief Executive Office - County Court Funding	6,616,348	3,205,675	-	3,410,673
Chief Executive Office - County Facilities	966,315	482,750	-	483,565
Chief Executive Office - Crows Landing Air Facility	605,000	605,000	-	-
Chief Executive Office - Debt Service	516,450	1,839,672	-	(1,323,222)
Chief Executive Office - Economic Development Bank	195,000	-	-	195,000
Chief Executive Office - Focus on Prevention	1,962,403	577,521	-	1,384,882
Chief Executive Office - General Fund Contribution to Other Programs	8,528,553	-	-	8,528,553
Chief Executive Office - General Fund Match - VLF	33,500,000	33,500,000	-	-
Chief Executive Office - Mandated County Match	18,093,077	-	-	18,093,077
Chief Executive Office - OES/Fire Warden	2,421,724	251,487	-	2,170,237
Chief Executive Office - Operations and Services	12,050,808	5,380,523	-	6,670,285
Chief Executive Office - Plant Acquisition	1,952,341	-	-	1,952,341
Chief Executive Office - Risk Management Division	2,090,177	1,564,292	-	525,885
Clerk-Recorder	3,610,429	2,226,537	-	1,383,892
Clerk-Recorder - Elections	4,015,538	721,000	-	3,294,538
Cooperative Extension	789,756	-	-	789,756
County Counsel	4,079,099	1,851,982	-	2,227,117
District Attorney - Criminal Division	22,437,533	1,787,318	-	20,650,215
General Services Agency - Administration	2,786,700	786,700	-	2,000,000
Grand Jury	167,068	-	-	167,068
Parks and Recreation	8,926,802	4,639,939	-	4,286,863
Parks and Recreation - Tuolumne River Regional Park	202,371	-	-	202,371
Planning and Community Development	2,988,323	1,126,077	-	1,862,246
Probation - Administration	3,793,239	335,368	-	3,457,871
Probation - Community Corrections Partnership	5,633,870	5,633,870	-	-
Probation - Field Services	15,036,255	1,856,785	-	13,179,470
Probation - Institutional Services	8,455,037	1,451,950	-	7,003,087
Probation - Juvenile Commitment Facility	5,314,007	1,419,969	-	3,894,038
Public Defender	9,580,037	1,321,817	-	8,258,220
Public Defender - Indigent Defense	4,537,455	90,000	-	4,447,455
Sheriff - Administration	12,949,165	872,690	-	12,076,475
Sheriff - Adult Detention Expansion	18,448,549	5,179,874	-	13,268,675
Sheriff - Contract Cities	13,496,010	13,158,531	-	337,479
Sheriff - Detention	58,105,744	11,183,403	-	46,922,341
Sheriff - Operations	39,986,156	4,652,290	-	35,333,866
Treasurer - Admin/Taxes	1,709,292	540,100	-	1,169,192
Treasurer - Revenue Recovery	1,623,570	1,623,570	-	-
Treasurer - Treasury	763,160	763,160	-	-
<b>Total General Fund</b>	<b>\$ 377,581,748</b>	<b>\$ 122,933,677</b>	<b>\$ -</b>	<b>\$ 254,648,071</b>

Net County Cost Schedule

Year Two Fund Type/Budget Unit	Recommended Final Budget Costs	Recommended Final Budget Revenue	Use of Fund Balance/ Retained Earnings	Recommended Final Budget Net County Cost
<b>Discretionary Revenue/Fund Balance</b>				
Chief Executive Office - Discretionary Revenue	\$ -	\$ 234,299,000	\$ -	\$ (234,299,000)
Assigned Fund Balance	-	-	21,943,508	(21,943,508)
Unassigned Fund Balance	-	-	(1,594,437)	1,594,437
<b>Adjusted General Fund</b>	<b>\$ 377,581,748</b>	<b>\$ 357,232,677</b>	<b>\$ 20,349,071</b>	<b>\$ -</b>

Year Two Fund Type/Budget Unit	Recommended Final Budget Costs	Recommended Final Budget Revenue	Use of Fund Balance/ Retained Earnings	Recommended Final Budget Net County Cost
<b>Special Revenue Funds</b>				
Aging and Veterans Services - Area Agency on Aging	\$ 4,589,126	\$ 3,844,595	\$ 323,505	\$ 421,026
Assessor - ASR State Grant	150,000	100,000	-	50,000
BHRS - Alcohol and Drug	17,509,973	16,679,644	830,329	-
BHRS - Managed Care	13,241,019	10,395,470	2,845,549	-
BHRS - Mental Health Services Act	46,270,530	46,270,530	-	-
BHRS - Public Guardian	1,479,193	146,950	176,678	1,155,565
BHRS - Stanislaus Recovery Center	4,652,574	4,652,574	-	-
BHRS - Substance Abuse & Crime Prevention Act	-	-	-	-
Behavioral Health and Recovery Services	56,673,798	53,499,903	2,348,536	825,359
CSA - County Childrens Fund	176,491	176,491	-	-
CSA - General Assistance	1,556,751	175,049	-	1,381,702
CSA - Homeless Emergency Aid Program	2,136,986	-	2,136,986	-
CSA - IHSS Provider Wages	120,435,144	116,725,632	-	3,709,512
CSA - IHSS Public Authority - Administration	688,418	688,418	-	-
CSA - IHSS Public Authority - Benefits	1,136,938	1,038,615	-	98,323
CSA - Integrated Childrens Services	-	-	-	-
CSA - Program Services and Support	169,549,609	166,886,190	-	2,663,419
CSA - Public Economic Assistance	117,282,363	115,518,378	-	1,763,985
Chief Executive Office - County Fire Service Fund	1,901,733	1,622,277	66,468	212,988
Chief Executive Office - DNA Identification Fund Prop 69	27,089	27,089	-	-
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	834,937	439,244	100,000	295,693
Child Support Services	17,990,201	16,520,657	1,469,544	-
Children and Families Commission	4,939,614	4,681,650	257,964	-
Clerk-Recorder - Modernization	2,515,488	762,322	1,753,166	-
Clerk-Recorder - Vital & Health Statistics	30,000	58,447	(28,447)	-
Cooperative Extension - Farm & Home Advisors Research Trust	5,175	-	5,175	-
District Attorney - Arson Task Force	82,659	82,659	-	-
District Attorney - Auto Insurance Fraud Prosecution	212,880	212,880	-	-
District Attorney - Consumer Fraud Prosecution Program	-	-	-	-
District Attorney - Criminal Division Asset Forfeiture	6,000	-	6,000	-
District Attorney - Elder Abuse Advocacy & Outreach	100,722	96,425	-	4,297
District Attorney - Family Justice Center	-	-	-	-
District Attorney - Federal Asset Forfeiture	-	-	-	-
District Attorney - Impaired Driver Vertical Prosecution	-	-	-	-
District Attorney - Real Estate Fraud	266,927	195,700	-	71,227
District Attorney - Rural Crimes Prevention	-	-	-	-
District Attorney - Spousal Abuser Prosecution	-	-	-	-
District Attorney - Unserviced/Underserved Victim Advocacy and Outreach Program	94,439	84,521	-	9,918
District Attorney - Vertical Prosecution Block Grant	-	-	-	-
District Attorney - Victim Compensation & Government Claims	-	-	-	-
District Attorney - Victim Services Program	354,817	354,817	-	-
District Attorney - Violence Against Women Program	270,060	202,545	-	67,515
Environmental Resources	10,008,667	7,184,323	1,563,533	1,260,811
Environmental Resources - AB 939 - Source Reduction and Recycle	913,029	911,360	1,669	-

Year Two 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 - Abandoned Vehicle Abatement	84,251	53,560	30,691	-
Environmental Resources - Beverage Container Recycling	29,171	29,171	-	-
Environmental Resources - Code Enforcement Abatement	20,000	-	20,000	-
Environmental Resources - Disclosure Program	460,050	365,400	94,650	-
Environmental Resources - E-Waste Collection Facility	-	-	-	-
Environmental Resources - Household Hazardous Waste	1,248,884	763,500	485,384	-
Environmental Resources - Trust Fund	5,300	-	5,300	-
Environmental Resources - Underground Storage Tank Program	-	-	-	-
Environmental Resources - Used Oil Recycling	92,516	86,858	5,658	-
Environmental Resources - Vehicle Registration Fee Surcharge	68,000	4,000	64,000	-
Environmental Resources - Waste Tire Enforcement Grant	136,105	135,553	552	-
General Services Agency - 12th Street - Office Building H.S.A. - I.H.C.P. (CHIP)	41,700	20,800	-	20,900
Health Services Agency - Administration	8,259,440	8,259,285	155	-
Health Services Agency - EMS Discretionary Fund	107,513	104,994	2,519	-
Health Services Agency - Health Coverage & Quality Svcs	-	-	-	-
Health Services Agency - IHCP EMS Hospital	381,269	219,933	161,336	-
Health Services Agency - IHCP EMS Physicians	430,710	419,930	10,780	-
Health Services Agency - Indigent Health Care	248,985	240,661	(291,676)	300,000
Health Services Agency - Local PH Preparedness Fund	-	-	-	-
Health Services Agency - Public Health	28,510,047	26,164,773	(8,704)	2,353,978
Health Services Agency - Public Health Vital and Health Statistics	20,700	65,205	(44,505)	-
Library	12,691,165	11,387,904	811,451	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	965,631	961,659	3,972	-
Parks and Recreation - Regional Water Safety Training Center	68,780	-	18,850	49,930
Planning - Building Permits	2,802,640	2,560,580	242,060	-
Planning - Dangerous Building Abatement	48,000	24,000	24,000	-
Planning - General Plan Maintenance	327,060	185,915	141,145	-
Planning - Salida Planning Efforts	-	-	-	-
Planning - Special Revenue Grants	9,250,514	7,123,459	2,127,055	-
Planning - Successor Housing Agency	-	-	-	-
Probation - Corrections Performance Incentive Fund	1,594,065	901,250	692,815	-
Probation - Juvenile Accountability Block Grant	-	-	-	-
Probation - Juvenile Justice Crime Prevention Act	2,519,719	1,786,978	732,741	-
Probation - Local Community Corrections	25,420,683	23,517,302	1,903,381	-
Probation - Ward Welfare Fund	82,800	20,600	62,200	-
Probation - Youthful Offender Block Grant	3,153,076	1,798,374	1,354,702	-
Public Works - Administration	1,291,720	1,291,720	-	-
Public Works - Engineering	-	-	-	-
Public Works - Road and Bridge	88,215,764	86,548,924	1,615,540	51,300
Sheriff - CAL ID Program	408,190	483,369	(75,179)	-
Sheriff - CAL-MMET	752,282	752,030	252	-
Sheriff - Civil Process Fee	339,497	258,530	80,967	-
Sheriff - Court Security	5,579,010	5,476,123	(143,828)	246,715
Sheriff - Dedicated Funds	-	-	-	-
Sheriff - Driver Training Program	161,190	172,669	(11,479)	-
Sheriff - Federal Asset Forfeiture	196,883	-	196,883	-
Sheriff - Justice Assistance Grant	177,835	177,835	-	-
Sheriff - SDEA Federal Asset Forfeiture	247,652	-	247,652	-
Sheriff - Vehicle Theft Unit	527,306	469,489	57,817	-
Workforce Development	9,590,746	9,340,746	250,000	-
Workforce Development - StanWORKs	7,814,573	7,814,573	-	-
<b>Total Special Revenue Funds</b>	<b>\$ 812,597,772</b>	<b>\$ 770,277,007</b>	<b>\$ 24,814,792</b>	<b>\$ 17,505,973</b>

Net County Cost Schedule

Year Two Fund Type/Budget Unit	Recommended Final Budget Costs	Recommended Final Budget Revenue	Use of Fund Balance/ Retained Earnings	Recommended Final Budget Net County Cost
<b>Capital Projects Funds</b>				
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)	-
<b>Total Capital Projects Funds</b>	<b>\$ 731,000</b>	<b>\$ 760,000</b>	<b>\$ (29,000)</b>	<b>\$ -</b>
Year Two Fund Type/Budget Unit	Recommended Final Budget Costs	Recommended Final Budget Revenue	Use of Fund Balance/ Retained Earnings	Recommended Final Budget Net County Cost
<b>Enterprise Funds</b>				
Environmental Resources - Fink Road Landfill	\$ 18,187,819	\$ 8,769,003	\$ 9,418,816	\$ -
Environmental Resources - Geer Road Landfill	2,840,501	2,701,971	138,530	-
Health Services Agency - Clinic and Ancillary Services	47,137,250	41,978,510	2,045,343	3,113,397
Public Works - Local Transit System	14,458,510	9,465,108	4,993,402	-
Sheriff - Jail Commissary / Inmate Welfare	2,223,511	1,703,375	520,136	-
<b>Total Enterprise Funds</b>	<b>\$ 84,847,591</b>	<b>\$ 64,617,967</b>	<b>\$ 17,116,227</b>	<b>\$ 3,113,397</b>
Year Two Fund Type/Budget Unit	Recommended Final Budget Costs	Recommended Final Budget Revenue	Use of Fund Balance/ Retained Earnings	Recommended Final Budget Net County Cost
<b>Internal Service Funds</b>				
Chief Executive Office - Dental Self-Insurance	\$ 4,725,400	\$ 4,493,755	\$ 231,645	\$ -
Chief Executive Office - General Liability	6,859,258	6,859,258	-	-
Chief Executive Office - Medical Self-Insurance	66,711,685	66,621,156	90,529	-
Chief Executive Office - Other Employee Benefits	661,704	524,142	137,562	-
Chief Executive Office - Professional Liability	782,220	782,220	-	-
Chief Executive Office - Unemployment Insurance	639,689	695,611	(55,922)	-
Chief Executive Office - Vision Care Insurance	788,442	753,732	34,710	-
Chief Executive Office - Workers Compensation	5,406,393	5,380,275	26,118	-
General Services Agency - Central Services Division	1,908,985	1,852,985	56,000	-
General Services Agency - Facilities Maintenance Division	7,525,500	7,297,500	228,000	-
General Services Agency - Fleet Services Division	3,918,000	3,888,600	29,400	-
General Services Agency - Utilities	5,337,900	5,337,900	-	-
Information Technology Central	10,118,378	9,013,669	104,709	1,000,000
Information Technology Central - Telecommunications	1,698,764	1,398,764	300,000	-
Integrated Criminal Justice Information System	1,343,392	795,366	548,026	-
Public Works - Morgan Shop	5,039,906	4,435,360	604,546	-
<b>Total Internal Service Funds</b>	<b>\$ 123,465,616</b>	<b>\$ 120,130,293</b>	<b>\$ 2,335,323</b>	<b>\$ 1,000,000</b>
<b>Total All Funds</b>	<b>\$ 1,399,223,727</b>	<b>\$ 1,313,017,944</b>	<b>\$ 64,586,413</b>	<b>\$ 21,619,370</b>
Year Two Fund Type/Budget Unit	Recommended Final Budget Costs	Recommended Final Budget Revenue	Use of Fund Balance/ Retained Earnings	Recommended Final Budget Net County Cost
<b>General Fund Contributions to Other Programs</b>				
Law Library	\$ -	\$ -	\$ -	\$ 54,240
Local Area Formation Commission (LAFCO)	-	-	-	226,588
North McHenry Sales Tax	-	-	-	2,680,000
Stanislaus Animal Services Agency	-	-	-	2,032,209
Stanislaus Council of Governments (StanCOG)	-	-	-	4,223
<b>Total General Fund Contributions to Other Programs/Contingencies</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,997,260</b>
<b>Total County Budget Appropriations</b>	<b>\$ 1,399,223,727</b>	<b>\$ 1,313,017,944</b>	<b>\$ 64,586,413</b>	<b>\$ 26,616,630</b>

## Fund Balance Report – 2018-2019 Adopted 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
<b>Total General Fund</b>		<b>\$ 204,155,548</b>	<b>\$ 339,823,001</b>	<b>\$ (356,575,653)</b>	<b>\$ 187,402,896</b>
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
<b>Special Revenue Funds</b>					
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
<b>Total Special Revenue Funds</b>		<b>\$ 218,729,674</b>	<b>\$ 772,467,608</b>	<b>\$ (802,880,307)</b>	<b>\$ 188,316,975</b>
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
<b>Capital Projects Funds</b>					
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
<b>Total Capital Projects Funds</b>		<b>\$ 3,539,296</b>	<b>\$ 760,000</b>	<b>\$ (731,000)</b>	<b>\$ 3,568,296</b>
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
<b>Enterprise Funds</b>					
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
<b>Total Enterprise Funds</b>		<b>\$ 57,967,544</b>	<b>\$ 65,518,153</b>	<b>\$ (84,041,359)</b>	<b>\$ 39,444,338</b>
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
<b>Internal Service Funds</b>					
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
<b>Total Internal Service Funds</b>		<b>\$ 23,445,535</b>	<b>\$ 111,739,723</b>	<b>\$ (114,617,784)</b>	<b>\$ 20,567,474</b>
<b>Total All Funds</b>		<b>\$ 507,837,597</b>	<b>\$ 1,290,308,485</b>	<b>\$ (1,358,846,103)</b>	<b>\$ 439,299,979</b>

## Fund Balance Report – 2019-2020 Recommended Final Budget

Fund	Fund Type/Budget Unit	Beginning Fund Balance 7/1/2019	Recommended Final Budget Revenue	Recommended Final Budget Costs	Projected Fund Balance 6/30/2020
<b>Total General Fund</b>		<b>\$ 218,936,434</b>	<b>\$ 357,232,677</b>	<b>\$ (377,581,748)</b>	<b>\$ 198,587,363</b>
Fund	Fund Type/Budget Unit	Beginning Fund Balance 7/1/2019	Recommended Final Budget Revenue	Recommended Final Budget Costs	Projected Fund Balance 6/30/2020
<b>Special Revenue Funds</b>					
1001	ER Environmental Resources	\$ 4,636,057	\$ 8,445,134	\$ (10,008,667)	\$ 3,072,524
1002	ER Household Hazardous Waste	694,677	763,500	(1,248,884)	209,293
1003	ER Vehicle Registration	384,948	4,000	(68,000)	320,948
1004	ER Source Reduction & Recycling	2,195	911,360	(913,029)	526
1005	ER Disclosure Program	406,345	365,400	(460,050)	311,695
1008	ER Used Oil Recycling	92,799	86,858	(92,516)	87,141
1009	ER Environmental Enforcement	39,569	-	(5,300)	34,269
1010	ER Beverage Container Recycling	29,171	29,171	(29,171)	29,171
1012	ER Waste Tire Enforcement Grant	52,962	135,553	(136,105)	52,410
1014	ER Abandoned Vehicle	152,927	53,560	(84,251)	122,236
1016	ER-Code Enforcement Abatement	100,107	-	(20,000)	80,107
1051	AAA Area Agency on Aging	1,116,802	4,265,621	(4,589,126)	793,297
1071	Department of Child Support Services	1,551,743	16,520,657	(17,990,201)	82,199
1101	PW Road & Bridge	9,604,487	16,679,032	(18,296,185)	7,987,334
1102	PW Road Projects	1,659,428	63,174,579	(63,174,579)	1,659,428
1103	PW AB-2928 Supplemental Maintenance	11,740	-	-	11,740
1104	PW Kaiser Voluntary Funds (Road Infrastructure)	400,955	-	-	400,955
1105	PW Roads Measure L	3,892,089	6,746,613	(6,745,000)	3,893,702
1151	PW Parklawn Sewer Project	-	-	-	-
1201	PW Administration	212,560	1,291,720	(1,291,720)	212,560
1202	PW Engineering	(288,212)	-	-	(288,212)
1203	PW County survey monument pres	433,046	-	-	433,046
1206	PL Building Permits Division	2,979,211	2,560,580	(2,802,640)	2,737,151
1317	SCWD (Formerly AW) Stan Work	7,045	7,814,573	(7,814,573)	7,045
1320	SCWD (Formerly AW) Subfund Clearing Pool	4,507,235	9,340,746	(9,590,746)	4,257,235
1401	HSA Administration	92,959	8,259,285	(8,259,440)	92,804
1402	HSA Public Health	12,081,477	28,518,751	(28,510,047)	12,090,181
1404	HSA Indigent Health Care	1,651,246	540,661	(248,985)	1,942,922
1405	HSA PH Tobacco Tax Education	5,373	-	-	5,373
1428	HSA PH Vital and Health Statistics	822,950	65,205	(20,700)	867,455

Fund	Fund Type/Budget Unit	Beginning Fund Balance 7/1/2019	Recommended Final Budget Revenue	Recommended Final Budget Costs	Projected Fund Balance 6/30/2020
1429	HSA EMS - Discretionary	35,568	104,994	(107,513)	33,049
1431	HSA PH California Children Services Donation	2,005	-	-	2,005
1434	HSA IHCP EMS-Hospitals	230,985	219,933	(381,269)	69,649
1435	HSA IHCP EMS-Physicians	191,513	419,930	(430,710)	180,733
1436	HSA PH CDC Base Funding	1,186	-	-	1,186
1437	HSA PH CDC h1n1 Funding	-	-	-	-
1438	HSA PH HPP Base Funding	1,315	-	-	1,315
1501	Mental Health	11,343,121	54,325,262	(56,673,798)	8,994,585
1502	BHRS Substance Use Disorder	3,024,185	16,679,644	(17,509,973)	2,193,856
1503	MH Public Guardian	528,819	1,302,515	(1,479,193)	352,141
1504	MH Managed Care	(1,649,067)	10,395,470	(13,241,019)	(4,494,616)
1505	MH Stanislaus Recovery Center	689,542	4,652,574	(4,652,574)	689,542
1507	MH Prop 63	-	46,270,530	(46,270,530)	-
1631	CSA Program Services & Support	129,660	169,549,609	(169,549,609)	129,660
1632	CSA Public Economic Assistance	-	117,282,363	(117,282,363)	-
1633	CSA General Assistance	-	1,556,751	(1,556,751)	-
1636	CSA Integrated Childrens Services	-	-	-	-
1637	CSA County Children's Fund	231,850	176,491	(176,491)	231,850
1638	CSA Homeless Emergency Aid Program (HEAP)	2,159,406	-	(2,136,986)	22,420
1640	CSA Public Authority - Administration	-	688,418	(688,418)	-
1641	CSA Public Authority - Benefits Administration	-	1,136,938	(1,136,938)	-
1642	CSA IHSS Provider Wages	-	120,435,144	(120,435,144)	-
1651	Library	9,180,359	11,879,714	(12,691,165)	8,368,908
1665	CEO Stanislaus Veterans Center	1,050,335	734,937	(834,937)	950,335
1670	CEO OES Homeland Security Grant	(39,758)	-	-	(39,758)
1677	CEO OES Homeland Security Grant 2011	-	-	-	-
1678	DA Impaired Driver Vertical Prosecution Program	-	-	-	-
1679	PROB Local Community Corrections	18,866,668	23,517,302	(25,420,683)	16,963,287
1680	CEO Honor Farm Barracks 1,2 Proceeds	-	-	-	-
1681	PL St CalHome 2010 Grant	24,890	-	-	24,890
1682	PL - State Grants	(560)	-	-	(560)
1683	PL HOME Grant	127,449	263,215	(102,500)	288,164
1684	PL Annual Work Plan-Hughson	-	150,000	-	150,000
1685	CEO OES Homeland Security Grant 2010	-	-	-	-
1686	DA Unserved/Underserved Victim Advocacy and Outreach Program	34,291	94,439	(94,439)	34,291
1687	CEO Stanislaus Family Justice Center	889	-	-	889
1688	PROB Corrections Performance Incentive Act	3,611,184	901,250	(1,594,065)	2,918,369
1689	PL St CalHome Grant Housing Rehabilitation	36,361	-	-	36,361
168B	PL State Emergency Solutions Grant	-	470,000	(215,000)	255,000
1690	CEO OES Homeland Security Grant 2009	-	-	-	-
1691	PL CDBG/NSP3	806,739	2,300,000	(1,650,000)	1,456,739
1692	PL CDBG-R (Recovery Act)	-	-	-	-
1693	PL CDBG-HPRP & Emergency Solutions (Homeless Prevention Program)	-	200,000	(410,000)	(210,000)
1694	PKS Regional Water Safety Training Center	19,830	49,930	(68,780)	980
1695	PL Con Plan-County-CDBG/NSP	1,975,179	-	(3,581,596)	(1,606,417)
1696	OES 2007 PSIC Grant Program	(20,599)	-	-	(20,599)
1697	CEO OES Homeland Security Grant 2008	-	-	-	-
1698	PROB Youthful Offender Block Grant (YOBG)	4,561,593	1,798,374	(3,153,076)	3,206,891
1702	PARKS-Off Highway Vehicle Fund	521,225	961,659	(965,631)	517,253
1703	SO Cal Id	812,780	483,369	(408,190)	887,959
1704	DA Violence Against Women	(1,510)	270,060	(270,060)	(1,510)
1706	DA Elder Abuse Program	13,074	100,722	(100,722)	13,074
1707	DA Federal Asset Forfeiture	144	-	-	144
1710	DA BOC Victim Restitution	60	-	-	60
1711	DA Child Abduction	5,000	-	-	5,000
1712	DA Auto Fraud	3,181	212,880	(212,880)	3,181
1713	DA Workers' Comp Fraud	-	-	-	-

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
1714	DA Victim Witness	20,111	354,817	(354,817)	20,111
1715	SO Vehicle Theft	229,975	469,489	(527,306)	172,158
1716	DA Rural Crime Task Force	-	-	-	-
1717	PL State CDBG Program Income	-	-	-	-
1723	CLK Fixed Asset Acquisition	2,310,017	762,322	(2,515,488)	556,851
1725	CEO County Fire Service	2,452,566	1,835,265	(1,901,733)	2,386,098
1726	CEO Alcohol and Drug Analysis	237,655	30,000	(100,000)	167,655
1727	PARKS-Fish and Wildlife	55,529	1,000	(20,000)	36,529
1728	PARKS-Modesto Reservoir Patrol	65,102	23,000	(23,000)	65,102
1737	PROB Criminalistics Lab	160,501	-	-	160,501
1746	PL Dangerous Bldg Abatement fund	(36,043)	24,000	(48,000)	(60,043)
1755	CFFC Children and Families Commission	5,705,680	4,681,650	(4,939,614)	5,447,716
1759	AG Ag Comm Development Fees	878	-	-	878
1760	AS Animal Services Donations	-	-	-	-
1761	DA Arson Task Force	(212)	82,659	(82,659)	(212)
1764	PROB Juvenile Accountability Grant 2003	-	-	-	-
1765	PROB Ward Welfare fund	356,427	20,600	(82,800)	294,227
1766	COOP Farm & Home Advisors Research	44,269	-	(5,175)	39,094
1767	CEO 2003 Local Law Enforcement Block Grant	-	-	-	-
1768	SO Sheriff's Civil Process Fee	1,264,077	258,530	(339,497)	1,183,110
1769	SO Sheriff's Driver Training Program	59,250	172,669	(161,190)	70,729
1771	DA Asset Forfeiture	70,856	-	(6,000)	64,856
1776	DA Real Estate Fraud Prosecution	-	266,927	(266,927)	-
1777	CEO Prop 69-DNA Identification	1,063	27,089	(27,089)	1,063
1780	SO Cal-MMET	214,213	752,030	(752,282)	213,961
1781	AC Tobacco Settlement Securitization	56,904,495	-	-	56,904,495
1782	PL State CalHome Grant Reuse	354,194	-	-	354,194
1783	PL Annual Work Plan-County	(56,500)	1,175,695	(2,477,418)	(1,358,223)
1784	PL Annual Work Plan-Oakdale	-	180,000	(16,000)	164,000
1785	PL Annual Work Plan-Patterson	-	150,000	(16,000)	134,000
1786	CLK Vital and Health Statistics	481,462	58,447	(30,000)	509,909
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	3,555,381	1,786,978	(2,519,719)	2,822,640
1799	SO Justice Assistance Grants (JAG)	(54)	177,835	(177,835)	(54)
171A	GSA 12th Street Office Bldg	(2,068)	41,700	(41,700)	(2,068)
171B	GSA 12th St Condominium Resv (former Parking Garage)	72,000	-	-	72,000
172A	ASR State Grants	555,000	150,000	(150,000)	555,000
176A	SO Federal Asset Forfeiture - Justice	86,713	-	(247,652)	(160,939)
176B	SO Federal Asset Forfeiture - Treasury	29,054	-	(196,883)	(167,829)
176C	SO Court Security	984,463	5,722,838	(5,579,010)	1,128,291
177A	DA Enforce Consumer Protection Laws	-	-	-	-
178A	PL Annual Work Plan-Ceres	-	250,000	(250,000)	-
178B	PL Annual Work Plan-Newman	-	160,000	(16,000)	144,000
178C	PL Annual Work Plan-Waterford	-	150,000	(16,000)	134,000
178D	PL Salida Planning Efforts	441,220	-	-	441,220
178E	PL California Emergencies Solution Housing Grant (CESH)	-	1,674,549	(500,000)	1,174,549
179A	PL General Plan Maintenance Fees	1,375,417	185,915	(327,060)	1,234,272
179B	CEO OES Homeland Security Grant 2005	-	-	-	-
179C	AC 2006 Tobacco Securitization	30,983,583	-	-	30,983,583
179D	CEO OES Homeland Security Grant 2007	-	-	-	-
<b>Total Special Revenue Funds</b>		<b>\$ 214,819,058</b>	<b>\$ 787,782,980</b>	<b>\$ (812,597,772)</b>	<b>\$ 190,004,266</b>

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
<b>Capital Projects Funds</b>					
2025	CEO Courthouse Construction	\$ 3,045,934	\$ 400,000	\$ (700,000)	\$ 2,745,934
2026	CEO Criminal Justice Facility	768,116	360,000	(31,000)	1,097,116
<b>Total Capital Projects Funds</b>		<b>\$ 3,814,050</b>	<b>\$ 760,000</b>	<b>\$ (731,000)</b>	<b>\$ 3,843,050</b>
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
<b>Enterprise Funds</b>					
4001	PW Transit	\$ 24,027,230	\$ 9,465,108	\$ (14,458,510)	\$ 19,033,828
4021	ER Fink Road Landfill	22,832,809	8,769,003	(18,187,819)	13,413,993
4031	ER Geer Road Landfill	1,802,206	2,701,971	(2,840,501)	1,663,676
4051	HSA Clinic & Ancillary Services	16,503,418	45,091,907	(47,137,250)	14,458,075
4081	SO Inmate Welfare/Commissary	1,574,419	1,703,375	(2,223,511)	1,054,283
<b>Total Enterprise Funds</b>		<b>\$ 66,740,081</b>	<b>\$ 67,731,364</b>	<b>\$ (84,847,591)</b>	<b>\$ 49,623,854</b>
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
<b>Internal Service Funds</b>					
5001	GSA Central Services	\$ (213,850)	\$ 1,852,985	\$ (1,908,985)	\$ (269,850)
5011	Information Technology Central - Communications (SBT)	574,685	1,398,764	(1,698,764)	274,685
5021	GSA Fleet Services	699,765	3,888,600	(3,918,000)	670,365
5022	GSA Fleet Services Vehicle Replacement	2,808	-	-	2,808
5031	Information Technology Central (SBT)	(385,084)	10,013,669	(10,118,378)	(489,793)
5038	HRMS Upgrade	55,766	-	-	55,766
5051	General Liability	986,606	6,859,258	(6,859,258)	986,606
5061	Professional Liability	82,353	782,220	(782,220)	82,353
5071	Unemployment Insurance	44,898	695,611	(639,689)	100,820
5081	Workers' Compensation Ins	954,717	5,380,275	(5,406,393)	928,599
5091	Medical Self-Insurance (Purchased Insurance)	7,067,729	66,621,156	(66,711,685)	6,977,200
5093	Other Employee Benefits	186,353	524,142	(661,704)	48,791
5101	Dental Insurance	466,467	4,493,755	(4,725,400)	234,822
5111	Vision Insurance	94,677	753,732	(788,442)	59,967
5121	PW Morgan Shop Garage	13,228,447	4,435,360	(5,039,906)	12,623,901
5141	CEO I-CJIS Project	1,047,882	795,366	(1,343,392)	499,856
5170	GSA Facility Maintenance	515,675	12,635,400	(12,863,400)	287,675
<b>Total Internal Service Funds</b>		<b>\$ 25,409,895</b>	<b>\$ 121,130,293</b>	<b>\$ (123,465,616)</b>	<b>\$ 23,074,572</b>
<b>Total All Funds</b>		<b>\$ 529,719,518</b>	<b>\$ 1,334,637,314</b>	<b>\$ (1,399,223,727)</b>	<b>\$ 465,133,105</b>

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. Fund Balance is defined as the difference between assets and liabilities reported in a governmental fund. Retained earnings are similar to fund balance amounts and are reported in proprietary funds. Variations in the amounts listed in individual department tables are due to post-closing adjustments that occurred after August 1, 2019. Final Fiscal Year 2019-2020 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 2019.

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 transfers from other departmental funds. An example includes the Mental Health fund (1501) providing the resources for the Mental Health Managed Care fund (1504).

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 where outside funding is often provided on a reimbursement basis.

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 2019-2020 Recommended Final Budget Classification of Fund Balance schedule show the beginning balances in the General Fund as of July 1, 2019, 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, 2019, balance for this category is \$15.2 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 2019-2020 and the June 30, 2020, balance is estimated at \$15.2 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 \$5.2 million. The Restricted fund balance is anticipated to remain the same throughout Fiscal Year 2019-2020.

### 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, 2019, is \$1.7 million and includes amounts for capital acquisition and other commitments. The Committed fund balance is anticipated to remain the same throughout Fiscal Year 2019-2020.

### 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, 2019, Assigned fund balance of \$193.8 million include \$16.7 million for the General Fund Contingency Reserve Policy, \$8.8 million for future years' retirement obligations, \$19.8 million for the Teeter Plan, \$11.5 million in funds available carryover appropriations, \$4.1 million in encumbrances, \$6.7 million for budget balancing, \$4 million for future cash-out obligations, \$10 million to support housing, \$20 million to address jobs in the Crows Landing Industrial Business Park, \$600,000 for the Debt Service Reserve Policy, a negative \$936,658 in fair value adjustments related to investments, \$5.2 million for future budget

balancing, \$1.4 million for housing and community development using funds secured by Assemblyman Adam Gray, \$2 million for Library Projects, \$12.4 million for Performance Visioning Carryover Savings (PVCS), \$23 million in Revenue Stabilization, and \$48.6 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.

Two adjustment strategies have been included in the 2019-2020 Recommended Final Budget to better align funding with current County-wide needs. At the close of Fiscal Year 2018-2019, an estimate was made for Performance Visioning Carryover Savings (PVCS) of \$12.4 million. After additional analysis during the Final Budget process, it was determined that the actual amount needed for departments was \$11.6 million. This results in a recommendation to decrease the assignment for PVCS and increase Unassigned fund balance. In addition, \$200,000 is recommended to transfer from Unassigned fund balance to Other assignments for a community development project that was identified during fiscal year-end close. The combined actions of unassigning and reassigning provides a net neutral affect to the overall fund balance.

Budgeted use of Assigned fund balance totals \$21.9 million and includes \$1 million for deferred maintenance, \$1 million for enterprise and technology upgrades, \$500,000 for Americans with Disabilities Act (ADA) improvements, and \$500,000

for HR training and workforce development in Other Assignments. Also included is \$563,630 in housing and community development funds secured by Assemblyman Gray and \$11.6 million for PVCS appropriations included in the Final Budget. An additional \$6.7 million will go towards balancing the budget. Total Assigned fund balance is projected to be \$171.3 million on June 30, 2020.

#### 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, 2019, is \$3.2 million. Due to the adjustment to increase Discretionary Revenue and a reduced reliance on fund balance, \$2.3 million will be returned to the General Fund. A total of \$195,000 will be drawn from the Economic Development Bank to fund projects at the Crows Landing Industrial Park. These strategies combine for a total increase in Unassigned fund balance of \$2.1 million. The projected Unassigned Fund Balance on June 30, 2020 is estimated to be \$2.6 million for the General Fund (0100), \$159,884 for the Economic Development Bank (0105), and \$2.6 million for the Community Development Bank (0107) for a total of \$5.3 million. In summary, planned adjustment strategies and budgeted use of fund balance for the General Fund total \$20.3 million. After factoring in these changes, fund balance is estimated to be \$198.6 million on June 30, 2020.

## General Fund – Classification of Fund Balance

General Fund	Fund Balance 7/1/19	Adjustment Strategies	Budgeted Use of Fund Balance	Projected Fund Balance 6/30/20
<b><u>Fund Balance - Nonspendable</u></b>				
Imprest Cash	85,655			85,655
Advances to Other Funds	100,000			100,000
Advances to Other Governments (100)	71,000			71,000
Advances to Other Governments (107)	20,000			20,000
Fund 105 - Economic Development Advances	1,255,815			1,255,815
Teeter Receivable	13,445,693			13,445,693
Prepaid Items	175,301			175,301
<b>Total Nonspendable</b>	<b>\$ 15,153,464</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,153,464</b>
<b><u>Fund Balance - Restricted</u></b>				
Fund 106 - Tax Loss Reserve	\$ 5,190,143			\$ 5,190,143
<b>Total Restricted</b>	<b>\$ 5,190,143</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,190,143</b>
<b><u>Fund Balance - Committed</u></b>				
Total Committed - Other	\$ 1,435,527			\$ 1,435,527
Total Committed - Capital Acquisition	225,766			225,766
<b>Total Committed</b>	<b>\$ 1,661,293</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,661,293</b>
<b><u>Fund Balance - Assigned</u></b>				
Contingency (General Fund Reserve Policy)	\$ 16,675,000			\$ 16,675,000
Retirement Obligation	8,800,000			8,800,000
Teeter Plan	19,757,179			19,757,179
Carryover Appropriations (100) - Funds Available	11,341,156			11,341,156
Carryover Appropriations (107)	149,645			149,645
Encumbrances (100)	4,071,113			4,071,113
Encumbrances (105)	45,024			45,024
Assigned - Budget Balancing	6,736,011		(6,736,011)	-
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 IBP	20,000,000			20,000,000
Assigned - Debt Service Reserve	600,000			600,000
Assigned - Fair Value Adjustments	(936,658)			(936,658)
Assigned - Future Budget Balancing	5,190,116			5,190,116
Assigned - Housing and Community Development (Gray)	1,356,000		(563,630)	792,370
Assigned - Library Projects	2,000,000			2,000,000
Assigned - Performance Visioning Carryover Savings	12,391,537	(747,670)	(11,643,867)	-
Revenue Stabilization	23,000,000			23,000,000
Total Assigned Other	48,588,007	200,000	(3,000,000)	45,788,007
<b>Total Assigned</b>	<b>\$ 193,764,130</b>	<b>\$ (547,670)</b>	<b>\$ (21,943,508)</b>	<b>\$ 171,272,952</b>
<b><u>Fund Balance - Unassigned</u></b>				
General Fund (100)	\$ 244,362	\$ 547,670	\$ 1,789,437	\$ 2,581,469
Economic Development Bank (105)	354,884	-	(195,000)	159,884
Community Development Bank (107)	2,568,158			2,568,158
<b>Total Unassigned</b>	<b>\$ 3,167,404</b>	<b>\$ 547,670</b>	<b>\$ 1,594,437</b>	<b>\$ 5,309,511</b>
<b>Total Fund Balance</b>	<b>\$ 218,936,434</b>	<b>\$ -</b>	<b>\$ (20,349,071)</b>	<b>\$ 198,587,363</b>

## Discretionary Revenue

Account Description	Actuals as of 6/30/2018	Actuals as of 6/30/2019	Proposed Budget Fiscal Year 2019-2020	Final Budget Fiscal Year 2019-2020
<b><u>Taxes</u></b>				
10000 Property Taxes - Current Secured	\$ 53,092,657	\$ 55,972,198	\$ 58,630,000	\$ 60,300,000
10005 Property Taxes - Unitary	1,383,353	1,460,819	1,461,000	1,461,000
10007 Property Taxes - SRAF Loan	-	-	-	-
10210 RDA Pass-Through Increment	3,982,882	4,346,157	4,299,000	4,299,000
10400 Property Taxes - Current Unsecured	2,823,007	3,063,660	3,017,000	3,017,000
11000 Property Taxes - Prior Unsecured	56,434	69,162	129,000	129,000
11400 Property Taxes - Supplemental	621,541	829,067	697,000	697,000
11600 Supplemental Property Taxes - Prior Year	489,248	629,613	-	-
11800 Sales and Use Taxes	26,265,000	28,060,281	26,168,000	26,168,000
12600 Other Taxes	1,938,417	2,318,573	2,238,000	2,238,000
12630 Other Taxes - Occupancy Tax	1,210,377	1,207,284	1,218,000	1,218,000
12646 Unclaimed Property Tax Refunds	186,163	87,726	-	-
12650 Other Taxes - Property Transfer	2,313,879	2,330,698	2,403,000	2,403,000
12680 Other Taxes - Aircraft Tax	174,366	178,783	190,000	190,000
12700 In-Lieu of Sales and Use Tax Revenue	-	-	-	-
12710 Property Tax In-Lieu of Vehicle License Fee	60,329,027	63,832,657	66,619,000	67,500,000
12800 Tax Deeded Land Sale Appropriations	-	2,721	-	-
<b>Total Taxes</b>	<b>\$ 154,866,351</b>	<b>\$ 164,389,399</b>	<b>\$ 167,069,000</b>	<b>\$ 169,620,000</b>
<b><u>Licenses, Permits, and Franchises</u></b>				
14000 Franchises	\$ 1,166,401	\$ 1,021,043	\$ 1,054,000	\$ 1,054,000
<b>Total Licenses, Permits, and Franchises</b>	<b>\$ 1,166,401</b>	<b>\$ 1,021,043</b>	<b>\$ 1,054,000</b>	<b>\$ 1,054,000</b>
<b><u>Fines, Forfeitures, and Penalties</u></b>				
15000 Vehicle Code Fines	\$ -	\$ 3,103	\$ -	\$ -
16500 Fines, Forfeitures, and Penalties	\$ 3,158,261	\$ 2,244,394	\$ 2,700,000	\$ 2,700,000
<b>Total Fines, Forfeitures, and Penalties</b>	<b>\$ 3,158,261</b>	<b>\$ 2,247,497</b>	<b>\$ 2,700,000</b>	<b>\$ 2,700,000</b>
<b><u>Revenue From Use of Money</u></b>				
17000 Interest	\$ 4,167,570	\$ 7,397,494	\$ 5,800,000	\$ 6,300,000
18000 Rents and Concessions	204,624	202,416	136,000	202,000
18060 County Center III - SCOE	2	1	-	-
<b>Total Revenue From Use of Money</b>	<b>\$ 4,372,196</b>	<b>\$ 7,599,911</b>	<b>\$ 5,936,000</b>	<b>\$ 6,502,000</b>
<b><u>Intergovernmental Revenues</u></b>				
20390 State Motor VLF/In-Lieu Tax Realignment	\$ 240,787	\$ 222,792	\$ 223,000	\$ 223,000
25000 State-Other	-	-	-	-
21460 State-Aid Realignment	922,000	922,000	922,000	922,000
24400 State-Homeowners' Property Tax Relief	621,453	612,596	613,000	613,000
24800 State-Public Safety (Prop 172)	43,800,000	46,781,726	46,356,000	46,356,000
25850 State-Other-Mandated Costs	626,179	531,028	526,000	526,000
28600 Federal-FHA In-Lieu Tax Apportionment	24,601	24,703	-	-
28800 Federal-Other	11	8	-	-
28810 Federal-Other-Entitlement Lands	98,459	50,618	-	-
29600 Federal-Other-Refuge Revenue Sharing	1,060	1,080	-	-
29700 City Reimbursements	-	49,815	-	-
29715 Other Governmental Agencies	116,118	3,287	-	-
<b>Total Intergovernmental Revenues</b>	<b>\$ 46,450,668</b>	<b>\$ 49,199,653</b>	<b>\$ 48,640,000</b>	<b>\$ 48,640,000</b>

Account Description	Actuals as of 6/30/2018	Actuals as of 6/30/2019	Proposed Budget Fiscal Year 2019-2020	Final Budget Fiscal Year 2019-2020
<b>Charges for Services</b>				
30200 Special Assessments	\$ 1,680,473	\$ 1,901,194	\$ 1,460,000	\$ 1,460,000
36990 SB813 Administration Costs	633,435	781,882	711,000	711,000
37250 Outside Agencies	6,104	26,386	26,000	26,000
38021 Government Fund Rev A-87 Carry Forward	475,399	287,614	288,000	288,000
39901 Funds>13 Rev A-87 Carry Forward	18,756	102,479	103,000	103,000
<b>Total Charges for Services</b>	<b>\$ 2,814,167</b>	<b>\$ 3,099,555</b>	<b>\$ 2,588,000</b>	<b>\$ 2,588,000</b>
<b>Miscellaneous Revenue</b>				
40400 Miscellaneous Revenue	\$ 5,261	\$ 58,745	\$ -	\$ -
40410 Unclaimed Monies	101,206	-	-	-
40560 Cancelled Warrants	41,504	134,560	-	-
41450 Prior Period Revenue	348,415	-	-	-
<b>Total Miscellaneous Revenue</b>	<b>\$ 496,386</b>	<b>\$ 193,305</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other Financing Sources</b>				
46600 Operating Transfers In	\$ 2,700,569	\$ 225,766	\$ 226,000	\$ 226,000
46606 Transfer-2006 Tobacco Repay for AB 900 Jail	5,099,446	-	-	-
46607 Transfer-2006 Tobacco Repay for Coroner's Facility	-	-	-	-
46612 Transfer-2002 Endowment Drawdown	2,611,085	4,194,718	1,959,000	1,959,000
46613 Transfer-2006 Endowment Drawdown	855,546	2,233,299	1,010,000	1,010,000
46000 Sale of Fixed Assets	-	-	-	-
<b>Total Other Financing Sources</b>	<b>\$ 11,266,646</b>	<b>\$ 6,653,783</b>	<b>\$ 3,195,000</b>	<b>\$ 3,195,000</b>
85850 Other Operating Transfers Out	\$ (5,927)	\$ -	\$ -	\$ -
87981 Intrafund A-87 Carry Forward	1,357	(33,690)	-	-
<b>Total Discretionary Revenue</b>	<b>\$ 224,586,506</b>	<b>\$ 234,370,456</b>	<b>\$ 231,182,000</b>	<b>\$ 234,299,000</b>
17610 Increase (Decrease)-Fair Value Investments	(627,083)	-	-	-
<b>Total Adjusted Discretionary Revenue</b>	<b>\$ 223,959,423</b>	<b>\$ 234,370,456</b>	<b>\$ 231,182,000</b>	<b>\$ 234,299,000</b>

Revenue available to fund programs at the Board of Supervisors' discretion is referred to as Discretionary Revenue. A large portion of the Discretionary Revenue included in the 2019-2020 Recommended Final Budget supports funding for public safety and criminal justice services for the Sheriff, Probation, District Attorney, and Public Defender's offices, 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 Board of Supervisors' discretion is directly linked to revenue received in categories such as taxes, revenue from the use of assets, intergovernmental entities, and charges for

services, considerable attention is given to key Discretionary Revenue sources.

The 2019-2020 Recommended Final Budget includes estimated Discretionary Revenue of \$234.3 million, which is 1.3% or \$3.1 million above the Adopted Proposed Budget and 5% or \$11.2 million more than the 2018-2019 Adopted Final Budget estimate. The \$234.3 million represents a slight decrease from Fiscal Year 2018-2019 actual receipts of \$234.4 million, which included approximately \$4.9 million in one-time revenue that reflects the change in timing of Tobacco Endowment Fund earnings in the General Fund and the change in the timing of Sales Tax cleanup payments. Adjusting for one-time revenue, the 2019-2020 Final Budget amount represents an increase of 2.1%, or \$4.8 million, over prior year actual revenue received.

The increase in estimated Discretionary Revenue for Fiscal Year 2019-2020 is primarily attributed to the rise in projected property tax revenue, based on Assessment Roll growth rate of 7% for the unincorporated areas of Stanislaus County. The 2019-2020 Adopted Proposed Budget for Property Taxes was originally estimated using a preliminary 4% increase in the Assessment Roll. In addition to Property Tax increases, revenue from Interest earnings is projected to increase by \$566,000, or 9.5%. This increase is reflective of slightly higher

interest rates and increased cash balances in the General Fund.

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 as a result of ongoing analysis will be identified in subsequent reports to the Board of Supervisors to reflect the most up-to-date projections.

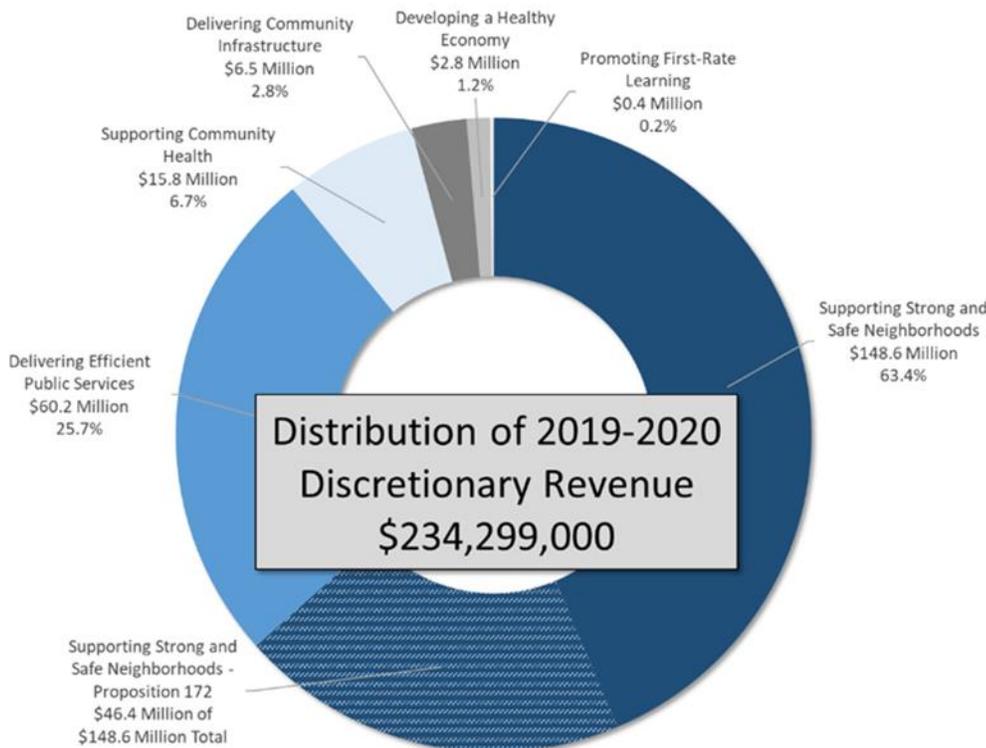
### Distribution of Discretionary Revenue

As noted previously, a majority of Discretionary Revenue is allocated for public safety programs and governmental services provided by a variety of General Fund departments. The chart below summarizes the distribution of the 2019-2020 Final Budget Discretionary Revenue, displayed by Board of Supervisors' priority area. Departments within the priority *Supporting Strong and Safe Neighborhoods* are the largest recipients of this revenue source, benefiting from 63.4% of the available \$234.3 million in estimated Discretionary Revenue funds. Proposition 172 funding is expressly used to support

public safety programs and activities and is estimated at \$46.4 million in the 2019-2020 Recommended Final Budget, accounting for 31.2% of the discretionary revenue funding provided to support this critical priority area.

The remaining priority areas receive the following in Discretionary Revenue: *Delivering Efficient Public Services* departments are allocated \$60.2 million, or 25.7%, of available funding; the *Supporting Community Health* priority area will receive \$15.8 million, utilizing 6.7% of anticipated receipts; those

*Delivering Community Infrastructure* will receive \$6.5 million, or 2.8% of the estimated revenue; departments *Developing a Healthy Economy* will receive \$2.8 million, or 1.2% of funding available; and the *Promoting First-Rate Learning* priority will receive \$417,098, or 0.2% of that estimated for Fiscal Year 2019-2020. Beginning in Fiscal Year 2019-2020, a portion of Proposition 172 funds will be issued to the Fire Warden to support local fire agencies that do not already receive Proposition 172 funding



using a rolling base methodology. The base year is Fiscal Year 2018-2019 and 2% of annual growth will be added to the prior year base. The allocation will never go negative, but some years may experience

negative growth that will result in a decreased, or possibly zero, allocation. The initial allocation for Fiscal Year 2019-2020 is \$59,635.

## Sources of Discretionary Revenue

### Discretionary Revenue Overview

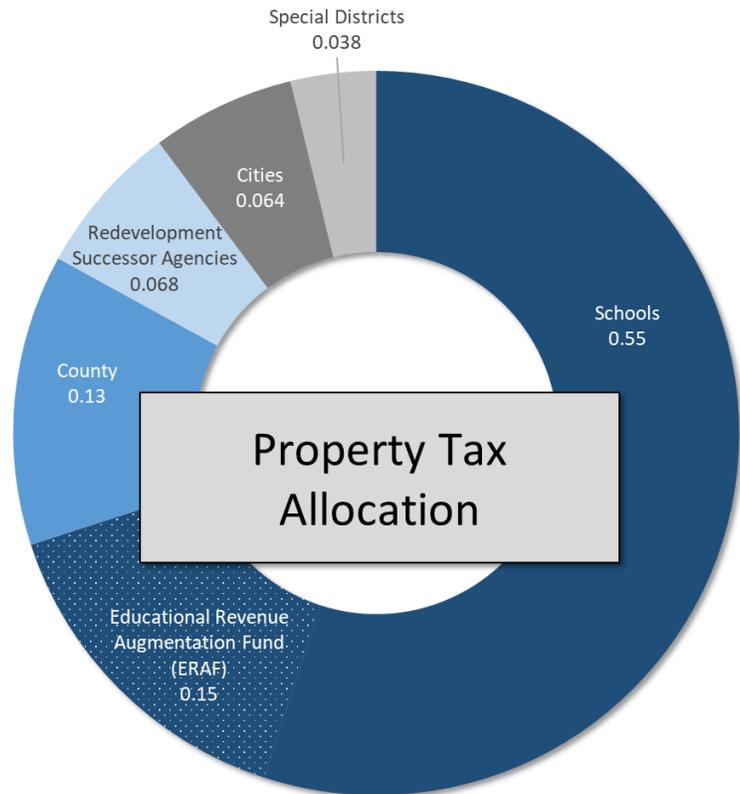
Over 90% of all Discretionary Revenue consists of property and sales tax sources. The largest dollar volume comes from current secured property taxes, property taxes received in-lieu of vehicle license fees (VLF), Public Safety Sales Tax (Proposition 172), and the 1% local sales and use tax. These revenue 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.

### Property Taxes

Property taxes are allocated to several local entities. The chart at right 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.

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.

Property tax revenue is made up of current secured property taxes and property taxes provided in-lieu of vehicle license fees. Projected at \$60.3 million for Fiscal Year 2019-2020, budgeted current secured

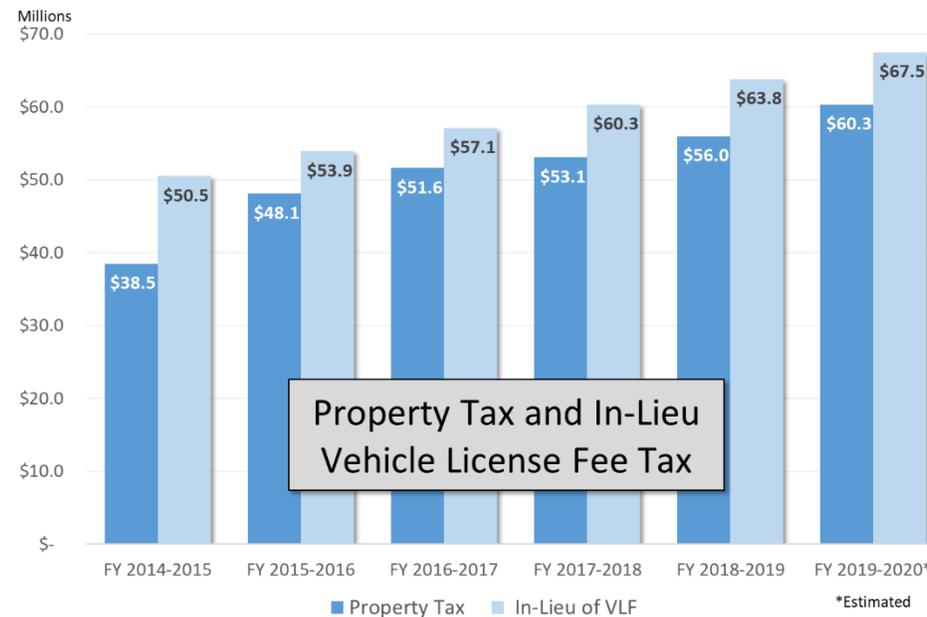


property taxes represent an increase of approximately 7% over that identified in the 2018-2019 Adopted Final Budget and are consistent with preliminary estimates on the valuation of the Assessment Roll. This represents the seventh consecutive year of solid growth after the five years of decline experienced during the period ranging from Fiscal Years 2007-2008 through 2012-2013, with an average 10-year growth rate of 5.7%.

During Fiscal Year 2004-2005, a major shift in local government funding occurred as the revenue received from vehicle license fees (VLF) was exchanged for an equivalent amount in property tax revenue. This shift by the State of California, known as Property Tax In-Lieu of VLF, increased the County’s reliance on property tax revenue. Today,

property tax revenue represents 54.5% of total overall Discretionary Revenue with \$60.3 million in current secured property tax and \$67.5 million in Property Tax In-Lieu of VLF for a total estimated revenue of \$127.8 million, as projected in the 2019-2020 Recommended Final Budget.

The chart below reflects actual property tax revenue received for five years along with that budgeted for Fiscal Year 2019-2020, 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 the 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 California State Budget, property tax revenues were shifted from counties and cities to schools, thereby reducing the State’s funding obligations to public schools. A one-half cent sales tax (Proposition 172) was enacted in January 1994 to help alleviate the resulting impact to local governments associated with the lost revenue stream. This sales tax, known as the Public Safety

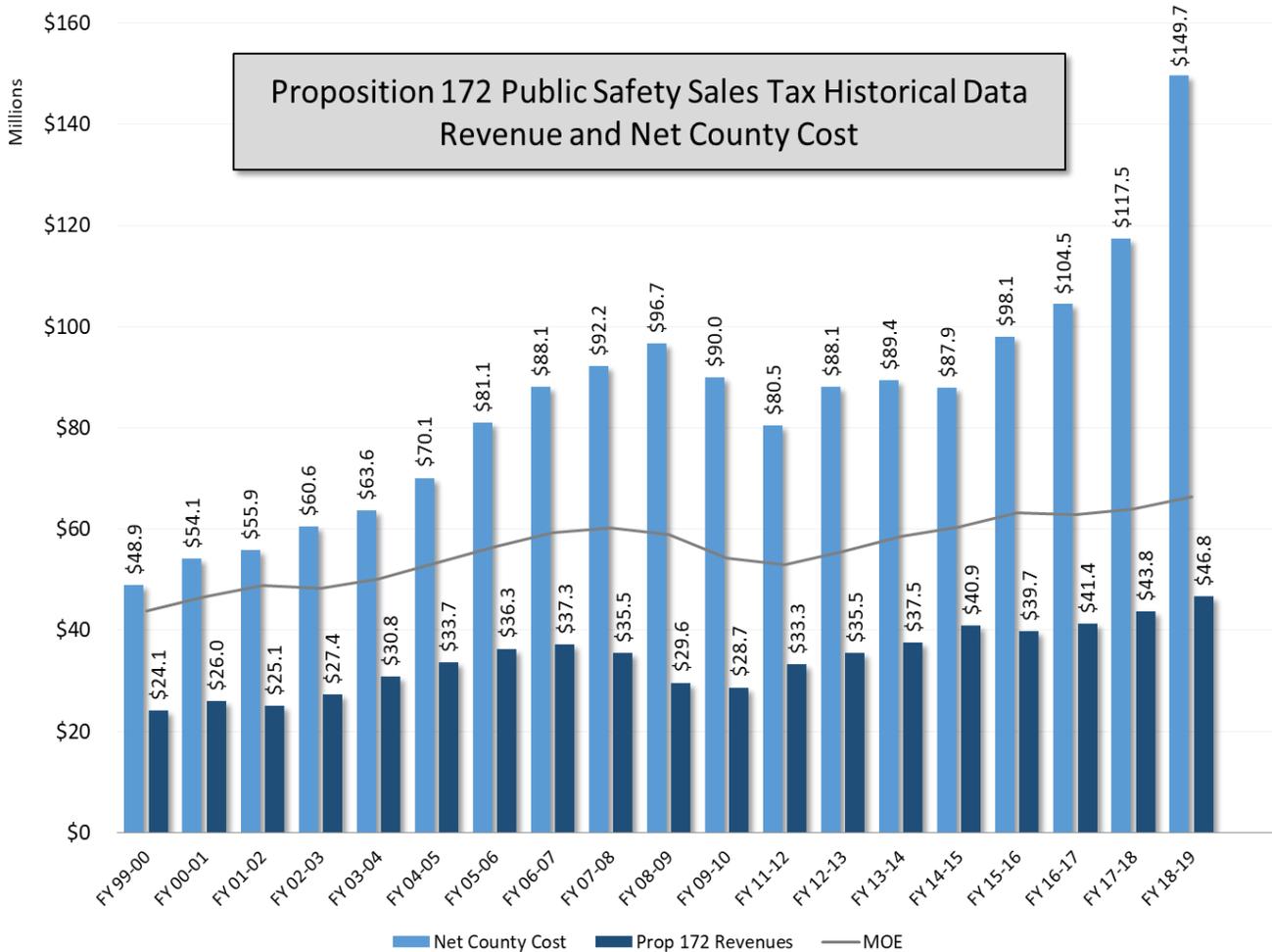
Sales Tax, provided additional revenue for local agencies exclusively to fund public safety activities. For Stanislaus County, this sales tax revenue has traditionally been used to fund services and operations within the Sheriff, District Attorney, and Probation departments.

The parameters of Proposition 172 identify public safety qualified funding recipients as those providing corrections, district attorney, police, sheriff, and fire protection services. Stanislaus County does not provide fire protection services, which are provided locally by independent Fire Agencies that receive their own tax funding and have independent authority to establish assessments for support of their operations. However, the Stanislaus County Board of Supervisors, in the spirit of partnership for improved public safety, and to support Stanislaus County fire agencies, began allocating 2% of the

annual growth in Proposition 172 revenue to the CEO – Office of Emergency Services/Fire Warden for distribution to support local fire agencies that do not currently receive Proposition 172 funding, beginning in Fiscal Year 2019-2020.

The 2019-2020 Adopted Proposed Budget included \$44,000 in estimated growth funding. The 2019-2020 Final Budget includes an adjustment of \$15,635 based on a 2% calculation of the growth experienced from Fiscal Year 2018-2019 year-end actual

Proposition 172 revenue in comparison to Fiscal Year 2017-2018 revenue receipts. Funds will be calculated annually using a rolling base methodology with Fiscal Year 2018-2019 as the base year and allocated during the Final Budget process to capture actual growth from the prior year. This shift will adjust slightly the existing allocation to County public safety departments. The allocation will fluctuate based on annual growth, or decline, which will result in a gain or loss from the previous year’s allocation.



At no time will the amount go negative and pose a cost to fire districts.

There is a Maintenance of Effort (MOE) tied to these funds requiring that 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 Fiscal Year 2018-2019 totaled \$66.4 million, with the actual budgeted commitment to public safety Net County Cost established at \$165.2 million. This resulted in the County exceeding the MOE requirement by approximately \$98.8 million as it pertains to the use of Proposition 172 revenue.

The chart at the top of this page provides a long-range, historical view of Proposition 172, identifying

Proposition 172 funding, County allocation through Net County Cost, and the MOE, indicating an annual County commitment that exceeds the MOE.

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 table on the following page shows the pool rate for Stanislaus County over the past five years along with projections for Fiscal Year 2019-2020. The pool rate for Fiscal Year 2018-2019 was 0.013254, a decrease of 0.000114 from the prior year. The pool rate for Fiscal Year 2019-2020 is estimated at 0.013165,

Fiscal Year	Stanislaus County Pool Rate	Increase/ (Decrease)
2014-2015	0.013027	0.000166
2015-2016	0.012843	(0.000184)
2016-2017	0.012899	0.000056
2017-2018	0.013368	0.000469
2018-2019	0.013254	(0.000114)
Final Budget 2019-2020	0.013165	(0.000089)

marking another, though smaller, decline of 0.000089. The statewide total of the sales tax pool has averaged approximately \$3.5 billion over the past three years, making even the slightest change in the pool rate meaningful in its impact on the revenue allocated at the local level.

**Sales and Use Tax**

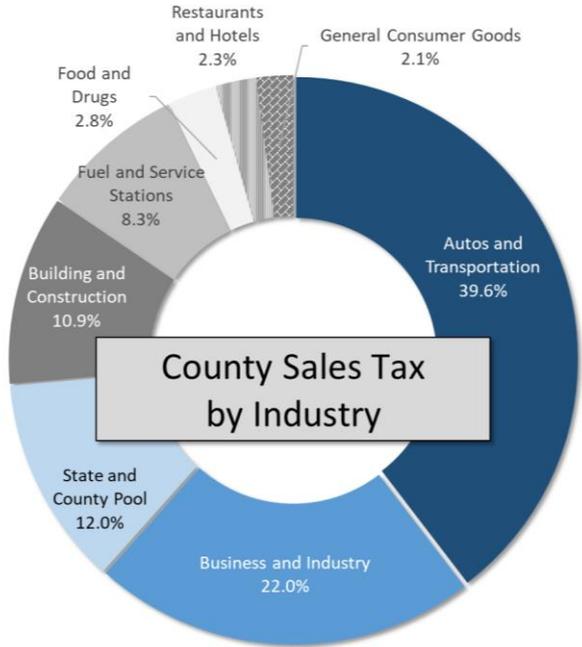
California has a Statewide sales and use tax rate of 6% that can be increased by local taxing jurisdictions. Cities and counties share equally in 1% and County Transportation is 0.25%. The voters in Stanislaus County passed a 1/8 cent sales tax measure in 1995 and renewed it in 1999, 2004, 2012, and again in 2017 for a 12-year term as a means 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 shown in the following diagram:

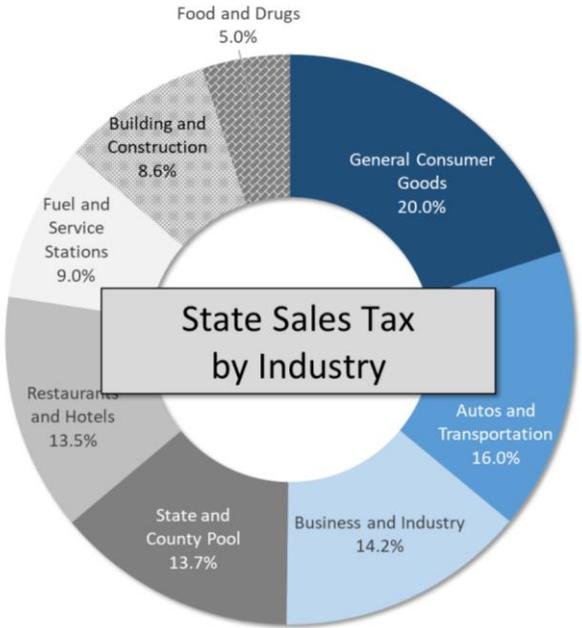
Sales tax revenue can be categorized by major industry groups to evaluate the primary sources that contribute locally. Using data from Calendar Year 2018, the chart at top right shows County sales tax revenue by each of these industries.

Stanislaus County has historically relied strongly on autos and transportation sales for sales tax revenue, as shown at 39.6% of total sales tax revenue. This



group is followed by tax revenue generated from business and industry at 22%, State and County pool at 12%, building and construction at 10.9%, and fuel and service stations at 8.3%. Sales tax revenue from food and drugs, restaurants and hotels, and general consumer goods make up much less, combining to form only 7.2% of revenue receipts.

Statewide, the reliance on auto industry sales is much less than that identified by Stanislaus County,



as shown in the chart below. The primary contributor to sales tax collected by the State is that attributed to general consumer goods, making up 20%. Sales tax coming from autos and transportation comes in second, measuring 16% of overall sales tax revenue for the State of California.

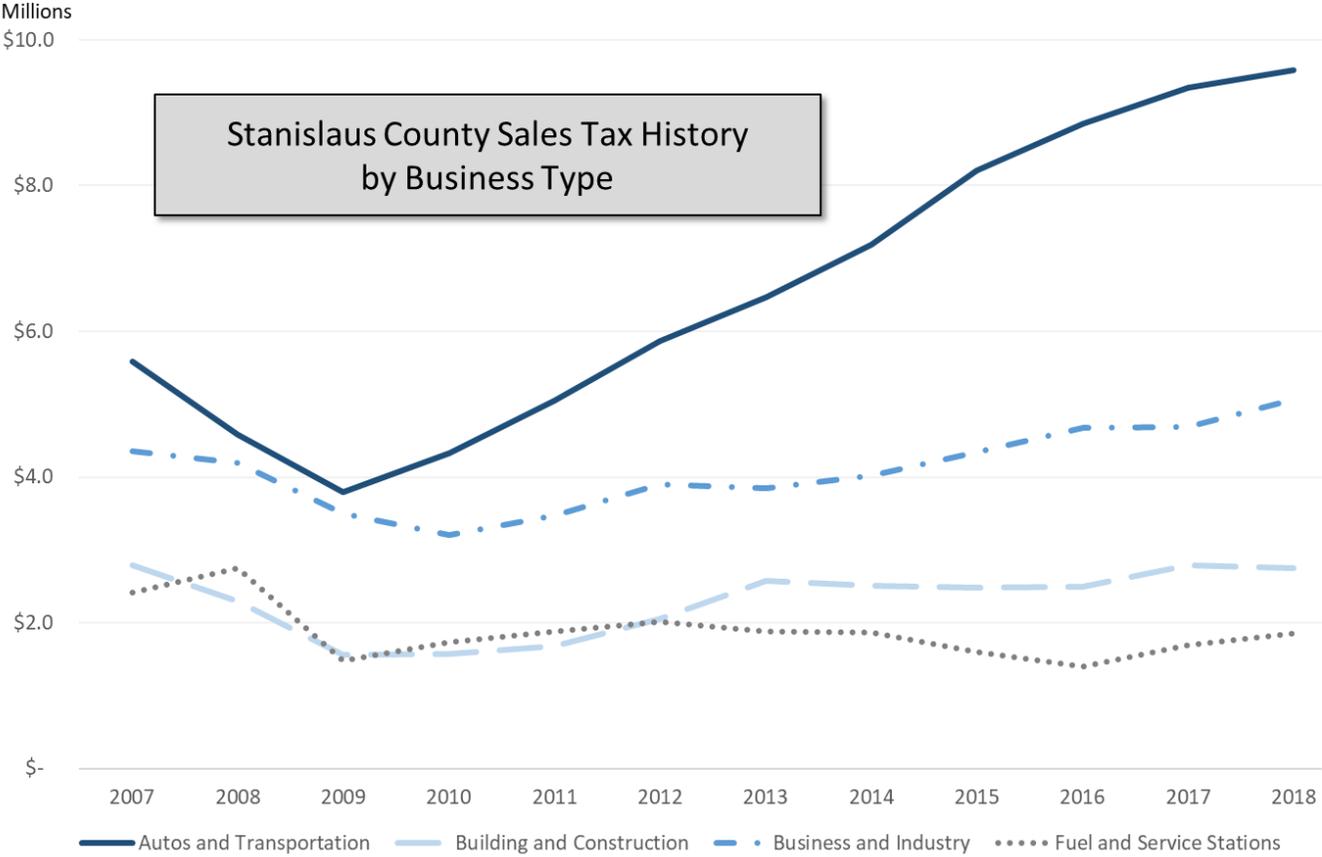
Stanislaus County Sales Tax History

Four of the major industry groups impacting the unincorporated areas of Stanislaus County include: Autos and Transportation; Business and Industry; Building and Construction; and Fuel and Service Stations. Tracking these relevant industries over time provides context in light of the last recession while showing the relative impacts on the sales and use tax revenues by industry. The Autos and Transportation segment adds to its continued and steady recovery from the recession with an increase this year of 2.5%, outpacing revenue from the other major groups over the past nine years. Business and Industry has recovered at a more gradual pace, with an uptick of 8.2% in 2018. Building and Construction has experienced a slower recovery than the other

industries noted and is down by 1.4%. 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 the largest percentage increase in 2018 of 9.6%. The following graph shows the historical view of these economic indicators, a 12-year history of sales and use tax for the four major industry groups affecting unincorporated areas of Stanislaus County.

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 property 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 stabilized, revenue from fines and penalties has resumed a more normal level. The 2019-2020 Recommended Final Budget of \$2.7 million is consistent with the 2019-2020 Adopted Proposed Budget level and is higher than 2018-2019 actual receipts. An adjustment for this line item may occur at a future budget cycle pending additional 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 2% in Fiscal Year 2018-2019. Fiscal Year 2019-2020 projections identify revenue of \$6.3 million, which represents an increase of \$500,000 over the 2019-2020 Adopted Proposed Budget level and a decrease from 2018-2019 actual receipts due to one-time funding received in Fiscal Year 2018-2019. The interest rate is expected to remain stable at this level in Fiscal Year 2019-2020 and the pooled cash average is projected to remain consistent 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 of the value of the real property, less any loans assumed by the buyer. The 2019-2020 Recommended Final Budget of \$2.4 million represents a small increase over Fiscal Year 2018-2019.

An 8% transient occupancy tax (TOT) is charged to visitors staying in local hotels located within the unincorporated areas of the County. TOT revenue is directly correlated to consumer travel, making it subject to the short-term fluctuations associated with numerous economic factors. Recent years are indicative of relative stability in the local economy, including travel and tourism. The 2019-2020 Recommended Final Budget of \$1.2 million is consistent with the amount received in Fiscal Year 2018-2019.

The table below identifies the revenue received over the past several years for these notable Discretionary Revenue sources, along with estimates projected for Fiscal Year 2019-2020.

Fiscal Year	Fines and Penalties	General Fund Interest Earnings	Property Transfer Tax	Transient Occupancy Tax	Total Other Notable
2013-2014	\$ 5,410,759	\$ 1,651,374	\$ 1,556,982	\$ 813,692	\$ 9,432,807
2014-2015	4,655,637	1,369,582	1,838,896	962,268	8,826,383
2015-2016	4,147,054	3,591,650	2,036,051	1,017,530	10,792,285
2016-2017	3,288,822	3,156,231	2,045,155	1,159,704	9,649,912
2017-2018	3,158,261	4,167,570	2,313,879	1,210,377	10,850,087
2018-2019	2,244,394	7,397,494	2,330,698	1,207,284	13,179,870
Projected 2019-2020	2,700,000	6,300,000	2,403,000	1,218,000	12,621,000

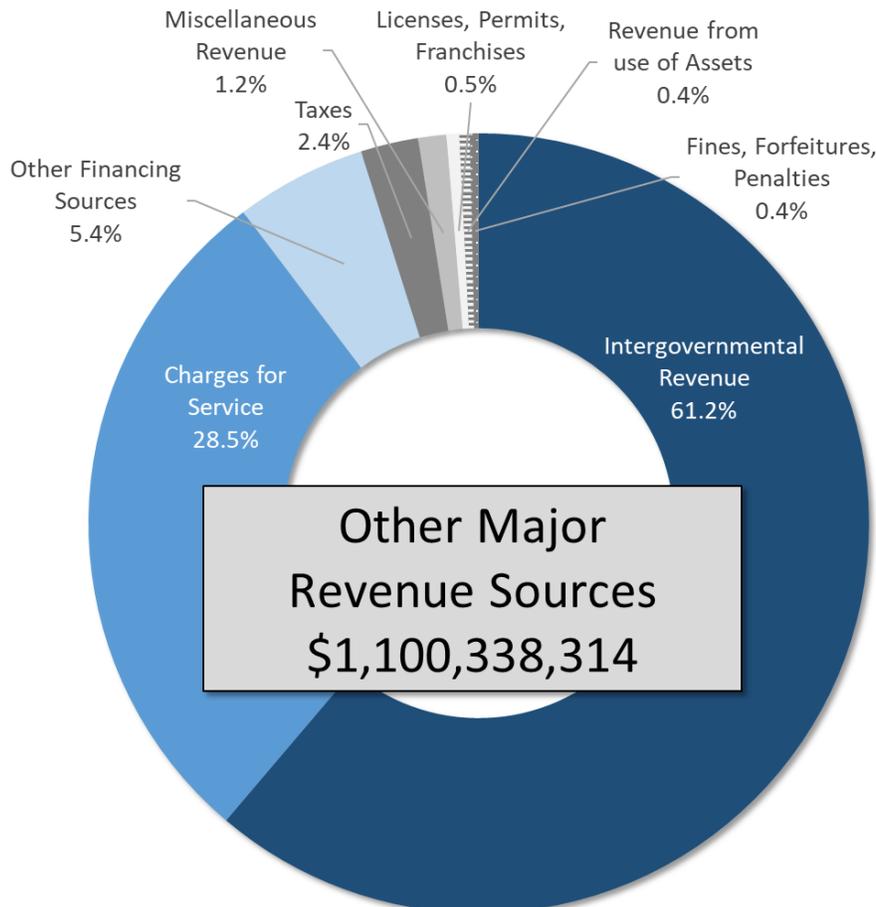
## Discretionary Revenue Summary

In conclusion, the 2019-2020 Recommended Final Budget includes the recommendation that \$234,299,000 be established in Discretionary Revenue for Fiscal Year 2019-2020. This amount represents an increase of \$3.1 million over the 2019-2020 Adopted Proposed Budget estimate and a slight decrease from Fiscal Year 2018-2019 actual receipts

due to one-time revenue received in that fiscal year. Discretionary Revenue is continuously analyzed throughout the fiscal year and adjustments to estimates may be included in subsequent budget reports as more information on actual revenue received for Fiscal Year 2019-2020 becomes available and can be evaluated.

## Other Major Revenue Sources (Non-Discretionary Revenue)

Estimated revenue for Fiscal Year 2019-2020 totals \$1,334,637,314, of which projected Discretionary Revenue represents \$234,299,000, or 17.6%. This leaves a total of \$1,100,338,314 in other revenue sources available for a variety of County funding needs. These other major sources of revenue, making up approximately 82.4% of total estimated revenue, include funding from the State and Federal government, charges for services, taxes, use of assets in the form of interest earnings, fines, 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 included in the 2019-2010 Final Budget by revenue type.



### Intergovernmental Revenue (61.2%, \$673,461,902)

Intergovernmental revenue, the County’s largest revenue source, includes funding 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. Two of the largest contributors to this category support program administration for In-Home Supportive Services (IHSS) case management, with \$60.6 million provided by the State and \$53.9 million allocated by the Federal government. Approximately \$53 million is estimated in State 2011 Realignment funds, designated for Drug and Alcohol services; Early Periodic Screening, Diagnosis, and Treatment (EPSDT); Community Services Agency – Public Economic Assistance; Probation – Field Services; and Mental Health Managed Care services. State Aid Realignment, sales tax revenue designated for social services programs and allocated using legislated methodologies, totals \$51.1 million. Additional Federal and State revenue is provided annually for a variety of other programs and is also obtained through several competitive grant programs, including the Justice Assistance Grant, Community Development Block Grant, and Youthful Offender Block Grant.

Projections for intergovernmental revenue represent a 4.2% increase over that estimated in the 2018-2019 Adopted Final Budget. It is anticipated that adjustments to increase the budget will occur at midyear due to the impact of growth funds in 1991 and 2011 Realignment revenue that are received in the fall each year, consistent with Realignment Policy reporting requirements.

Intergovernmental Revenue Description	2017-2018 Actuals	2018-2019 Actuals	Percent Change	2019-2020 Final Budget	Percent Change
State Administration - In-Home Supportive Services	\$ 44,544,076	\$ 49,257,342	10.6%	\$ 60,599,432	23.0%
Federal Administration - In-Home Supportive Services	48,897,878	54,897,898	12.3%	53,944,342	-1.7%
State Realignment - Support Services (2011)	90,281,849	43,729,393	-51.6%	53,010,491	21.2%
State Aid Realignment (1991)	78,897,572	52,594,475	-33.3%	51,054,630	-2.9%
State Aid - Mental Health	23,146,714	27,115,744	17.1%	38,012,255	40.2%
Federal - Construction	7,408,862	26,990,200	264.3%	35,331,305	30.9%
State Motor VLF/In-Lieu 1991 Tax Realignment (2011)	28,893,611	32,457,206	12.3%	33,500,000	3.2%
State Realignment - Local Law Enforcement Services (2011)	66,540,994	31,948,785	-52.0%	32,757,049	2.5%
State Administration - Medi-Cal	29,252,939	29,290,009	0.1%	32,457,589	10.8%
Federal - Other	22,009,303	21,735,959	-1.2%	32,167,172	48.0%
<b>Total Top Ten Intergovernmental Revenue Sources</b>	<b>\$ 439,873,798</b>	<b>\$ 370,017,011</b>	<b>-15.9%</b>	<b>\$ 422,834,265</b>	<b>14.3%</b>

The table above identifies the top ten sources of budgeted intergovernmental revenue, excluding Discretionary Revenue, for Fiscal Year 2019-2020 along with actual revenue received from the previous two years. The revenue sources identified in the top ten can vary somewhat from year to year; however, this year's primary revenue sources are consistent with those presented in the 2018-2019 Adopted Final Budget, even if listed in a slightly different order due to some shifts in funding. The top ten sources represent a 14.3% increase in anticipated revenue over that received in the prior year, bringing revenue closer to what was received in Fiscal Year 2017-2018.

#### Charges for Service (28.5%, \$313,475,717)

This revenue is generated from fees charged by County departments for services rendered, the largest of which is an estimated \$66.4 million in health insurance revenue collected for participation in the County's medical plan from County departments, COBRA participants, Special Districts, and early retirees. Various charges between County departments make up a large portion of this revenue category, with \$36.9 million estimated for Fiscal Year 2019-2020. Additionally, Mental Health Services Medi-Cal reimbursement is estimated at \$31.2 million, with a variety of other fees making up the remainder of this category.

#### Other Financing Sources (5.4%, \$59,763,248)

This revenue consists of financing provided to departments and local agencies from the County General Fund, including transfers to support various programs with Federal or State-mandated local

maintenance of effort (MOE) requirements and to record Public Facilities Fees used in Public Works Road and Bridge. This category includes estimated revenue of \$28.7 million from the Vehicle License Fee account, pass-through funding used to support Public Health, mental health, and social services programs, along with \$21.6 million in County Match funding for departments and local agencies.

#### Taxes (2.4%, \$26,264,832)

This revenue category includes current secured property taxes along with sales and use taxes that are not included in the Discretionary Revenue budget. Non-discretionary sales and use taxes are estimated at \$24.7 million. Additionally, the County expects to receive \$1.4 million in property tax revenue in Fiscal Year 2019-2020 and a small amount of sales and use taxes from the prior year.

#### Miscellaneous Revenue (1.2%, \$12,759,604)

This revenue represents money received from a variety of sources, including legal settlements, rebates and refunds, salvage, reimbursements, donations, and contributions. Total miscellaneous revenue is estimated at \$12.8 million, of which approximately \$1.4 million is anticipated related to commissary operations. Other revenue in this category is derived from copies prepared, special events, and various collections.

#### Licenses, Permits, Franchises (0.5%, \$5,853,949)

Money received from license applications, various permits, and franchise fees makes up the revenue in this category. The 2019-2020 Final Budget includes an estimated \$2.4 million in other licenses and

permits, \$2.1 million in construction permits, \$435,144 in registration fees for weights and measures devices, \$236,270 for marriage licenses, and \$204,500 for zoning permits.

#### Revenue from Use of Assets (0.4%, \$4,739,294)

This revenue source is associated with interest earned on County assets and rental income. An estimated \$2.2 million in interest is estimated for Fiscal Year 2019-2020, with another \$2.2 million projected for rents and concessions from County-

owned properties. Other interest and space rental revenue make up the remainder of this category.

#### Fines, Forfeitures, Penalties (0.4%, \$4,019,768)

This revenue category contains money received from various fines and penalties. For Fiscal Year 2019-2020, estimates include \$840,500 for traffic school fees, \$680,179 for vehicle code fines, and \$659,269 for miscellaneous court fines. Several other fees, fines, citations, and penalties account for the remainder of revenue projected.

## 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. The current \$4.5 million County Debt is direct lease financed.

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.

### 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 charts reflect the outstanding Direct Lease Financing for the HVAC system at the Community Services Facility, identifying the date of maturity, original borrowing amount, the principal and interest, and interest rate.

### 2018-2019 Adopted Final Budget

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
<b>Total Governmental Activities</b>				<b>\$ 7,775,000</b>	<b>\$ 5,435,000</b>	<b>\$ 465,000</b>	<b>\$ 121,744</b>	<b>\$ 4,970,000</b>

## 2019-2020 Recommended Final Budget

Borrowing	Interest Rate	Date of Issuance	Maturity	Original Borrowing	Remaining Balance to Maturity as of June 30, 2019	2019-2020 Debt Obligation Principal	2019-2020 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	\$ 4,970,000	\$ 475,000	\$ 111,328	\$ 4,495,000
<b>Total Governmental Activities</b>				<b>\$ 7,775,000</b>	<b>\$ 4,970,000</b>	<b>\$ 475,000</b>	<b>\$ 111,328</b>	<b>\$ 4,495,000</b>

### Ratios

A number of ratios can be applied to the County’s debt service. For Fiscal Year 2019-2020, the County’s total gross debt obligation for its General Fund is \$5.0 million and total appropriations for the 2019-2020 Final Budget are \$1.4 billion. The ratio comparing the annual debt service amount to total budget shows that debt service represents only 0.4% of the total overall 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 \$234.3 million. This analysis shows that debt service payments represent 2.1% 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 Fiscal Year 2019-2020 equaled \$52.5 billion; the County has never come close to approaching this limit. As of June 30, 2019, the County’s total debt is \$5.0 million, or approximately 0.01% 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.

On February 15, 2019, Standard & Poor’s (S&P) Global Ratings raised its issuer credit rating (ICR) to AA from AA- for Stanislaus County. “The upgrade is based on our view of the county’s improving economy combined with sustained positive operating performance, leading to continued maintenance of very strong budgetary flexibility,” said S&P credit analyst Dan Kaplan. Other reasons cited by S&P for the rate increase included: very strong management, with strong financial policies and practices under the S&P Financial Management Assessment methodology; strong budgetary performance, with operating surpluses in the General Fund; very strong liquidity, with total government available cash at 52.5% of total governmental fund expenditures; and very strong debt and contingent liability profile, with debt service carrying charges at 1.6% of expenditures and net direct debt that is 7% of total governmental fund revenue.

Grade	Rating	County
AAA	Prime	
AA+		
AA		Stanislaus County
AA-	High grade	Average of 8 Benchmark Counties
A+		
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

The upgraded rating places Stanislaus County among similar peers with AA ratings, including the counties of Fresno, Merced, and Monterey. The chart on the previous page shows that when combined with the

five other organizations that make up the County's core comparison benchmark level (including Kern, Madera, Sacramento, San Joaquin, and Tulare), Stanislaus rises above the eight-county average.

## General Fund Long-Range Summary

Item	2019-2020 Recommended Final Budget	2020-2021 Projected Budget	2021-2022 Projected Budget	2022-2023 Projected Budget	2023-2024 Projected Budget
<b>Funding Assumptions</b>					
Discretionary Revenue	\$ 234,299,000	\$ 240,500,000	\$ 245,700,000	\$ 249,600,000	\$ 253,600,000
Departmental Revenue	122,933,677	124,200,000	125,400,000	126,700,000	128,000,000
Unassigned Fund Balance	(1,594,437)	658,095	9,000,000	9,000,000	9,000,000
Assigned Fund Balance	21,943,508	1,000,000	500,000	-	-
<b>Total Funding</b>	<b>\$ 377,581,748</b>	<b>\$ 366,358,095</b>	<b>\$ 380,600,000</b>	<b>\$ 385,300,000</b>	<b>\$ 390,600,000</b>
<b>Expenditure Assumptions</b>					
Base Budget	\$ 316,357,387	\$ 322,745,828	\$ 335,386,472	\$ 343,021,569	\$ 351,072,620
Restoration of 5% Salary/Vacancy Rate Factor	8,100,000	8,400,000	8,700,000	9,000,000	9,000,000
Debt Service Offset by Rents	(1,323,222)	(1,323,222)	(1,090,887)	(1,090,887)	(1,164,960)
Adult Detention Expansion I and II	13,828,776	14,312,783	14,813,730	15,332,211	15,868,838
Jail Medical	14,611,310	15,122,706	15,658,175	16,206,211	16,773,429
Adult Detention Expansion Phase III (placeholder)	-	5,600,000	5,796,000	5,998,860	6,208,820
One-time Projects and Equipment Deferred Maintenance/ADA Improvements	24,507,497	-	-	-	-
<b>Total Costs</b>	<b>\$ 377,581,748</b>	<b>\$ 366,358,095</b>	<b>\$ 380,763,490</b>	<b>\$ 389,467,964</b>	<b>\$ 398,758,748</b>
<b>Total (Deficit in Brackets)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (163,490)</b>	<b>\$ (4,167,964)</b>	<b>\$ (8,158,748)</b>

## Long-Range Summary

The Senior Management team of the Chief Executive Office meets regularly to discuss and evaluate current budget operational needs, future planning for the organization, 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 for which the Board of Supervisors has the most discretion. In addition, the General Fund

provides local match funding for many mandated programs and services, primarily in the priority area of *Supporting Community Health*. Stanislaus County has a firm "No Back-Fill" policy that eliminates funding and services for programs where State and/or Federal agencies have eliminated or reduced external 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 designed to meet the normal cost of doing business and address the organization's service needs into the future.

## Long-Range 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 2019-2020 Recommended Final Budget Discretionary Revenue projection of \$234.3 million is 5.0% above the 2018-2019 Final Budget level of \$223.1 million and 1.3% above the 2019-2020 Adopted Proposed Budget. This is due to the projected 7% increase in property tax revenue for the fiscal year. Property tax revenue is estimated to increase 4% in Budget Year 2020-2021, 3% in 2021-2022, and 2% annually thereafter. Sales tax revenue is estimated to be relatively flat in the 2019-2020 Fiscal Year once one-time revenue is removed, and is projected to grow 1% annually thereafter consistent with projections from the County's Sales Tax consultant. The combined growth factor for Discretionary Revenue is 2.6% in Budget Year 2020-2021, 2.2% in 2021-2022, and 1.6% thereafter. The increases in the future are reflective of the slowed growth anticipated due to the risk of a 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; 2019-2020 Recommended Final Budget revenue is estimated at \$122.9 million based on Department forecasts. Fiscal Year 2020-2021 Department Revenue is projected at \$124.2 million, which, along with the following years, is based on anticipated annual growth of 1% and may be conservative given recent revenue performance. The Department Revenue trend will be revisited in the next two-year budget cycle.

## Long-Range Expenditure Assumptions

### Base Budget

The 2019-2020 Recommended Final Budget includes all current labor agreements approved by the Board of Supervisors, along with existing

### 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 \$21.9 million is dedicated to support budget balancing for one-time projects and equipment in Fiscal Year 2019-2020. This includes \$11.6 million for Performance Visioning Carryover Savings (PVCS) appropriations, funding for which resulted from departmental savings in Fiscal Year 2018-2019; \$1 million for deferred maintenance, \$1 million for County-wide enterprise and technology upgrades; \$563,630 from Housing and Community Development funds secured by Assemblyman Gray, \$500,000 for Human Resources (HR) Training and Workforce Development, and \$500,000 for Americans with Disabilities Act (ADA) improvements. Effective in Budget Year 2020-2021, deferred maintenance will be budgeted in the General Services Agency base budget operations and use of assigned fund balance will be reduced to \$1 million for ADA and HR, as previously noted. The HR assignment will be depleted in Budget Year 2020-2021 while the ADA assignment will be exhausted in Budget Year 2021-2022.

### Unassigned Fund Balance

The 2019-2020 Recommended Final Budget is balanced using \$195,000 of Economic Development Bank funding for the Crows Landing Industrial Business Park. A contribution to Unassigned fund balance of \$1.8 million is resulting from increased Discretionary Revenue with the Final Budget, totaling a \$1.6 million contribution in Fiscal Year 2019-2020. The use of \$658,095 of Unassigned fund balance is projected for Budget Year 2020-2021, and \$9 million thereafter.

contracts and services to support County operations in the base budget projections. This Year Two projection estimates a total \$316.4 million, at base, representing approximately 2.5% growth above the

2018-2019 Adopted Final Budget level of \$308.6 million. The anticipated cost increases in future budget years reflect base increases that average 3.0% annually for Budget Years 2020-2021 and 2021-2022, and then drop to 2% for 2022-2023 and 2023-2024 to align with anticipated slowed revenue growth.

#### 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 was 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. The value of the 5% salary/vacancy factor has been estimated to increase approximately 3.5% in succeeding fiscal years, although this policy will be revisited at the beginning of each new two-year budget cycle.

#### 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 surpassed debt expense beginning in 2018-2019 with \$1.3 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 \$28.4 million in Fiscal Year 2019-2020, \$29.4 million in Budget Year 2020-2021, \$30.5 million in 2021-2022, \$31.5 million in 2022-2023, and \$32.6 million in 2023-2024. These figures represent the total cost prior to the CCP fund benefit of approximately \$4.4 million in Fiscal Year 2019-2020, \$4.5 million in 2020-2021, \$4.7 million in 2021-2022, \$4.9 million in 2022-2023, and \$5 million in 2023-2024.

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 Budget 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 2019-2020, estimated at \$24.5 million. Included in this amount is \$11.6 million in PVCS funding that was set aside at the end of Fiscal Year 2018-2019, with much of the remainder targeted to address affordable housing and homelessness. This includes the Planning Department's Federal and State-funded infrastructure and affordable housing project estimated at \$4 million and the Community Services Agency Homeless Emergency Aid Program estimated at \$2.1 million. 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 Services (IHSS)

Within the 2018-2019 Adopted Final Budget, it was reported that a new State formula for financing the In-Home Supportive Services (IHSS) program would require significant increases to County maintenance of effort (MOE) requirements, or local match that would impact Stanislaus County General Fund by an estimated \$2.3 million, growing to \$6.4 million by Budget Year 2021-2022. The State Budget provided for this exposure to be partially offset by growth in 1991 Realignment funding. In partnership with the California State Association of Counties (CSAC), the Governor's January 2019 budget announced new State support for the IHSS program, mitigating

County costs for the MOE. As a result, the Community Services Agency has projected future Realignment funding will be sufficient to meet the MOE level and the IHSS program exposure has been removed from the Long-Range Model beginning in Fiscal Year 2019-2020.

#### Balancing

Whenever expenditures exceed funding, the total deficit is shown in brackets in the Long-Range Summary. These deficits would need to be addressed through future budget reductions, growth in revenue, or the additional use of one-time funding to balance. 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	2017-2018	2018-2019	2018-2019	2019-2020
	Actuals	Actuals	Adopted Final Budget	Recommended Final Budget
<b>Revenue Categories</b>				
Taxes	\$ 180,931,697	\$ 191,226,553	\$ 184,581,176	\$ 195,884,832
Licenses, Permits, Franchises	5,098,512	4,443,980	4,673,595	6,907,949
Fines, Forfeitures, Penalties	8,125,466	7,117,589	5,588,253	6,719,768
Revenue from use of Assets	8,258,221	14,820,226	8,145,863	11,241,294
Intergovernmental Revenue	575,991,500	615,217,995	696,550,822	722,101,902
Charges for Service	272,527,050	286,044,799	301,053,695	316,063,717
Miscellaneous Revenue	19,182,467	14,514,966	11,354,486	12,759,604
Other Financing Sources	77,154,634	78,557,891	78,360,595	62,958,248
<b>Total Revenue</b>	<b>\$ 1,147,269,547</b>	<b>\$ 1,211,943,999</b>	<b>\$ 1,290,308,485</b>	<b>\$ 1,334,637,314</b>
<b>Cost Categories</b>				
Salaries and Benefits	\$ 413,317,967	\$ 442,753,641	\$ 471,682,961	\$ 503,473,757
Services and Supplies	308,670,088	323,927,031	429,440,519	422,914,782
Other Charges	321,588,542	339,336,221	360,974,826	383,578,207
Fixed Assets	11,370,257	12,220,401	23,736,834	16,693,133
Other Financing Uses	79,279,212	72,187,385	62,937,343	61,247,251
Intrafund	-	(40,516)	(161,879)	(691,913)
Contingencies	1,468	-	10,235,499	12,008,510
<b>Gross Costs</b>	<b>\$ 1,134,227,534</b>	<b>\$ 1,190,384,163</b>	<b>\$ 1,358,846,103</b>	<b>\$ 1,399,223,727</b>
<b>Changes to Fund Balance</b>				
Beginning Fund Balance	495,117,669	508,159,682	508,159,682	529,719,518
Net Increase (Decrease) to Fund Balance	13,042,013	21,559,836	(68,537,618)	(64,586,413)
<b>Ending Fund Balance</b>	<b>\$ 508,159,682</b>	<b>\$ 529,719,518</b>	<b>\$ 439,622,064</b>	<b>\$ 465,133,105</b>

### Governmental Funds

General Fund	2017-2018	2018-2019	2018-2019	2019-2020
	Actuals	Actuals	Adopted Final Budget	Recommended Final Budget
<b>Revenue Categories</b>				
Taxes	\$ 154,866,351	\$ 164,389,689	\$ 159,462,000	\$ 169,620,000
Licenses, Permits, Franchises	2,899,472	2,552,046	2,534,795	4,709,468
Fines, Forfeitures, Penalties	6,061,120	4,914,576	3,889,412	5,133,088
Revenue from use of Assets	5,458,988	9,380,249	5,495,154	8,452,220
Intergovernmental Revenue	89,758,431	93,777,055	94,704,626	93,772,847
Charges for Service	57,975,396	63,353,442	64,199,985	68,929,754
Miscellaneous Revenue	1,718,106	1,914,588	855,877	1,301,431
Other Financing Sources	16,626,795	11,973,960	8,681,152	5,313,869
<b>Total Revenue</b>	<b>\$ 335,364,659</b>	<b>\$ 352,255,605</b>	<b>\$ 339,823,001</b>	<b>\$ 357,232,677</b>

General Fund	2017-2018		2018-2019		2018-2019	2019-2020
	Actuals	Actuals	Actuals	Actuals	Adopted Final Budget	Recommended Final Budget
<b>Cost Categories</b>						
Salaries and Benefits	\$ 166,484,489	\$ 183,419,132	\$ 191,403,376	\$ 210,799,465		
Services and Supplies	49,418,250	52,347,734	58,442,034	59,127,291		
Other Charges	27,127,429	29,902,594	33,611,820	34,821,739		
Fixed Assets	4,897,295	11,523,182	4,915,483	4,561,096		
Other Financing Uses	68,009,685	60,476,931	57,933,170	56,285,698		
Intrafund	-	1	34,271	(22,051)		
Contingencies	-	-	10,235,499	12,008,510		
<b>Gross Costs</b>	<b>\$ 315,937,148</b>	<b>\$ 337,669,574</b>	<b>\$ 356,575,653</b>	<b>\$ 377,581,748</b>		
<b>Changes to Fund Balance</b>						
Beginning Fund Balance	184,922,892	204,350,403	204,350,403	218,936,434		
Net Increase (Decrease) to Fund Balance	19,427,511	14,586,031	(16,752,652)	(20,349,071)		
<b>Ending Fund Balance</b>	<b>\$ 204,350,403</b>	<b>\$ 218,936,434</b>	<b>\$ 187,597,751</b>	<b>\$ 198,587,363</b>		

Special Revenue Funds	2017-2018		2018-2019		2018-2019	2019-2020
	Actuals	Actuals	Actuals	Actuals	Adopted Final Budget	Recommended Final Budget
<b>Revenue Categories</b>						
Taxes	\$ 20,042,683	\$ 19,663,723	\$ 18,416,336	\$ 18,613,679		
Licenses, Permits, Franchises	2,199,040	1,891,934	2,138,800	2,198,481		
Fines, Forfeitures, Penalties	1,240,041	1,504,731	968,841	856,680		
Revenue from use of Assets	1,433,804	2,977,495	1,521,984	1,689,175		
Intergovernmental Revenue	483,170,280	518,114,471	600,391,796	627,080,231		
Charges for Service	78,098,952	78,471,089	85,117,787	86,454,955		
Miscellaneous Revenue	2,467,240	3,027,248	637,677	644,943		
Other Financing Sources	51,480,938	61,242,741	63,274,387	50,244,836		
<b>Total Revenue</b>	<b>\$ 640,132,978</b>	<b>\$ 686,893,432</b>	<b>\$ 772,467,608</b>	<b>\$ 787,782,980</b>		
<b>Cost Categories</b>						
Salaries and Benefits	\$ 217,167,859	\$ 229,207,859	\$ 244,411,526	\$ 254,530,851		
Services and Supplies	131,956,092	155,738,766	239,362,186	223,475,217		
Other Charges	277,940,808	293,177,513	311,181,323	329,613,342		
Fixed Assets	5,995,856	4,761,520	6,317,249	3,998,671		
Other Financing Uses	5,612,440	9,635,171	1,804,173	1,649,553		
Intrafund	-	(40,517)	(196,150)	(669,862)		
Contingencies	1,468	-	-	-		
<b>Gross Costs</b>	<b>\$ 638,674,523</b>	<b>\$ 692,480,312</b>	<b>\$ 802,880,307</b>	<b>\$ 812,597,772</b>		
<b>Changes to Fund Balance</b>						
Beginning Fund Balance	218,947,483	220,405,938	220,405,938	214,819,058		
Net Increase (Decrease) to Fund Balance	1,458,455	(5,586,880)	(30,412,699)	(24,814,792)		
<b>Ending Fund Balance</b>	<b>\$ 220,405,938</b>	<b>\$ 214,819,058</b>	<b>\$ 189,993,239</b>	<b>\$ 190,004,266</b>		

Capital Projects Funds	2017-2018		2018-2019		2018-2019		2019-2020	
	Actuals		Actuals		Adopted Final Budget		Recommended Final Budget	
<b>Revenue Categories</b>								
Taxes	\$	-	\$	-	\$	-	\$	-
Licenses, Permits, Franchises		-		-		-		-
Fines, Forfeitures, Penalties		824,305		697,842		730,000		730,000
Revenue from use of Assets		34,323		71,889		30,000		30,000
Intergovernmental Revenue		-		-		-		-
Charges for Service		-		-		-		-
Miscellaneous Revenue		-		-		-		-
Other Financing Sources		-		-		-		-
<b>Total Revenue</b>	<b>\$</b>	<b>858,628</b>	<b>\$</b>	<b>769,731</b>	<b>\$</b>	<b>760,000</b>	<b>\$</b>	<b>760,000</b>
<b>Cost Categories</b>								
Salaries and Benefits	\$	-	\$	-	\$	-	\$	-
Services and Supplies		589,209		463,976		700,000		700,000
Other Charges		30,510		31,000		31,000		31,000
Fixed Assets		-		-		-		-
Other Financing Uses		800,000		-		-		-
Intrafund		-		-		-		-
Contingencies		-		-		-		-
<b>Gross Costs</b>	<b>\$</b>	<b>1,419,719</b>	<b>\$</b>	<b>494,976</b>	<b>\$</b>	<b>731,000</b>	<b>\$</b>	<b>731,000</b>
<b>Changes to Fund Balance</b>								
Beginning Fund Balance		4,100,386		3,539,295		3,539,295		3,814,050
Net Increase (Decrease) to Fund Balance		(561,091)		274,755		29,000		29,000
<b>Ending Fund Balance</b>	<b>\$</b>	<b>3,539,295</b>	<b>\$</b>	<b>3,814,050</b>	<b>\$</b>	<b>3,568,295</b>	<b>\$</b>	<b>3,843,050</b>

Proprietary Funds

Enterprise Funds	2017-2018		2018-2019		2018-2019		2019-2020	
	Actuals		Actuals		Adopted Final Budget		Recommended Final Budget	
<b>Revenue Categories</b>								
Taxes	\$	6,022,663	\$	7,173,141	\$	6,702,840	\$	7,651,153
Licenses, Permits, Franchises		-		-		-		-
Fines, Forfeitures, Penalties		-		440		-		-
Revenue from use of Assets		876,307		1,414,173		606,925		563,345
Intergovernmental Revenue		2,198,113		3,265,322		1,354,400		1,248,824
Charges for Service		36,964,394		38,445,414		40,797,900		41,270,274
Miscellaneous Revenue		14,834,982		9,176,308		9,668,532		10,616,275
Other Financing Sources		7,738,425		5,355,724		6,387,556		6,381,493
<b>Total Revenue</b>	<b>\$</b>	<b>68,634,884</b>	<b>\$</b>	<b>64,830,522</b>	<b>\$</b>	<b>65,518,153</b>	<b>\$</b>	<b>67,731,364</b>

Enterprise Funds	2017-2018		2018-2019		2018-2019	2019-2020
	Actuals	Actuals	Actuals	Actuals	Adopted Final Budget	Recommended Final Budget
<b>Cost Categories</b>						
Salaries and Benefits	\$ 20,555,897	\$ 20,018,376	\$ 20,018,376	\$ 20,018,376	\$ 24,946,672	\$ 25,913,760
Services and Supplies	33,213,539	29,252,565	29,252,565	29,252,565	33,803,351	34,945,928
Other Charges	12,105,172	11,384,058	11,384,058	11,384,058	11,332,834	13,955,727
Fixed Assets	11,730	(4,124,950)	(4,124,950)	(4,124,950)	10,758,502	6,720,176
Other Financing Uses	4,857,087	2,075,283	2,075,283	2,075,283	3,200,000	3,312,000
Intrafund	-	-	-	-	-	-
Contingencies	-	-	-	-	-	-
<b>Gross Costs</b>	<b>\$ 70,743,425</b>	<b>\$ 58,605,332</b>	<b>\$ 58,605,332</b>	<b>\$ 58,605,332</b>	<b>\$ 84,041,359</b>	<b>\$ 84,847,591</b>
<b>Changes to Fund Balance</b>						
Beginning Fund Balance	62,623,432	60,514,891	60,514,891	60,514,891	60,514,891	66,740,081
Net Increase (Decrease) to Fund Balance	(2,108,541)	6,225,190	6,225,190	6,225,190	(18,523,206)	(17,116,227)
<b>Ending Fund Balance</b>	<b>\$ 60,514,891</b>	<b>\$ 66,740,081</b>	<b>\$ 66,740,081</b>	<b>\$ 66,740,081</b>	<b>\$ 41,991,685</b>	<b>\$ 49,623,854</b>

Internal Service Funds	2017-2018		2018-2019		2018-2019	2019-2020
	Actuals	Actuals	Actuals	Actuals	Adopted Final Budget	Recommended Final Budget
<b>Revenue Categories</b>						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses, Permits, Franchises	-	-	-	-	-	-
Fines, Forfeitures, Penalties	-	-	-	-	-	-
Revenue from use of Assets	454,799	976,420	976,420	976,420	491,800	506,554
Intergovernmental Revenue	864,676	61,147	61,147	61,147	100,000	-
Charges for Service	99,488,308	105,774,854	105,774,854	105,774,854	110,938,023	119,408,734
Miscellaneous Revenue	162,139	396,822	396,822	396,822	192,400	196,955
Other Financing Sources	1,308,476	(14,534)	(14,534)	(14,534)	17,500	1,018,050
<b>Total Revenue</b>	<b>\$ 102,278,398</b>	<b>\$ 107,194,709</b>	<b>\$ 107,194,709</b>	<b>\$ 107,194,709</b>	<b>\$ 111,739,723</b>	<b>\$ 121,130,293</b>
<b>Cost Categories</b>						
Salaries and Benefits	\$ 9,109,722	\$ 10,108,274	\$ 10,108,274	\$ 10,108,274	\$ 10,921,387	\$ 12,229,681
Services and Supplies	93,492,998	86,123,990	86,123,990	86,123,990	97,132,948	104,666,346
Other Charges	4,384,623	4,841,056	4,841,056	4,841,056	4,817,849	5,156,399
Fixed Assets	465,376	60,649	60,649	60,649	1,745,600	1,413,190
Other Financing Uses	-	-	-	-	-	-
Intrafund	-	-	-	-	-	-
Contingencies	-	-	-	-	-	-
<b>Gross Costs</b>	<b>\$ 107,452,719</b>	<b>\$ 101,133,969</b>	<b>\$ 101,133,969</b>	<b>\$ 101,133,969</b>	<b>\$ 114,617,784</b>	<b>\$ 123,465,616</b>
<b>Changes to Fund Balance</b>						
Beginning Fund Balance	24,523,476	19,349,155	19,349,155	19,349,155	19,349,155	25,409,895
Net Increase (Decrease) to Fund Balance	(5,174,321)	6,060,740	6,060,740	6,060,740	(2,878,061)	(2,335,323)
<b>Ending Fund Balance</b>	<b>\$ 19,349,155</b>	<b>\$ 25,409,895</b>	<b>\$ 25,409,895</b>	<b>\$ 25,409,895</b>	<b>\$ 16,471,094</b>	<b>\$ 23,074,572</b>

Post-close entries affect the fiscal year figures for 2017-2018 and 2018-2019 and totals may have changed from previous reports. The final amounts are included in the County's Comprehensive Annual Financial Report (CAFR).

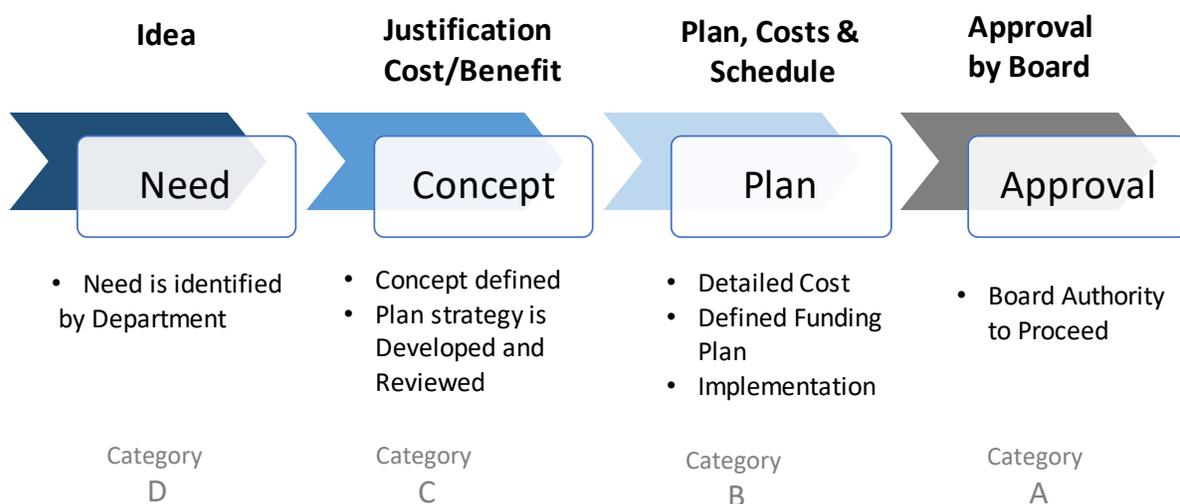
## Capital Improvement Plan

The Capital Improvement Plan (CIP) was developed to assist the public and County decision-makers in understanding specific project needs in the context of overall priorities for major capital investments and their operational impacts. This plan provides perspective for prioritized use of limited one-time funds and to plan for large project expenditures well in advance and informs the County’s long-range fiscal planning. The CIP is prepared biennially, consistent with preparation of the County budget. The most recent plan is the Final Capital Improvement Plan for Budget Year 2018-2019/2019-2020 adopted by the Board of Supervisors on April 2, 2019.

The CIP is developed consistent with California Government Code Sections 65403 but extended to a 20-year planning horizon to include major, known project needs. 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 or large one-time equipment acquisition, construction of facilities and

infrastructure, major remodeling projects, demolition efforts are considered projects for the purposes of the CIP. Recurring costs, routine operating expenses, and maintenance efforts are not reported in 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. The Capital Improvement Plan is continually updated to reflect the development of each project’s needs, concept and design; changing construction cost conditions and schedules as each effort evolves from an identified need to conceptual planning to schematic design to development details, bidding, and construction. Each project starts as a concept with potential funding sources and a schedule outline that becomes more refined as it is prepared for implementation. As illustrated below, the projects are categorized from A to D based on their degree of preparedness for implementation: identified needs require justification for the project; projects implementing approved master plans require conceptual plans, cost estimates and a funding plan to proceed; conceptual plans require approval of project schedules; and all projects require review and approval of the Board of Supervisors.



The current Capital Improvement Plan lists 225 projects totaling \$1.7 billion planned over 20 years. Category A includes 53 projects which are approved and funded by action of the Board of Supervisors for a total of \$454 million in Fiscal Years 2018-2019 and 2019-2020. Category B includes 20 projects which are pending implementation subject to funding or plan development for an estimated \$114.5 million. Category C includes 106 projects which are included in a Board-approved plan strategy or master plan estimated at \$1.1 billion. Category D includes 46 projects which are awaiting further conceptual development and cost estimates.

Potential costs and funding sources for projects in categories A - C are identified for each project, including those that may be eligible for use of Public Facilities Fees (growth impact fees), pursuant to California Government Code Section 66002.

#### Accomplishments

Several noteworthy projects were completed since the adoption of the prior Final Capital Improvement Plan for Fiscal Years 2015-2017, including:

Replacement of the HVAC system at the Community Services Facility; Fink Road Landfill Ash Cell 4 Design and Construction; Geer Road Landfill Groundwater Extraction Well Network and Gas System Expansion; Library Radio Frequency Identification Data (RFID) System; Park improvements at Woodward Reservoir, Fairview Park and Playground, and Modesto Reservoir; new Public Works Shops and Administration Building; numerous road widening and traffic safety improvements; Expansion of the Sheriff's Public Safety Center and Re-Entry Alternatives to Custody and Training (REACT) Center and others totaling \$201.8 million.

Several projects have been undertaken or are currently underway since adoption of the Final

Capital Improvement Plan for Fiscal Years 2018-2019/2019-2020; these projects are considered Category A, and include:

Demolition of the former Coroner's office building; Relocation of Health Services Agency offices from County Center II; development of a new Empire Library and expansion of the Turlock Library; Cleanup of the former firing range at Grayson/Laird Park; Realignment of State Route 132 from State Route 99 to Dakota Avenue plus numerous traffic signal, road widening, bridge replacement project; Transit bus replacement program and bus stop improvements; upgrades to the Sheriff's Public Safety Center Jail Security Electronics systems and new offices for the Sheriff's STARS program. The County also continues implementation of improvements per the Americans with Disabilities Act.

#### 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, including: 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 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$146,926	\$154,805	\$151,096	\$155,629	\$155,629	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$3,006,975	\$3,048,943	\$3,238,232	\$3,021,558	\$3,021,558	\$0
Miscellaneous Revenue	\$133,877	\$146,384	\$150,400	\$150,400	\$150,400	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$3,287,778</b>	<b>\$3,350,132</b>	<b>\$3,539,728</b>	<b>\$3,327,587</b>	<b>\$3,327,587</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$3,287,778</b>	<b>\$3,350,132</b>	<b>\$3,539,728</b>	<b>\$3,327,587</b>	<b>\$3,327,587</b>	<b>\$0</b>
Salaries and Benefits	\$4,238,135	\$4,568,305	\$4,910,887	\$4,616,099	\$4,776,584	\$160,485
Services and Supplies	\$168,679	\$283,065	\$293,373	\$550,141	\$550,141	\$0
Other Charges	\$268,017	\$323,618	\$333,898	\$345,584	\$345,584	\$0
Fixed Assets						
Equipment	\$20,950	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$30	\$77	\$200	\$200	\$200	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$4,695,811</b>	<b>\$5,175,065</b>	<b>\$5,538,358</b>	<b>\$5,512,024</b>	<b>\$5,672,509</b>	<b>\$160,485</b>
<b>General Fund Contribution</b>	<b>\$1,408,033</b>	<b>\$1,824,933</b>	<b>\$1,998,630</b>	<b>\$2,184,437</b>	<b>\$2,344,922</b>	<b>\$160,485</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>43</b>	<b>40</b>	<b>40</b>	<b>0</b>

### 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 Stanislaus County residents 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.

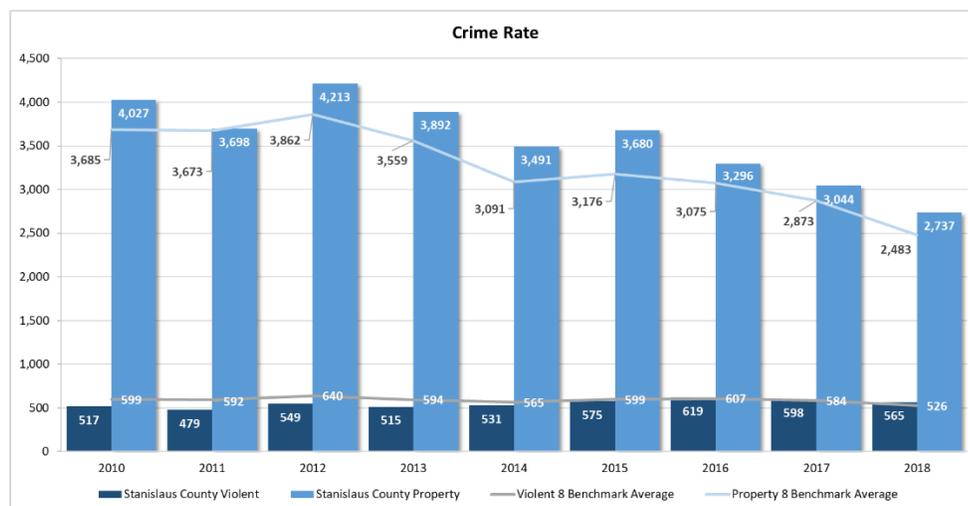
#### Crime Rate

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.

A major impediment toward maintaining and enhancing strong and safe neighborhoods involves whether residents are—or perceive others as—victims of crime, which also affects other community members’ perceptions of safety. In addition, data on crime contributes to the overall characterization of a neighborhood as strong and safe or not.

The amount of crime in the County is best measured by 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 2018, 2,737 property crimes were reported. The downward trend has resulted in a 32% decline. As it relates to the eight benchmark counties, in 2018 Kern and San Joaquin County had a higher property crime rate.



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

Source: State of California Department of Justice, which provides Stanislaus County data on the number of violent and property crimes reported to law enforcement agencies for every 100,000 persons within a population. Rates were calculated on data provided by the California Department of Finance on county population projections

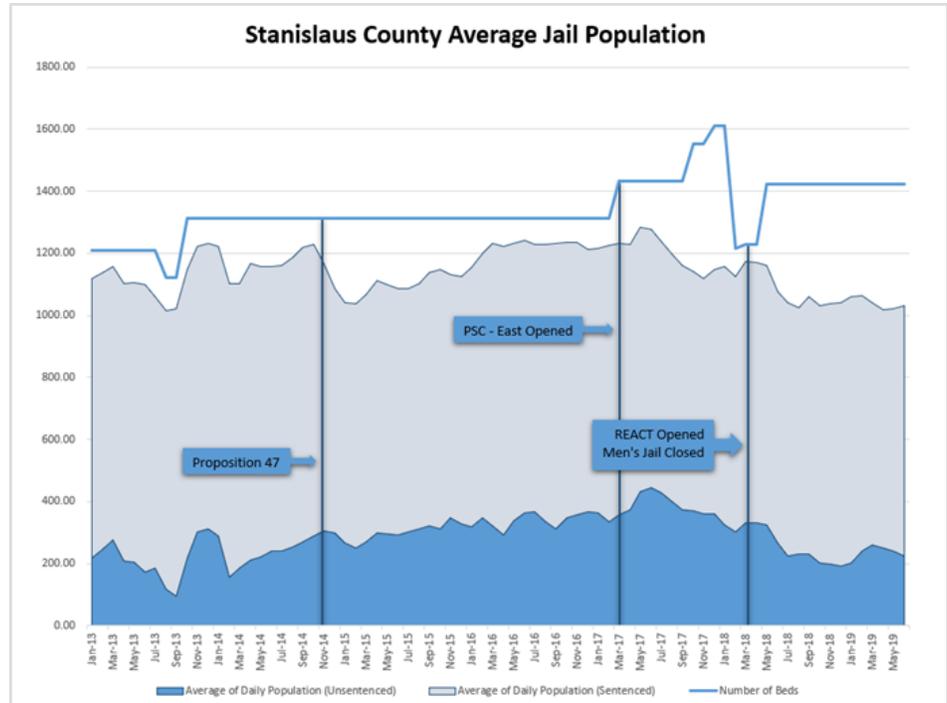
The violent crime rate is defined as the number of violent crimes reported to law enforcement agencies for every 100,000 persons within a population. It is important to note that the violent crime rate is based on *reported* crimes not necessarily crimes that result in arrest, incarceration, or conviction. In 2010, 517 violent crimes (for every 100,000 persons) were reported to Stanislaus County law enforcement. In

2018, 565 violent crimes were reported. From 2010 to 2015, Stanislaus County had a lower violent crime rate than the average of the eight benchmark counties, but the trend data indicates that Stanislaus County’s violent crime rate has increased 9% since 2010. However, again, these data reflect *reported* crimes and are affected by many variables not necessarily controlled by law enforcement.

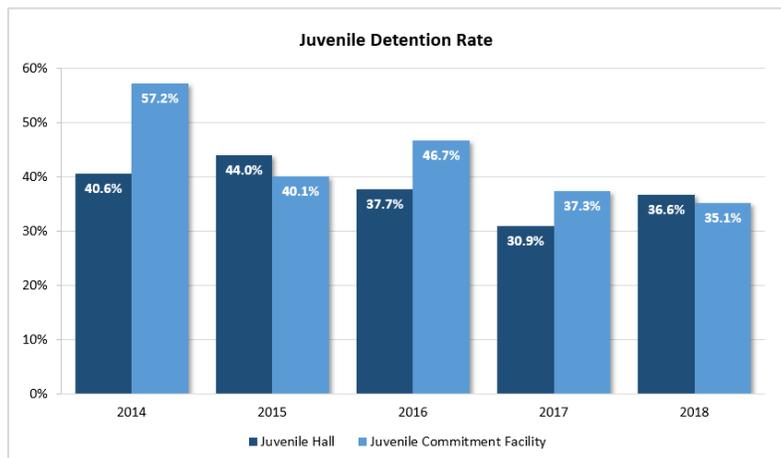
### Jail Population and Juvenile Detention Rate

The two other community indicators that relate to strong and safe neighborhoods are the average jail population and juvenile detention (occupancy) rate. Those individuals who commit crimes are in many ways affecting the stability of the County’s communities. Ensuring that individuals who commit crimes are held accountable is essential for sage communities.

At the beginning of 2013, the combined average of sentenced and unsentenced population incarcerated in Stanislaus County was 1,118. From 2013 through mid-2019 the lowest incarcerated population was in the summer of 2013 (average population of 1,015) and the highest in the spring of 2017 (average population of 1,283). The trend data show that from



2013 through mid-2019, the average jail population growth rate was -7.8%, 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 2018, it declined to 36.6%. 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 2018, it declined to 35.1%. The decrease in juvenile detention is consistent with statewide trends. 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.



Source: Stanislaus County Probation Department provided data on juvenile detention rates (as a percent of population capacity)

### Future Directions

The indicators used in this section represent a general overview of relevant criminal justice data. There are 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, with a focus on providing programs that reduce recidivism;
- ◆ The Public Defender provides vigorous and effective legal representation for indigents who are accused of criminal offenses, appear in juvenile court proceedings, or are 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

The over-arching goals for the departments *Supporting strong and safe neighborhoods for individuals and families to thrive*, include: focusing

on the safety of neighborhoods and strengthening communities; demonstrating responsiveness to reported trends in criminal activity; improving the

effectiveness and efficiency of the criminal justice system, ensuring local and regional disaster preparedness, and promoting public awareness.

In an effort to ensure all County residents have access to a good quality of life, the Community Assessment, Response and Engagement (CARE) multi-disciplinary team program was 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 piloted a new social worker program in Fiscal Year 2018-2019. The program is currently on hold as program outcomes are being evaluated against client needs in order to make appropriate changes and provide greater focus on prevention with expanded access to client support and treatment options. Program funding will come from the Community Corrections Partnership (CCP).

The passage of proposition 64 in November 2016 legalized the sale and cultivation of recreational

cannabis for adults, requiring a need to regulate its sale and cultivation. By relying on revenue collected from business owner development agreements, the County will be able to fund several law enforcement positions in various departments, such as the District Attorney and Sheriff, to ensure industry adherence to local ordinances and the executed development agreements.

The County has implemented 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. It is anticipated 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 were added in Fiscal Year 2018-2019 to support this program.

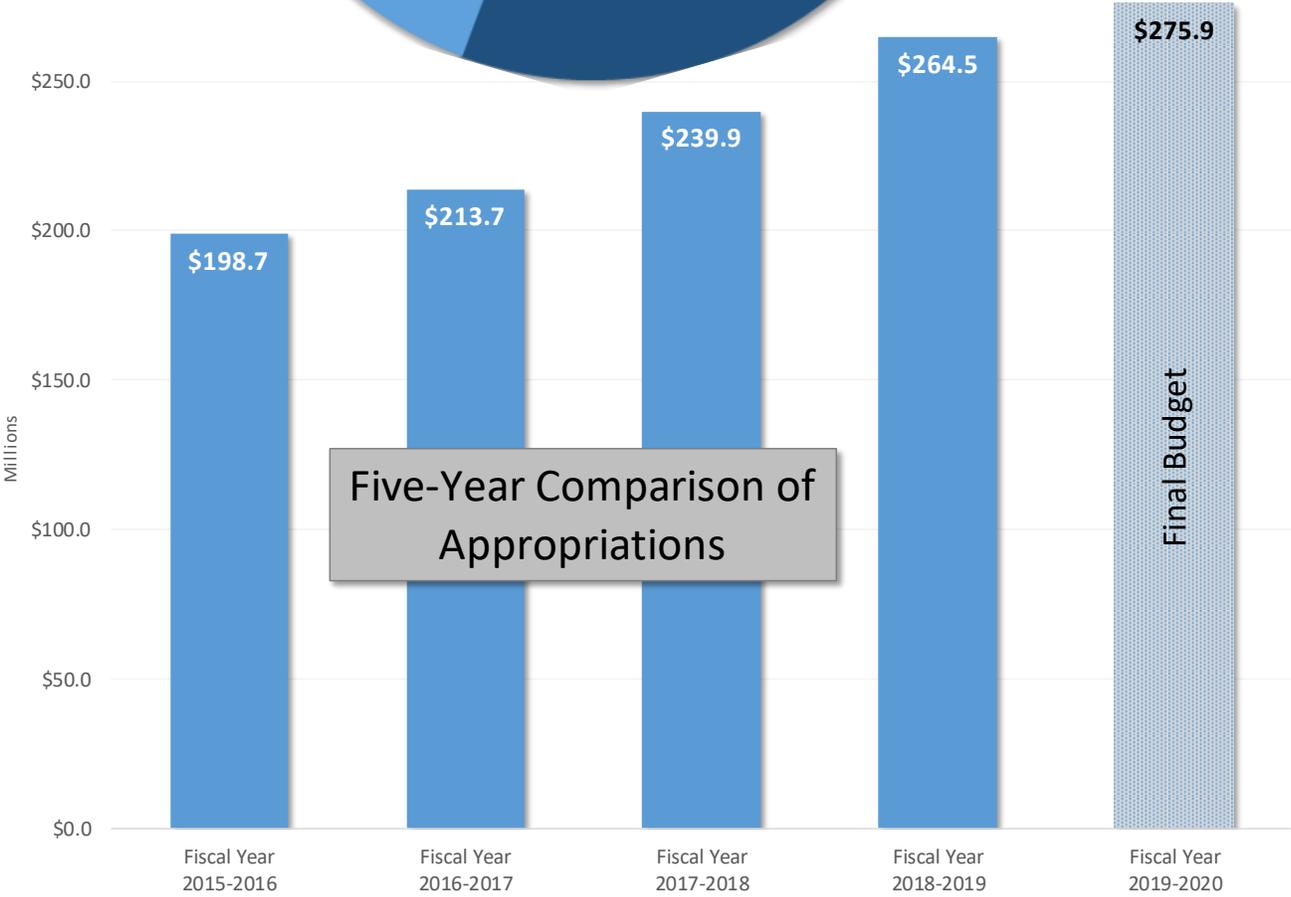
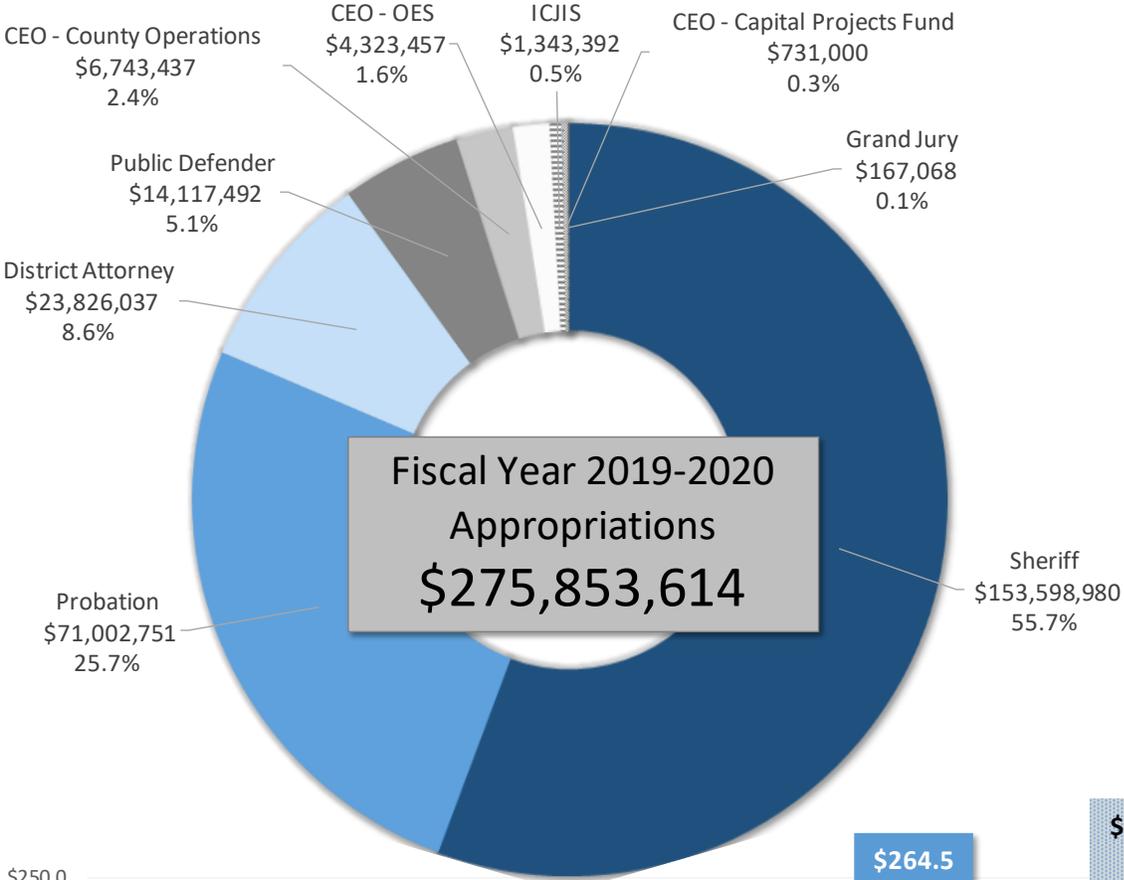


## Priority Appropriations and Trends

Fiscal Year 2019-2020 appropriations total \$275.9 million for this priority. While the Sheriff, Probation and the District Attorney make up 90% of this priority budget, approximately 34% 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 39% increase from Fiscal Year 2015-2016 to Fiscal Year 2019-2020 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 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 Final Budget 2019-2020
<b>117</b>	<b>CEO-Capital Projects Fund</b>		<b>\$731,000</b>
	2025	0061301 Courthouse Construction Fund	\$700,000
	2026	0061303 Criminal Justice Facilities Fund	\$31,000
<b>121</b>	<b>CEO-County Operations</b>		<b>\$6,743,437</b>
	0100	0016120 County Court Funding	\$6,616,348
	1726	0017200 Department of Justice Drug and Alcohol	\$100,000
	1777	0017710 DNA Identification Fund Prop 69	\$27,089
<b>125</b>	<b>CEO - Office of Emergency Services</b>		<b>\$4,323,457</b>
	0100	0015500 Office of Emergency Service/Fire Warden	\$2,421,724
	1670	0017370 Office of Emergency Services Homeland Security Grants	\$0
	1725	0017100 County Fire Service Fund	\$1,901,733
<b>134</b>	<b>District Attorney</b>		<b>\$23,826,037</b>
	0100	0023100 Criminal Division	\$22,437,533
	1761	0023229 Arson Task Force	\$82,659
	1712	0023212 Auto Insurance Fraud Prosecution	\$212,880
	177A	0023310 Consumer Fraud Prosecution Program	\$0
	1771	0023271 Criminal Division Asset Forfeiture	\$6,000
	1706	0023206 Elder Abuse Advocacy and Outreach	\$100,722
	1707	0023207 Federal Asset Forfeiture	\$0
	1678	0023209 Impaired Driver Vertical Prosecution Program	\$0
	1776	0023276 Real Estate Fraud Prosecution	\$266,927
	1686	0023208 Unserved/Underserved Victim Advocacy and Outreach	\$94,439
	1710	0023220 Victim Compensation and Government Claims	\$0
	1714	0023214 Victim Services Program	\$354,817
	1704	0023200 Violence Against Women	\$270,060
<b>149</b>	<b>Grand Jury</b>		<b>\$167,068</b>
	0100	0052100 Grand Jury	\$167,068
<b>152</b>	<b>Integrated Criminal Justice Information System</b>		<b>\$1,343,392</b>
	5141	0016161 Integrated Criminal Justice Information System	\$1,343,392

Page	Fund	Org		Recommended Final Budget 2019-2020
<b>156</b>	<b>Probation</b>			<b>\$71,002,751</b>
	0100	0026050	Administration	\$3,793,239
	0100	0026060	Community Corrections Partnership	\$5,633,870
	1688	0026431	Corrections Performance Incentive Fund	\$1,594,065
	0100	0026100	Field Services	\$15,036,255
	0100	0026200	Institutional Services	\$8,455,037
	1764	0026379	Juvenile Accountability Block Grant	\$0
	0100	0026070	Juvenile Commitment Facility	\$5,314,007
	1798	0026395	Juvenile Justice Crime Prevention Act	\$2,519,719
	1679	0026481	Local Community Corrections	\$25,420,683
	1765	0026420	Ward Welfare Fund	\$82,800
	1698	0026406	Youthful Offender Block Grant	\$3,153,076
<b>169</b>	<b>Public Defender</b>			<b>\$14,117,492</b>
	0100	0027000	Public Defender	\$9,580,037
	0100	0027500	Indigent Defense	\$4,537,455
<b>179</b>	<b>Sheriff</b>			<b>\$153,598,980</b>
	0100	0028100	Administration	\$12,949,165
	0100	0028400	Adult Detention Expansion	\$18,448,549
	1703	0028600	CAL ID Program	\$408,190
	1780	0028889	CAL-MMET Program	\$752,282
	1768	0028840	Civil Process Fee	\$339,497
	0100	0028239	Contract Cities	\$13,496,010
	176C	0028370	Court Security	\$5,579,010
	1743	0028869	Dedicated Funds	\$0
	0100	0028300	Detention	\$58,105,744
	1769	0028870	Driver Training Program	\$161,190
	176Q	0028383	Federal Asset Forfeiture	\$196,883
	4081	0028509	Jail Commissary/Inmate Welfare	\$2,223,511
	1799	0028610	Justice Assistance Grant	\$177,835
	0100	0028200	Operations	\$39,986,156
	176Q	0028380	SDEA Federal Asset Forfeiture	\$247,652
	1715	0028825	Vehicle Theft Unit	\$527,306
<b>Supporting Strong and Safe Neighborhoods Total</b>				<b>\$275,853,614</b>

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

Budget in Brief:	FY 2018-2019	FY 2019-2020
	Adopted Final Budget	Final Budget
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 4<sup>th</sup> and 6<sup>th</sup> 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 2018-2019

### 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - Courthouse Construction Fund</b>							
2025 0061301 Capital Projects Fund							
Total Revenue	\$481,419	\$449,904	\$442,385	\$419,103	\$348,895	\$400,000	87.22%
Use of Fund Balance	(\$121,320)	\$261,607	\$269,203	\$170,106	\$115,081	\$300,000	38.36%
Gross Costs	\$360,099	\$711,511	\$711,588	\$589,209	\$463,976	\$700,000	66.28%
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 and Gross Costs for the 2018-2019 Fiscal Year are less than the legal budget, resulting in a reduction in the use of fund balance in comparison to previous years. Fluctuations are due to the County’s portion of capital maintenance cost which vary from year to year.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - Criminal Justice Facilities Fund</b>							
2026 0061303 Capital Projects Fund							
Total Revenue	\$539,490	\$485,997	\$508,221	\$439,525	\$420,836	\$360,000	116.90%
Use of Fund Balance	\$291,020	\$344,513	\$322,289	\$390,985	(\$389,836)	(\$329,000)	118.49%
Gross Costs	\$830,510	\$830,510	\$830,510	\$830,510	\$31,000	\$31,000	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 and the county’s portion of the 12<sup>th</sup> Street garage debt service.
- ◆ The variance between the actual revenue received and legal budget reflects an increase in court-penalty revenue received, resulting in a decrease in use of fund balance for the 2018-2019 Fiscal Year. The substantial decrease in Fiscal Year 2018-2019 Gross Costs is related to the debt service on the 12<sup>th</sup> Street garage that was paid off.

### 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, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
Chief Executive Office - Courthouse Construction Fund	\$3,740,611	\$3,861,930	\$3,600,323	\$3,331,120	\$3,161,015
Chief Executive Office - Criminal Justice Facilities Fund	\$1,727,087	\$1,436,067	\$1,091,554	\$769,265	\$378,281
<b>Total Fund Balance</b>	<b>\$5,467,698</b>	<b>\$133,622,337</b>	<b>\$4,691,877</b>	<b>\$136,287,159</b>	<b>\$3,539,296</b>

\*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 balance reflects a 19% decline over the prior fiscal year period and is due to 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 balance reflects increased reliance on fund balance reserve in 2016-2017 and 2017-2018 which will be offset by positive revenue growth in 2018-2019 which will be used to support the Law Library rent.

### Department Summary

CEO - Capital Projects Fund						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$824,305	\$697,842	\$730,000	\$730,000	\$730,000	\$0
Revenue from use of Assets	\$34,323	\$71,889	\$30,000	\$30,000	\$30,000	\$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
<b>Total Revenue</b>	<b>\$858,628</b>	<b>\$769,731</b>	<b>\$760,000</b>	<b>\$760,000</b>	<b>\$760,000</b>	<b>\$0</b>
<b>Use of Fund Balance/Retained Earnings</b>	<b>\$561,091</b>	<b>(\$274,755)</b>	<b>(\$29,000)</b>	<b>(\$29,000)</b>	<b>(\$29,000)</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$149,719</b>	<b>\$494,976</b>	<b>\$731,000</b>	<b>\$731,000</b>	<b>\$731,000</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$589,209	\$463,976	\$700,000	\$700,000	\$700,000	\$0
Other Charges	\$30,510	\$31,000	\$31,000	\$31,000	\$31,000	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$800,000	\$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
<b>Gross Costs</b>	<b>\$149,719</b>	<b>\$494,976</b>	<b>\$731,000</b>	<b>\$731,000</b>	<b>\$731,000</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Operating Plan: 2019-2020 Final Budget

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### Revenue and Funding Sources

- ◆ Total revenue for the 2019-2020 Final Budget is estimated at \$760,000, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Total revenue for the 2019-2020 Proposed Budget is estimated at \$760,000, consistent with the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was determined by evaluating historical trends.
- ◆ The Department has a total of \$3.8 million in available fund balance as of July 1, 2019, of which \$29,000 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ The fund balance for the Courthouse Construction budget is \$3 million, of which \$300,000 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ The fund balance for the Criminal Justice Facilities budget is \$768,116, with a projected contribution to fund balance of \$329,000 forecast in Fiscal Year 2019-2020.

### Budget and Operations

- ◆ Gross Costs Identified in the 2019-2020 Final Budget total \$731,000, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$731,000, consistent with the 2018-2019 Adopted Final Budget.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of zero, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of zero, consistent with the 2018-2019 Adopted Final Budget allocation.

## Budgets Contained within the Department

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- ◆ **Courthouse Construction Funds** (Capital Projects Fund)
  - ◆ Funds lease costs for the civil courtrooms located on the 4<sup>th</sup> and 6<sup>th</sup> floors of the privately owned building at 801 Tenth Street. This budget does not receive local discretionary General Fund revenue.
- ◆ **Criminal Justice Facilities Fund** (Capital Projects Fund)
  - ◆ Funds a portion of the cost of Law Library rent. Also, the fund can be used to refurbish and replace criminal justice related facilities as the needs arise and to develop and improve electronic information.

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.

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

	FY 2018-2019 Adopted Final Budget	FY 2019-2020 Final Budget
Budget in Brief:		
Total Revenue	\$3,292,816	\$3,262,764
Use of Fund Balance/ Retained Earnings	\$140,000	\$70,000
Gross Costs	\$6,776,613	\$6,743,437
General Fund Contributions	\$3,343,797	\$3,410,673
% Funded by General Fund	49.3%	50.6%
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 Fiscal Year 2018-2019, 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 2018-2019

### 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - County Court Funding</b>							
0100 0016120 General Fund							
Total Revenue	\$3,469,798	\$2,869,871	\$2,988,836	\$3,362,612	\$3,086,742	\$3,142,816	98.22%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$6,063,338	\$6,058,917	\$6,261,604	\$6,079,450	\$5,964,634	\$6,486,613	91.95%
Net County Cost	\$2,593,540	\$3,189,046	\$3,272,768	\$2,716,838	\$2,877,892	\$3,343,797	86.07%

- ◆ 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.
- ◆ The decrease in revenue and Gross Costs for Fiscal Year 2018-2019 is due to the Judicial Council’s new billing process causing a delay in receiving invoices and payments.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - DOJ Drug &amp; Alcohol</b>							
1726 0017200 Special Revenue Fund							
Total Revenue	\$93,786	\$52,038	\$41,895	\$64,734	\$48,203	\$30,000	160.68%
Use of Fund Balance	(\$63,138)	(\$55,552)	(\$41,658)	\$11,829	\$27,022	\$72,014	37.52%
Gross Costs	\$86,191	\$52,029	\$55,780	\$76,563	\$75,225	\$102,014	73.74%
Net County Cost	\$55,543	\$55,543	\$55,543	\$0	\$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 Costs is under the legal budget by 26% resulting in a decrease in the use of fund balance for the 2018-2019 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 Fiscal Year 2017-2018.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - DNA Identification Fund Prop 69</b>							
1777 0017710 Special Revenue Fund							
Total Revenue	\$138,652	\$126,911	\$137,969	\$123,923	\$36,964	\$120,000	30.80%
Use of Fund Balance	\$169,348	\$81,089	\$70,031	\$84,077	\$71,036	\$70,000	101.48%
Gross Costs	\$308,000	\$208,000	\$208,000	\$208,000	\$108,000	\$190,000	56.84%
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, which offsets costs in the Probation and Sheriff departments.
- ◆ The decrease in revenue and resulting decrease in Gross Costs for Fiscal Year 2018-2019, is related to the recent change in Auditor methodology of allocating DNA revenue to align with current legislation.

### 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, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
Chief Executive Office - DOJ Drug & Alcohol	\$ 116,157	\$ 179,295	\$ 234,847	\$ 276,505	\$ 264,677
Chief Executive Office - DNA Identification Fund Prop 69	\$ 476,644	\$ 307,296	\$ 226,207	\$ 156,176	\$ 72,099
<b>Total Fund Balance</b>	<b>\$ 592,801</b>	<b>\$ 486,591</b>	<b>\$ 461,054</b>	<b>\$ 432,681</b>	<b>\$ 336,776</b>

\*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 and 2019-2020 Final Budget include 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.

### Department Summary

CEO - County Operations (Safe)						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$ 2,761,261	\$ 2,588,093	\$ 2,416,012	\$ 2,369,126	\$ 2,369,126	\$ 0
Revenue from use of Assets	\$ 74,538	\$ 126,011	\$ 68,606	\$ 69,276	\$ 69,276	\$ 0
Intergovernmental Revenue	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Charges for Service	\$ 1,831,254	\$ 372,183	\$ 697,924	\$ 711,882	\$ 711,882	\$ 0
Miscellaneous Revenue	\$ 109,107	\$ 85,622	\$ 110,274	\$ 112,480	\$ 112,480	\$ 0
Other Financing Sources	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total Revenue</b>	<b>\$ 4,776,160</b>	<b>\$ 3,171,909</b>	<b>\$ 3,292,816</b>	<b>\$ 3,262,764</b>	<b>\$ 3,262,764</b>	<b>\$ 0</b>
<b>Use of Fund Balance/Retained Earnings</b>	<b>\$ 95,906</b>	<b>\$ 98,058</b>	<b>\$ 140,000</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	<b>\$ 0</b>
<b>Total Funding Sources</b>	<b>\$ 4,872,066</b>	<b>\$ 3,269,967</b>	<b>\$ 3,432,816</b>	<b>\$ 3,332,764</b>	<b>\$ 3,332,764</b>	<b>\$ 0</b>
Salaries and Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Services and Supplies	\$ 13,268,154	\$ 14,589	\$ 269,485	\$ 272,875	\$ 272,875	\$ 0
Other Charges	\$ 5,554,358	\$ 5,510,311	\$ 5,917,218	\$ 6,035,564	\$ 6,035,564	\$ 0
Fixed Assets	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Other Financing Uses	\$ 208,000	\$ 108,000	\$ 190,000	\$ 27,089	\$ 27,089	\$ 0
Equity	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Intrafund	\$ 400,406	\$ 344,959	\$ 399,910	\$ 407,909	\$ 407,909	\$ 0
Contingencies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Gross Costs</b>	<b>\$ 19,430,918</b>	<b>\$ 6,147,859</b>	<b>\$ 6,776,613</b>	<b>\$ 6,743,437</b>	<b>\$ 6,743,437</b>	<b>\$ 0</b>
<b>General Fund Contribution</b>	<b>\$ 14,558,852</b>	<b>\$ 2,877,892</b>	<b>\$ 3,343,797</b>	<b>\$ 3,410,673</b>	<b>\$ 3,410,673</b>	<b>\$ 0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Operating Plan: 2019-2020 Final Budget

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### Revenue and Funding Sources

- ◆ The Revenue for the 2019-2020 Final Budget is estimated at \$3.3 million, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$3.3 million, a decrease of \$30,052 from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was determined by evaluating historical trends.
- ◆ The Proposed Budget includes a decrease of \$92,911 in estimated revenue from the Spending Plan level, predominantly due to reductions to DNA collection fees in DNA Identification Fund Prop 69 budget.
  - ◆ This revenue is ongoing.
- ◆ The Department has a total of \$238,718 in available fund balance as of July 1, 2019, of which \$70,000 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ Department of Justice Drug and Alcohol fund balance is \$237,655 of which \$70,000 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ DNA Identification Fund Prop 69 fund balance is \$1,063 of which \$0 is budgeted for use in 2019-2020.

### Budget and Operations

- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$6.7 million, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Gross Costs in the 2019-2020 Proposed Budget total \$6.7 million, a decrease of \$33,176 from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for 2019-2020 Spending Plan were determined by evaluating historical trends.
- ◆ The Proposed Budget includes an adjustment decreasing the 2019-2020 Spending Plan by a total of \$92,911 to align with projected revenue in DNA Identification Fund Prop 69 budget, decreasing contributions to the Probation and Sheriff's departments.
  - ◆ These costs are ongoing.

### Staffing Allocation

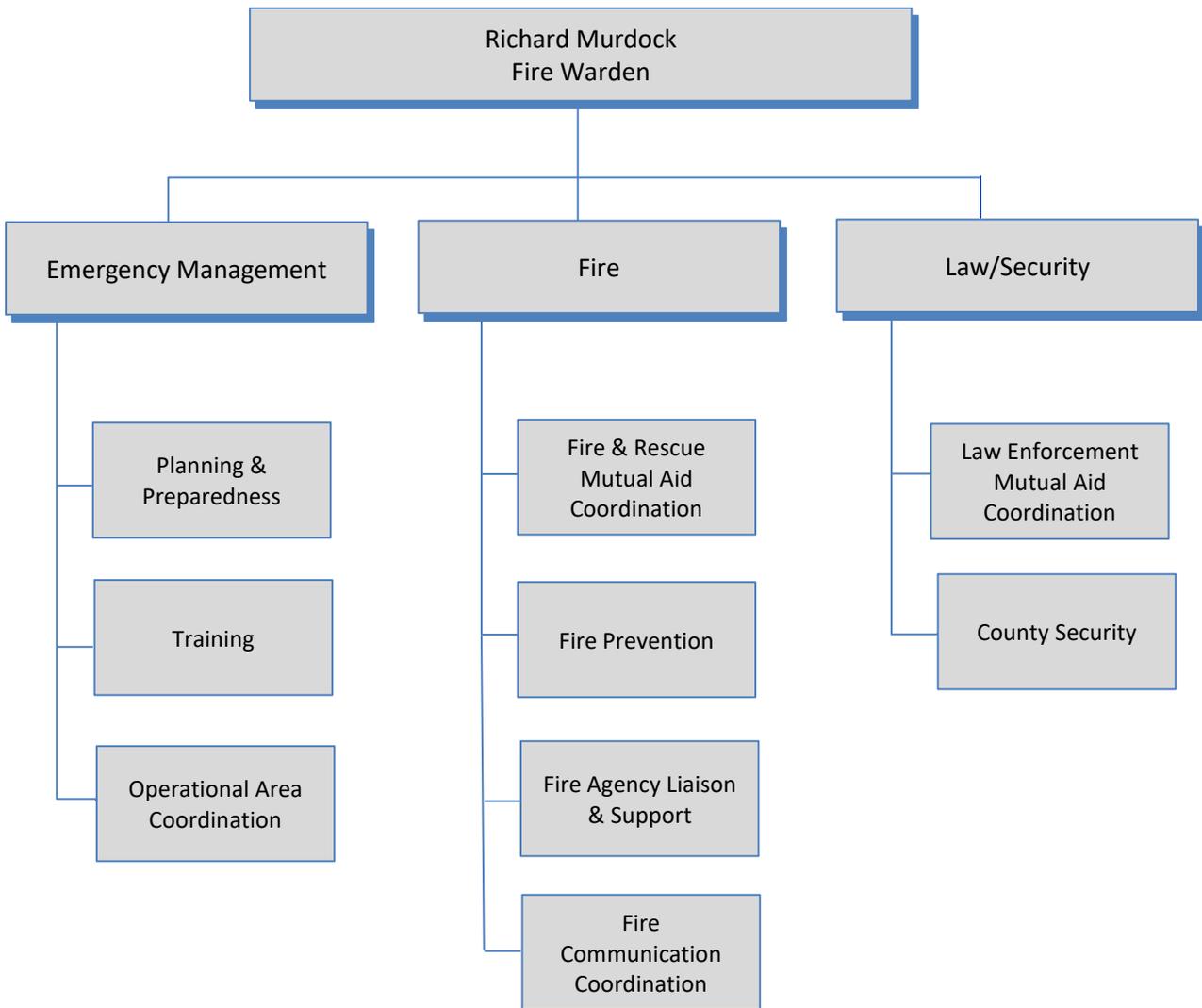
- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of zero, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of zero, consistent with the 2018-2019 Adopted Final Budget allocation.

## Budgets Contained within the Department

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- ◆ **County Court Funding** (General Fund)
  - ◆ 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.
- ◆ **Department of Justice Drug and Alcohol** (Special Revenue Fund)
  - ◆ Provides required resources for analysis of blood, breath, and urine samples to conduct drug and alcohol testing for Stanislaus County law enforcement.
- ◆ **DNA Identification Fund Prop 69** (Special Revenue Fund)
  - ◆ Provides required resources for DNA analysis to conduct DNA identification testing for Stanislaus County law enforcement.

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.



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

	FY 2018-2019 Adopted	FY 2019-2020 Final
<b>Budget in Brief:</b>	<b>Final Budget</b>	<b>Budget</b>
Total Revenue	\$1,826,073	\$1,873,764
Use of Fund Balance/ Retained Earnings	\$128,000	\$66,468
Gross Costs	\$4,009,202	\$4,323,457
<b>General Fund Contributions</b>	<b>\$2,055,129</b>	<b>\$2,383,225</b>
% Funded by General Fund	51.3%	55.1%
Total Allocated Positions	14	17

**Department Services and Programs**

The Stanislaus County Chief Executive Officer 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 (OES/FW). The OES/FW provide emergency management services, fire and rescue mutual aid, and County security.

As the Operational Area Coordinator (OAC) for the County, the OES/FW **Emergency Management Division** is responsible for fulfilling 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 provide 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 **Law/Security Division** within OES provides emergency services mutual aid support to community partners and the OA. The County Security Program provides 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 accounts receivable, 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

## Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> <li>◆ 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</li> <li>◆ 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</li> <li>◆ 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</li> <li>◆ Develop a continuous and relevant County Security Training Cycle, with Phase I, Workplace Violence training completed by June 2020</li> <li>◆ 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 integration and improved patient outcomes</li> </ul>

## Annual Report on Results: Fiscal Year 2018-2019

Fiscal Year 2018-2019 Accomplishments
<ul style="list-style-type: none"> <li>◆ A Task Force of the Stanislaus County Operational Area partners met multiple times to discuss the development of the Transportation Plan, but were not able to identify a vendor for the project; significant interest still exists, and the team has determined that additional funding will be required to fully develop and implement the plan</li> <li>◆ Provided California Incident Command Certification System (CICCS) training to first responders issuing Red Cards verifying first responders have been trained to the State standards allowing mutual aid deployment to incidents outside of their home agency's jurisdiction, provided National Incident Management Systems (NIMS), Incident Command System (ICS), and Standardized Emergency Management Systems (SEMS)</li> </ul>

training to emergency management partners and credentialing Operational Area Emergency Operations Center personnel as outlined in the new California Governor’s Office of Emergency Services Credentialing Program

- ◆ The Fire Prevention Bureau completed the transition to the Accela Mobile platform and currently uses it in the field; the Department will continue to look for ways to improve customer service and data collection capabilities
- ◆ County Security trained County employees on a variety of topics including: Introduction to Terrorism, Workplace Violence, Criminal and Terror Trends, Sovereign Citizen and Extremism
- ◆ Through the partnership with the Chief Executive Office, Health Services Agency, and Mountain Valley Emergency Medical Services Agency the new ambulance provider agreement was awarded to include emergency medical system integration and improved patient outcomes
- ◆ Provided emergency management planning and preparation for a successful January 2019 Point in Time (PIT) Count providing a model for future PIT Counts as required by the U.S. Department of Housing and Urban Development

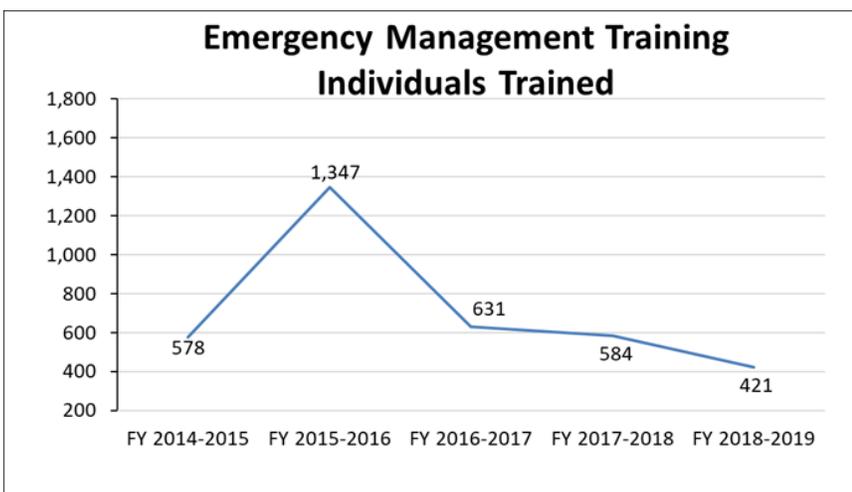
### Department Success Measures

The Office of Emergency Services (OES) offers training to County departments, operational area partners, emergency management staff throughout the State as well as 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 graph below shows the total number of individuals who completed a course and received certification from OES. These courses are provided to our partners at no cost and are funded by the Homeland Security Grants, and Less-than-

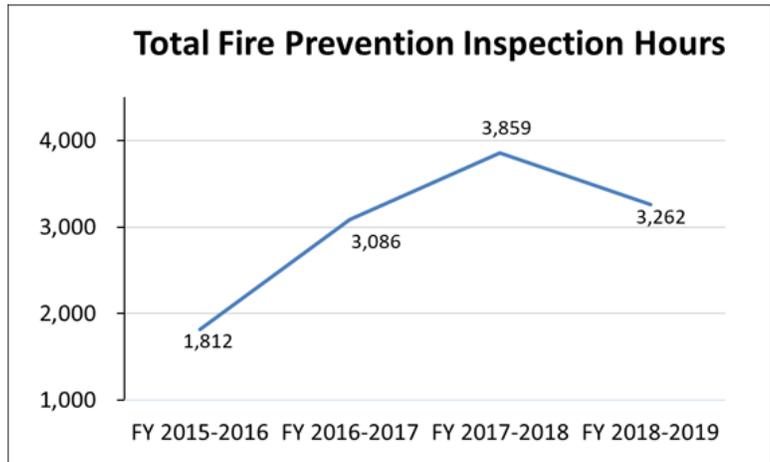
Countywide Fire Tax. The certifications provided by these courses generate trained resources for the Emergency Operations Center and allow agencies to deploy staff to deliver mutual aid outside of their home jurisdictions.

It is a priority of the Office of Emergency Services to deliver quality training to County partner agencies. The graph shows the number of individuals trained in the classroom is declining. This can be attributed to the change in training contract and FEMA providing NIMS basic courses online thus eliminating the ability to fund these basic courses through the grants. The online NIMS courses are still available through the OES website and tracked through Target Solutions. From August 2018 to June 2019, 411 individuals completed NIMS training online through Target Solutions. In addition, OES continues to work with County departments and partner agencies to assess their compliance with NIMS, striving for a 90% compliance rate. To ensure the appropriate training courses are available, OES staff work with stakeholders to evaluate the training and exercise plan each year, incorporating core training and exercises for the upcoming year.



The Office of the Fire Warden Fire Prevention Bureau (FPB) offers fire inspection services to the Fire Tax contributing fire agencies within Stanislaus County. The adjacent chart shows the total number of inspection hours the FPB provided to the community over the last four fiscal years.

Protection District. These services are funded by the Less-than-Countywide Fire Tax.



Fiscal Year 2018-2019 shows a 15% decrease in hours from prior year primarily due to the completion of two large scale projects in Diablo Grande and Keyes. Beginning Fiscal Year 2019-2020, the FPB will begin providing services to the City of Ceres, City of Oakdale, Oakdale Rural Fire Protection District, and most of Stanislaus Consolidated Fire

**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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - OES/Fire Warden</b>							
0100 0015500 General Fund							
Total Revenue	\$289,823	\$276,078	\$293,717	\$272,450	\$254,638	\$251,047	101.43%
Use of Fund Balance	-	-	-	-	-	-	-
Gross Costs	\$149,849	\$1,678,950	\$2,068,138	\$2,488,993	\$1,883,436	\$2,103,240	89.55%
Net County Cost	\$1,202,026	\$1,402,872	\$1,774,421	\$2,216,543	\$1,628,798	\$1,852,193	87.94%

- ◆ Revenue received from the Emergency Management Performance Grant for the Office of Emergency Services Fire Warden budget in Fiscal Year 2019-2020 is anticipated to remain stable. The increase in net county cost of approximately 14% in Fiscal Year 2019-2020 is primarily due to scheduled equipment replacement within the Emergency Operations Center and increased contract costs in support of the unincorporated fire agencies.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - OES Homeland Security Grants</b>							
1670 0017370 Special Revenue Fund							
Total Revenue	\$484,593	\$612,439	\$605,197	\$674,242	\$367,121	\$626,201	58.63%
Use of Fund Balance	\$128,847	(\$123,379)	\$9,917	(\$20,816)	\$20,969	\$615,108	3.41%
Gross Costs	\$613,440	\$489,060	\$615,114	\$653,426	\$388,090	\$1,241,309	31.26%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Homeland Security Grants are individual multi-year grants that 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 and interoperability. All unspent appropriations are rolled forward until spent or the end of the grant period.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - County Fire Service Fund</b>							
<b>1725 0017100 Special Revenue Fund</b>							
Total Revenue	\$ 1571,422	\$ 1,538,122	\$ 1,617,306	\$ 1,708,952	\$ 1,793,725	\$ 1,575,026	113.89%
Use of Fund Balance	(\$ 658,200)	(\$ 435,297)	(\$ 320,629)	(\$ 376,139)	\$ 139,324	\$ 808,437	17.23%
Gross Costs	\$ 1,093,060	\$ 1,315,813	\$ 1,509,665	\$ 1,545,801	\$ 2,146,037	\$ 2,596,451	82.65%
Net County Cost	\$ 179,838	\$ 212,988	\$ 212,988	\$ 212,988	\$ 212,988	\$ 212,988	100.00%

- ◆ The Fire Tax revenue received from Less than County Wide Fire Tax continues to exceed expectations growing with property value, funding services including, Fire Prevention, Fire Investigations, training, communications and administration. Costs related to these programs have grown with the expansion to the Fire Prevention and Fire Investigations as well as costs related to salaries and benefits.

**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, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
Chief Executive Office - OES Homeland Security Grants	(\$24,220)	(\$153,067)	(\$29,688)	(\$39,605)	(\$18,789)
Chief Executive Office - County Fire Service Fund	\$801,624	\$1,459,824	\$1,895,121	\$2,215,751	\$2,591,890
<b>Total Fund Balance</b>	<b>\$777,404</b>	<b>\$1,306,757</b>	<b>\$1,865,433</b>	<b>\$2,176,146</b>	<b>\$2,573,101</b>

\*Note: Only Listed for Non-General Fund Units

- ◆ The Department has \$2.4 million in available fund balance as of July 1, 2019. The County Fire Service Fund, fund balance is designated for use in support of the Fire Tax contributing fire agencies based on recommendations by the Regional Fire Authority to the Board to Supervisors. These recommendations include the fire prevention program expansion, communications infrastructure and equipment. In Fiscal Year 2019-2020 use of Fund Balance is budgeted for the Fire Communications Project as well vehicle and equipment purchases related to Fire Prevention expansion.

## Department Summary

Chief Executive Office - Office of Emergency Services						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$1,505,321	\$1,602,743	\$1,385,526	\$1,427,092	\$1,427,092	\$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	\$877,082	\$619,045	\$250,889	\$251,324	\$251,324	\$0
Charges for Service	\$211,769	\$193,522	\$189,658	\$195,348	\$195,348	\$0
Miscellaneous Revenue	\$995	\$174	\$0	\$0	\$0	\$0
Other Financing Sources	\$60,477	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$2,655,644</b>	<b>\$2,415,484</b>	<b>\$1,826,073</b>	<b>\$1,873,764</b>	<b>\$1,873,764</b>	<b>\$0</b>
Use of Fund Balance/Retained Earnings	(\$396,955)	\$160,293	\$128,000	\$66,468	\$66,468	\$0
<b>Total Funding Sources</b>	<b>\$2,258,689</b>	<b>\$2,575,777</b>	<b>\$1,954,073</b>	<b>\$1,940,232</b>	<b>\$1,940,232</b>	<b>\$0</b>
Salaries and Benefits	\$1,907,957	\$1,874,866	\$1,817,835	\$1,993,556	\$2,162,280	\$168,724
Services and Supplies	\$1,720,328	\$1,427,517	\$1,651,283	\$1,771,678	\$1,787,313	\$15,635
Other Charges	\$332,373	\$374,709	\$336,584	\$348,364	\$348,364	\$0
Fixed Assets						
Equipment	\$496,561	\$739,953	\$203,000	\$25,000	\$25,000	\$0
Other Financing Uses	\$230,980	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$21	\$518	\$500	\$500	\$500	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$4,688,220</b>	<b>\$4,417,563</b>	<b>\$4,009,202</b>	<b>\$4,139,098</b>	<b>\$4,323,457</b>	<b>\$184,359</b>
General Fund Contribution	\$2,429,531	\$1,841,786	\$2,055,129	\$2,198,866	\$2,383,225	\$184,359
<b>Total Allocated Positions</b>	-	-	14	15	17	2

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$1.9 million, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$1.9 million, an increase of \$47,691 from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was determined by a review of historical trends, contracts, and grant information from the State.
- ◆ The Proposed Budget includes a decrease of \$7,092 in estimated revenue due to information provided by the State asserting a “status quo” Emergency Management Performance Grant allocation, requiring an additional General Fund Contribution of \$7,092.
  - ◆ This revenue is ongoing.
- ◆ The Department anticipates a total of \$2 million in available fund balance as of July 1, 2019, of which \$66,468 is budgeted for use in the Fire Service Fund Fiscal Year 2019-2020 Proposed Budget.

### Budget and Operations

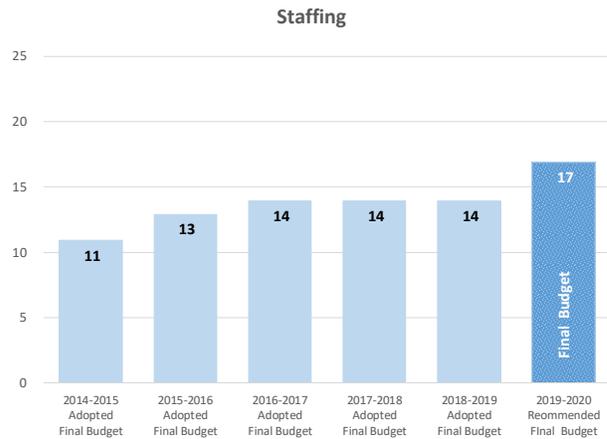
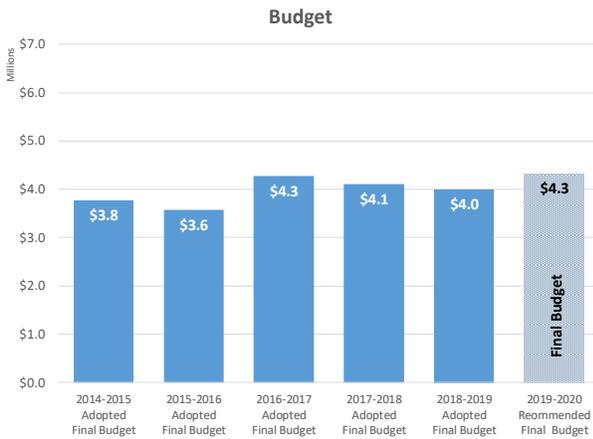
- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$4.3 million, consistent with the 2019-2020 Adopted Proposed Budget.

- ◆ The transfer of year-one savings into year two as part of the Performance Visioning Carryover Savings (PVCS) program is recommended, which increases the appropriations by \$168,724. The PVCS will be dedicated to year two operations in support of the Department’s strategic initiatives.
- ◆ An increase of \$15,635 will provide additional ongoing Proposition 172 pass-through funding support for local fire agencies based upon the actual Proposition 172 receipts for Fiscal Year 2018-2019. The total funding for Fiscal Year 2019-2020 is \$59,635.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$4.1 million, an increase of \$129,896 from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget: a 3.5% increase in Salaries and Benefits, a 5% increase in Group Health Insurance and a 3% increase in Services and Supplies.
- ◆ The Proposed Budget includes an adjustment increasing the 2019-2020 Spending Plan by a total of \$41,185 due to ongoing costs associated with Board approved adjustments in Fiscal Year 2018-2019, requiring an additional General Fund Contribution of \$41,185 in Budget Year 2019-2020.
- ◆ The Proposed Budget includes a net decrease of \$34,000 to accommodate various adjustments, requiring an additional General Fund Contribution of \$79,000.
  - ◆ The CEO – Office of Emergency Services/Fire Warden budget contains \$100,000 in one-time and \$44,000 in ongoing Proposition 172 funding support for local fire agencies as established this fiscal year; ongoing General Fund Contribution is a rolling base formula adjusted by 2% of the annual growth in County Proposition 172 revenue with one-time funding for volunteer fire agencies available from close-out reconciliation of the Proposition 172 Trust. The County Proposition 172 funds are available to local fire agencies that do not currently receive other Proposition 172 funding.
  - ◆ A reduction of \$65,000 in the CEO – Office of Emergency Services/Fire Warden budget and \$113,000 in the County Fire Service Fund budget is included to remove one-time fixed asset costs that were calculated into the 2019-2020 Spending Plan.
  - ◆ This budget includes \$40,000 to fund contracted administrative services funded by Net County Cost.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 17, an increase of two over the 2019-2020 Adopted Proposed Budget allocation.
- ◆ Subsequent to the 2019-2020 Adopted Proposed Budget, two positions have been added to the Department staffing allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 15, an increase of one from the 2018-2019 Adopted Final Budget allocation.
- ◆ Subsequent to the 2018-2019 Adopted Final Budget, one position was added to the Department staffing allocation.

## Five-Year Historical Trends



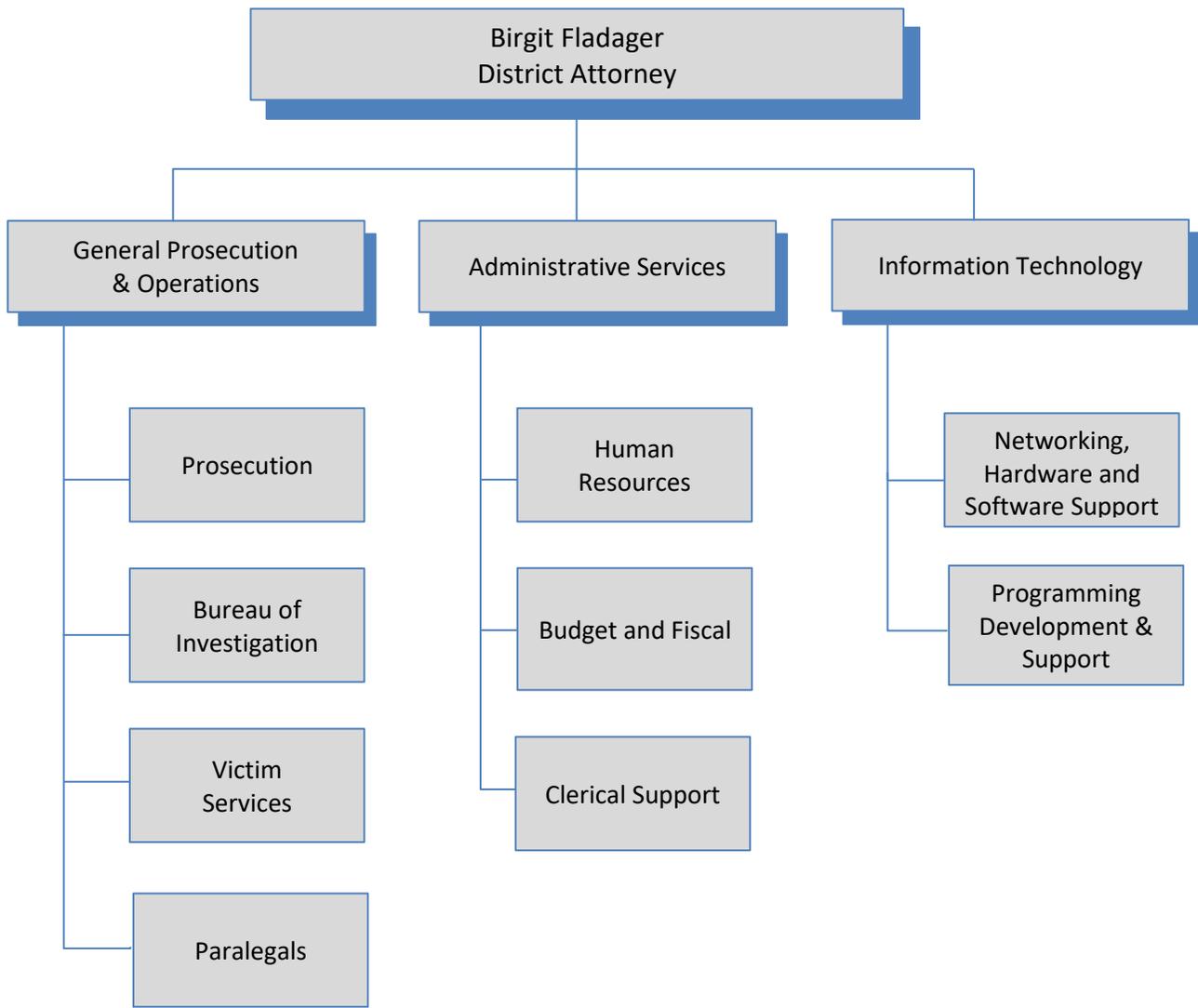
## Key Challenges and Opportunities

- ◆ County law enforcement and fire agencies continue implementation of a system-wide upgrade to the VHF radio system to expand interoperable communication throughout the Operational Area to improve safety, 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.

## Budgets Contained within the Department

- ◆ **Office of Emergency Services/Fire Warden (General Fund)**
  - ◆ Funds emergency management services, fire and rescue mutual aid responsibilities, law enforcement mutual aid, and County security support.
- ◆ **Office of Emergency Services Homeland Security Grants (Special Revenue Fund)**
  - ◆ Supports the Stanislaus County Office of Emergency Services Homeland Security Grant Program (HLSG), which is a series of regional multi-year reimbursement grants funded by the Federal Department of Homeland Security and administered by the California Governor’s Office of Emergency Services (CalOES).
- ◆ **County Fire Service Fund (Special Revenue Fund)**
  - ◆ Funds fire protection services in support of the cities and fire agencies in jurisdictions contributing to the less than Countywide Fire Tax and as recommended by the Regional Fire Authority (Fire Authority) based on the annual Business Plan and approved by the Stanislaus County Board of Supervisors. The primary revenue source supporting these services is the Less Than Countywide Fire Tax (LTCW).

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.



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## District Attorney

	FY 2018-2019 Adopted	FY 2019-2020 Final
Budget in Brief:	Final Budget	Budget
Total Revenue	\$3,808,684	\$3,016,865
Use of Fund Balance/ Retained Earnings	\$8,731	\$6,000
Gross Costs	\$23,043,341	\$23,826,037
General Fund Contributions	\$19,225,926	\$20,803,172
% Funded by General Fund	83.4%	87.3%
Total Allocated Positions	149	152

## 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 2018, 18,741 cases were reviewed and just over 12,400 cases were filed. County 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 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

## Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> <li>◆ Continue to expand the eDiscovery process so that all misdemeanor and felony cases (excluding digital media) are provided electronically</li> <li>◆ Identify the obstacles and provide solutions that will allow digital media to be provided electronically in the eDiscovery process</li> <li>◆ Expand electronic submission of reports from local law enforcement agencies</li> <li>◆ Continue to reduce the backlog of murder cases (79 defendants’ cases resolved during 2015 through 2017, 37 in 2018)</li> </ul>

## Annual Report on Results: Fiscal Year 2018-2019

### Fiscal Year 2018-2019 Accomplishments

- ◆ Continued improvement with the eDiscovery process by providing both misdemeanor and felony discovery via email to appointed and retained defense attorneys
- ◆ Identified obstacles and solutions that will allow digital media to be provided electronically in the eDiscovery process, including the ability to receive reports from most law enforcement agencies electronically, reducing the need to scan future reports into the Department's case management system
- ◆ With the implementation of Evidence.com, the Department has increased the timeliness of providing body-worn camera (BWC) video discovery and reduced the cost associated with CDs/DVDs
- ◆ The District Attorney's Bureau of Investigation joined the Federal Bureau of Investigation's Public Corruption Taskforce
- ◆ Maintained the prior almost 20% drop in the number of open homicide prosecutions, which includes a drop from 124 individual homicide defendants in 2016-2017 to 102 in 2017-2018 and 103 in 2018-2019, corresponding to 83 open homicide cases in 2017-2018 and 81 open homicide cases in 2018-2019

### Department Success Measures

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 Department's goal is to review a minimum of 90% of cases within 30 days of intake. The table shows that in Fiscal Year 2018-2019, the Department was at 85% in reviewing the cases; a slight decline from Fiscal Year 2017-2018.

Measure	Fiscal Year 2014-2015	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019
<b>Total - Filled Positions</b>	<b>116</b>	<b>121</b>	<b>127</b>	<b>126</b>	<b>132</b>
Cases Filed - Misdemeanors	9,220	10,113	9,722	8,627	7,876
Cases Filed - Felonies	<u>4,338</u>	<u>4,236</u>	<u>3,627</u>	<u>3,544</u>	<u>3,548</u>
<b>Total Cases Filed</b>	<b>13,558</b>	<b>14,349</b>	<b>13,349</b>	<b>12,171</b>	<b>11,424</b>
<b>Cases Reviewed (Misdemeanor and Felony Total)</b>	<b>19,995</b>	<b>20,465</b>	<b>19,998</b>	<b>18,028</b>	<b>18,642</b>
Average Days between Case Intake and First Review Code	8	10	9	12	14
Percentage of Cases reviewed within 30 Days	94%	92%	93%	89%	85%
<b>Court Appearances</b>	<b>91,793</b>	<b>92,820</b>	<b>91,591</b>	<b>86,444</b>	<b>82,003</b>
<b>Open Homicide Cases</b>	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>	<b>83</b>	<b>81</b>
<b>Homicide Defendants</b>	<b>127</b>	<b>121</b>	<b>124</b>	<b>102</b>	<b>103</b>
<b>Total Victims Served</b>	<i>N/A</i>	<b>7,487</b>	<b>8,448</b>	<b>9,500</b>	<b>11,600</b>
<b>New Victims Contacted</b>	<i>N/A</i>	<b>6,276</b>	<b>6,840</b>	<b>7,403</b>	<b>9,257</b>
# New Victims Contacted within 10 Calendar Days	<i>N/A</i>	4,291	6,153	7,066	9,066
% of New Victims Contacted within 10 Calendar Days		68%	90%	95%	98%

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 promptly to make them aware of their rights and protections.

The Victim Services Unit’s goal is to contact 90% of new victims within 10 calendar days. The table shows that 98% of new victims were contacted in Fiscal Year 2018-2019; a slight increase from 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>District Attorney - Criminal Division</b>							
0100 0023100 General Fund							
Total Revenue	\$ 1,468,901	\$ 1,562,585	\$ 1,549,084	\$ 2,120,671	\$ 1,875,829	\$ 2,208,131	84.95%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$ 14,147,975	\$ 15,271,771	\$ 16,440,424	\$ 17,422,305	\$ 18,773,549	\$ 20,782,978	90.33%
Net County Cost	\$ 12,679,074	\$ 13,709,186	\$ 14,891,340	\$ 15,301,634	\$ 16,897,720	\$ 18,574,847	90.97%

- ◆ The trend in 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 2018-2019 and contributed to actual costs materializing as less than projected. A late start of the Cannabis enforcement program resulted in fewer program costs and revenue received.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>District Attorney - Arson Task Force</b>							
1761 0023229 Special Revenue Fund							
Total Revenue	\$ 0	\$ 18,983	\$ 45,132	\$ 59,632	\$ 72,319	\$ 82,659	87.49%
Use of Fund Balance	\$ 0	\$ 920	(\$ 5,362)	\$ 5,984	(\$ 807)	\$ 0	0.00%
Gross Costs	\$ 0	\$ 19,903	\$ 39,770	\$ 65,616	\$ 71,512	\$ 82,659	86.51%
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 2018-2019 to be closer to the projected use included in revenue received for this budget unit.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>District Attorney - Auto Insurance Fraud Prosecution</b>							
1712 0023212 Special Revenue Fund							
Total Revenue	\$ 125,164	\$ 199,108	\$ 143,460	\$ 172,924	\$ 190,208	\$ 190,208	100.00%
Use of Fund Balance	\$ 76,899	(\$ 36,633)	\$ 16,551	(\$ 4,810)	(\$ 3,180)	\$ 0	0.00%
Gross Costs	\$ 202,063	\$ 162,475	\$ 160,011	\$ 168,114	\$ 187,028	\$ 190,208	98.33%
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

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

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>District Attorney - Consumer Fraud Prosecution Program</b>							
177A 0023310 Special Revenue Fund							
Total Revenue	\$395,900	\$60,855	\$155,540	\$92,982	\$412,717	\$310,062	133.11%
Use of Fund Balance	(\$171,457)	\$165,420	(\$67,660)	\$305,103	\$0	\$0	0.00%
Gross Costs	\$224,443	\$226,275	\$87,880	\$398,085	\$412,717	\$310,062	133.11%
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 2018-2019 supports costs for program staff which reside in the Criminal Division. Revenue up to the cost of the staff is transferred to the Criminal Division budget annually to cover the cost of program staff.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>District Attorney - Criminal Division Asset Forfeiture</b>							
1771 0023271 Special Revenue Fund							
Total Revenue	\$19,535	\$0	\$13,718	\$13,012	\$16,912	\$0	0.00%
Use of Fund Balance	(\$18,232)	\$748	(\$13,185)	(\$7,647)	(\$12,522)	\$6,000	-208.70%
Gross Costs	\$1,303	\$748	\$533	\$5,365	\$4,390	\$6,000	73.17%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The increased costs in the Criminal Division Asset Forfeiture budget are due to the purchase of supplies supported by the Equitable Sharing Program. Due to the uncertainty of revenue to be received for this program, no revenue is budgeted.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>District Attorney - Elder Abuse Advocacy &amp; Outreach</b>							
1706 0023206 Special Revenue Fund							
Total Revenue	\$0	\$0	\$62,589	\$90,678	\$200,380	\$245,802	81.52%
Use of Fund Balance	\$0	\$0	(\$14,296)	\$8,131	(\$6,909)	\$4,900	-141.00%
Gross Costs	\$0	\$0	\$56,080	\$106,596	\$202,029	\$259,260	77.93%
Net County Cost	\$0	\$0	\$7,787	\$7,787	\$8,558	\$8,558	100.00%

- ◆ The trend in the Elder Abuse Program special revenue budget has increased due to costs of doing business and the availability of greater funding awards. Revenue for this budget unit is supported by funding from the California Governor’s Office of Emergency Services and has increased in line with costs. This grant requires a county match in order to access funds, and this match requirement increased in Fiscal Year 2018-2019.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>District Attorney - Federal Asset Forfeiture</b>							
1707 0023207 Special Revenue Fund							
Total Revenue	\$29	\$4	\$54	\$44	\$7	\$0	0.00%
Use of Fund Balance	(\$29)	(\$4)	(\$54)	\$4,541	(\$7)	\$136	-5.15%
Gross Costs	\$0	\$0	\$0	\$4,585	\$0	\$136	0.00%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Fund balance supports eligible costs of the Equitable Sharing Program. Due to the minimal and unpredictable nature of Revenue received in this budget, revenue is not projected or anticipated for this legal budget.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>District Attorney - Impaired Driver Vertical Prosecution</b>							
1678 0023209 Special Revenue Fund							
Total Revenue	\$301,026	\$311,099	\$212,077	\$38,410	\$0	\$0	0.00%
Use of Fund Balance	\$14,685	(\$1,964)	\$342	(\$14,620)	\$0	\$0	0.00%
Gross Costs	\$315,711	\$309,135	\$212,419	\$23,790	\$0	\$0	0.00%
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; no additional costs or revenue is anticipated for this program.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>District Attorney - Real Estate Fraud</b>							
1776 0023276 Special Revenue Fund							
Total Revenue	\$211,486	\$219,389	\$230,915	\$202,549	\$175,940	\$175,940	100.00%
Use of Fund Balance	(\$21,832)	(\$13,892)	\$131,967	\$120,507	\$0	\$0	0.00%
Gross Costs	\$342,769	\$358,612	\$362,882	\$377,792	\$392,356	\$392,358	100.00%
Net County Cost	\$153,115	\$153,115	\$0	\$54,736	\$216,416	\$216,418	100.00%

- ◆ The trend in the Real Estate Fraud Program has been a gradual increase in Gross Costs due to costs of doing business increases. Revenue is received from a \$3 fee collected on certain real estate documents. Fee collections continue to decrease requiring a greater Net County Cost contribution to support the existing staff level. The DA has covered this Net County Cost increase through savings in the DA Criminal Budget. The Department is performing analysis on a solution to align revenue with costs.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>District Attorney - Unserved/Underserved Victim Advocacy and Outreach Program</b>							
1686 0023208 Special Revenue Fund							
Total Revenue	\$138,417	\$109,159	\$126,168	\$184,203	\$182,349	\$169,041	107.87%
Use of Fund Balance	(\$10,827)	\$6,020	(\$5,499)	(\$29,626)	\$5,495	\$20,467	26.85%
Gross Costs	\$127,590	\$115,179	\$137,369	\$171,281	\$207,679	\$209,343	99.21%
Net County Cost	\$0	\$0	\$16,700	\$16,704	\$19,835	\$19,835	100.00%

- ◆ The trend in the Unserved/Underserved Victim Advocacy & Outreach Program special revenue budgets has increased substantially enabling the program to hire an additional victim advocate and support training costs. Revenue is supported by funding from the California Victim Compensation Board and has increased in line with costs. This grant requires a county match in order to access funds, and this match requirement increased in Fiscal Year 2018-2019.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>District Attorney - Victim Compensation &amp; Government Claims</b>							
1710 0023220 Special Revenue Fund							
Total Revenue	\$63,853	\$63,853	\$66,586	\$66,856	\$66,076	\$66,586	99.23%
Use of Fund Balance	(\$1)	\$0	(\$46)	\$0	(\$15)	\$46	-32.61%
Gross Costs	\$63,852	\$63,853	\$89,567	\$87,150	\$96,310	\$96,881	99.41%
Net County Cost	\$0	\$0	\$23,027	\$20,294	\$30,249	\$30,249	100.00%

- ◆ The trend in Victim Compensation and Government Claims has increased due to costs of doing business. Revenue for this budget is supported by funding from the California Governor’s Office of Emergency Services and has increased in line with costs. This grant requires a county match in order to access funds, and this match requirement increased in Fiscal Year 2018-2019.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>District Attorney - Victim Services Program</b>							
1714 0023214 Special Revenue Fund							
Total Revenue	\$344,122	\$381,382	\$681,482	\$1,014,357	\$996,536	\$1,096,758	90.86%
Use of Fund Balance	\$1,798	\$22,192	\$1,048	(\$23,704)	(\$12,865)	\$0	0.00%
Gross Costs	\$349,248	\$406,902	\$682,530	\$990,653	\$983,671	\$1,096,758	89.69%
Net County Cost	\$3,328	\$3,328	\$0	\$0	\$0	\$0	0.00%

- ◆ The trend in the Victim Services Program has increased for both revenue and gross costs over the last five years. Funding from the California Governor’s Office of Emergency Services has increased substantially allowing the program to hire additional victim advocates, purchase a vehicle to transport victims or witnesses and support the costs of the Victim Services Unit. The grants in this budget currently do not require any local match.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>District Attorney - Violence Against Women Program</b>							
1704 0023200 Special Revenue Fund							
Total Revenue	\$0	\$0	\$0	\$0	\$202,545	\$202,545	100.00%
Use of Fund Balance	\$0	\$0	\$0	\$0	\$1,510	\$0	0.00%
Gross Costs	\$0	\$0	\$0	\$0	\$271,570	\$270,060	100.56%
Net County Cost	\$0	\$0	\$0	\$0	\$67,515	\$67,515	100.00%

- ◆ Gross Costs have increased in Violence Against Women Program due to receiving this new grant in Fiscal Year 2018-2019 from the California Governor’s Office of Emergency Services. Revenue has increased in line with costs and a post-closing entry will be done to adjust the use of fund balance. This grant requires a county match of \$67,515 in order to access funds.

## 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, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
District Attorney - Arson Task Force	\$524	\$524	(\$396)	\$4,967	(\$1,018)
District Attorney - Auto Insurance Fraud Prosecution	\$52,007	(\$24,892)	\$11,741	(\$4,810)	\$0
District Attorney - Consumer Fraud Prosecution Program	\$231,406	\$402,863	\$237,443	\$305,104	\$0
District Attorney - Criminal Division Asset Forfeiture	\$20,018	\$38,250	\$37,502	\$50,687	\$58,335
District Attorney - Elder Abuse Advocacy & Outreach	\$0	\$0	\$0	\$14,296	\$6,165
District Attorney - Federal Asset Forfeiture	\$4,590	\$4,619	\$4,623	\$4,678	\$136
District Attorney - Impaired Driver Vertical Prosecution	(\$1,557)	(\$16,242)	(\$14,278)	(\$14,621)	\$0
District Attorney - Real Estate Fraud	\$216,752	\$238,583	\$252,475	\$120,508	\$0
District Attorney - Unserved/Underserved Victim Advocac	(\$145)	\$10,682	\$4,662	\$10,161	\$39,786
District Attorney - Victim Compensation & Government Cl	(\$1)	\$0	\$0	\$46	\$46
District Attorney - Victim Services Program	\$8,579	\$6,781	(\$15,412)	(\$16,459)	\$7,245
<b>Total Fund Balance</b>	<b>\$532,173</b>	<b>\$661,168</b>	<b>\$518,360</b>	<b>\$474,557</b>	<b>\$110,695</b>

\*Note: Only Listed for Non-General Fund Units

- ◆ The decrease in fund balance for the Arson Task Force Budget unit was due to purchases reimbursed but for which revenue was not received until Fiscal Year 2018-2019.
- ◆ In Auto Insurance Fraud Prosecution, fund balance has varied depending on the amount of carry over funds from the previous fiscal year.
- ◆ Consumer Fraud Prosecution fund balance has varied over the years. In Fiscal Year 2017-2018, staff were transferred to the Criminal Division. Policy direction is to transfer all available revenue to the criminal division to support program position costs. As a result, the fund will close with zero available fund balance annually.
- ◆ Criminal Division Asset Forfeiture has varied due to the unanticipated revenue received from asset forfeitures.
- ◆ Elder Abuse Advocacy & Outreach fund balance was reduced in 2017-2018 to support costs of doing business increases.
- ◆ Federal Asset Forfeiture fund balance has remained consistent with slight increases over time. In Fiscal Year 2017-2018, it was reduced to support costs for the prosecution process.
- ◆ The Impaired Driver Vertical Prosecution ended in September of 2017 and costs were reduced to offset the negative fund balance that existed at the end of the program period in the first quarter of Fiscal Year 2017-2018.
- ◆ Real Estate Fraud fund balance has fluctuated due to the amount of revenue received from a \$3 real estate document fees. Fund balance was exhausted supporting Real Estate Fraud staff costs and is managed so that the General fund is the payor of last resort.
- ◆ Unserved/Underserved Victim Advocate fund balance increased due to a vacancy of a victim advocate position.
- ◆ Victim Compensation & Government Claims fund balance has remained consistent and minimal.
- ◆ Victim Services Program fund balance has fluctuated due to the amount of revenue received from the granting agency. In Fiscal Year 2018-2019, fund balance increased due to a vacancy of a victim advocate position which the revenue received did not need to reimburse.

## Department Summary

District Attorney						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$101,573	\$416,228	\$4,000	\$4,120	\$4,120	\$0
Revenue from use of Assets	\$44	\$7	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$2,455,734	\$2,509,434	\$2,327,871	\$1,569,961	\$1,569,961	\$0
Charges for Service	\$1,080,392	\$1,029,732	\$1,475,813	\$1,392,141	\$1,441,754	\$49,613
Miscellaneous Revenue	\$17,073	\$23,700	\$1,000	\$1,030	\$1,030	\$0
Other Financing Sources	\$401,502	\$412,717	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$4,056,318</b>	<b>\$4,391,818</b>	<b>\$3,808,684</b>	<b>\$2,967,252</b>	<b>\$3,016,865</b>	<b>\$49,613</b>
<b>Use of Fund Balance/Retained Earnings</b>	<b>\$363,859</b>	<b>(\$29,300)</b>	<b>\$8,731</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$4,420,177</b>	<b>\$4,362,518</b>	<b>\$3,817,415</b>	<b>\$2,973,252</b>	<b>\$3,022,865</b>	<b>\$49,613</b>
Salaries and Benefits	\$16,556,027	\$17,817,064	\$19,667,120	\$19,582,026	\$20,713,450	\$1,131,424
Services and Supplies	\$1,567,836	\$1,989,216	\$1,860,649	\$1,549,158	\$1,549,158	\$0
Other Charges	\$1,040,808	\$1,284,078	\$1,335,880	\$1,382,637	\$1,382,637	\$0
Fixed Assets						
Equipment	\$264,799	\$99,473	\$188,800	\$102,400	\$189,900	\$87,500
Other Financing Uses	\$398,085	\$412,717	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$6,223)	\$262	(\$9,108)	(\$9,108)	(\$9,108)	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$19,821,332</b>	<b>\$21,602,811</b>	<b>\$23,043,341</b>	<b>\$22,607,113</b>	<b>\$23,826,037</b>	<b>\$1,218,924</b>
<b>General Fund Contribution</b>	<b>\$15,401,155</b>	<b>\$17,240,293</b>	<b>\$19,225,926</b>	<b>\$19,633,861</b>	<b>\$20,803,172</b>	<b>\$1,169,311</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>149</b>	<b>153</b>	<b>152</b>	<b>-1</b>

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$3.0 million, an increase of \$49,613 from the 2019-2020 Adopted Proposed Budget.
  - ◆ This is one-time Public Facilities fee revenue for the purchase of a vehicle.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$3.0 million, a decrease of \$841,432 from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed by reviewing historical trends and information provided by the State on program funding.
- ◆ The Proposed Budget includes an adjustment increasing the 2019-2020 Spending Plan by a total of \$202,545 due to a Board approved adjustment in Fiscal Year 2018-2019.
  - ◆ This revenue is anticipated to be ongoing.
- ◆ The Proposed Budget includes an increase of \$212,880 for funding allocated to the District Attorney's Office from the Department of Insurance Auto Insurance Fraud Program.
  - ◆ This revenue is ongoing.
- ◆ The Department has a total of \$144,995 in available fund balance as of July 1, 2019, of which \$6,000 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ Fund balance for Criminal Division Asset Forfeiture is \$70,856, of which \$6,000 is budgeted for use in 2019-2020
  - ◆ Fund balance for Federal Asset Forfeiture is \$144, of which zero is budgeted for use in 2019-2020

- ◆ Fund balance for Arson Task Force is (\$212) of which zero is budgeted for use in 2019-2020
- ◆ Fund balance for Auto Insurance Fraud Prosecution is \$3,181 of which zero is budgeted for use in 2019-2020
- ◆ Fund balance for Consumer Fraud Prosecution Program is zero of which zero is budgeted for use in 2019-2020
- ◆ Fund balance for Elder Abuse Advocacy and Outreach is \$13,074 of which zero is budgeted for use in 2019-2020
- ◆ Fund balance for Impaired Driver Vertical Prosecution is zero of which zero is budgeted for use in 2019-2020
- ◆ Fund balance for Real Estate Fraud is estimated at zero, of which zero is budgeted for use in 2019-2020
- ◆ Fund balance for Unserved/Underserved Victim Advocacy and Outreach is \$34,291 of which zero is budgeted for use in 2019-2020
- ◆ Fund balance for Victim Compensation and Government Claims is \$60 of which zero is budgeted for use in 2019-2020
- ◆ Fund balance for Victim Services Program is \$20,111 of which zero is budgeted for use in 2019-2020
- ◆ Fund balance for Violence Against Women is (\$1,510) and zero is budgeted for use in 2019-2020
- ◆ Fund balance for Criminal Division Child Abduction Unit is estimated at \$5,000, of which \$0 is budgeted for use in 2019-2020.

### Budget and Operations

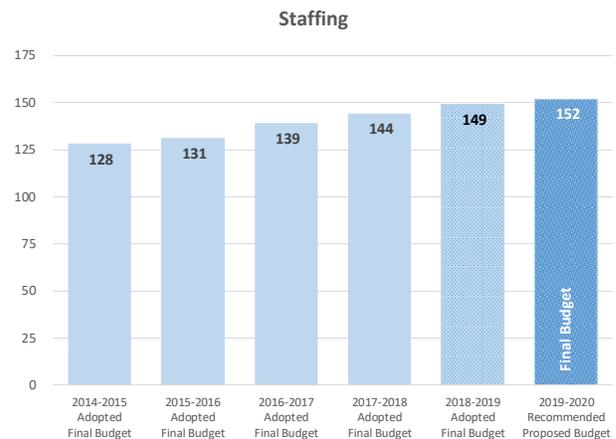
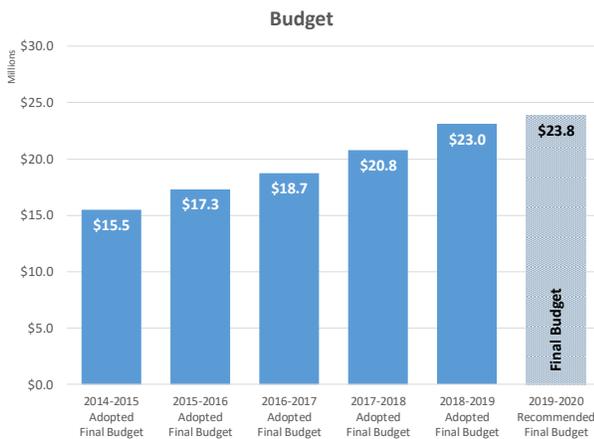
- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$23.8 million, an increase of \$1.2 million from the 2019-2020 Adopted Proposed Budget.
  - ◆ The transfer of year-one savings into year two as part of the Performance Visioning Carryover Savings (PVCS) program is recommended, which increases the appropriations by \$1.2 million. The PVCS will be dedicated to year two operations in support of the Department's strategic initiatives which includes the following items:
    - ◆ \$123,247 for costs connected to a Criminal Investigator position approved in the Adopted Proposed budget
    - ◆ \$37,887 for a vehicle for the Criminal Investigator
    - ◆ \$139,930 for a Chief Deputy District Attorney position approved in the Adopted Proposed budget
    - ◆ \$99,303 for 2.5% Attorney Lead pay for eligible department attorneys
    - ◆ \$98,280 for three employee contracts for background investigations
    - ◆ \$65,520 for extra help criminal investigators
    - ◆ \$90,232 for contracted attorney assistance to help address additional workload from new legislation and propositions.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$22.6 million, a decrease of \$436,228 from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget:
    - ◆ 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 Proposed Budget includes decreases to costs associated with the requested service level adjustments for various grants and increases for the applied escalators. 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 County 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 Proposed Budget includes technical adjustments reducing General Fund Contribution and increasing use of Department fund balance of \$25,394 for various special revenue budgets in Budget Year 2019-2020.
- ◆ The Proposed Budget includes an adjustment increasing the 2019-2020 Spending Plan by a total of \$202,545 due to ongoing costs associated with Board approved adjustments in Fiscal Year 2018-2019, requiring no additional General Fund Contribution in Budget Year 2019-2020.
- ◆ The Proposed Budget includes \$212,880 to accommodate the increased costs associated with a grant, requiring no additional General Fund Contribution.
  - ◆ In the Auto Insurance Fraud Program Special Revenue budget, an ongoing increase of \$212,880 for funding available from the Department of Insurance.
  - ◆ These are ongoing costs.
- ◆ The Proposed Budget includes the replacement of two vehicles used by the District Attorney's Bureau of Investigations and assigned to criminal investigators. The total cost is estimated to be \$60,000, funded by a General Fund Contribution.
- ◆ The Proposed Budget includes the purchase of one new vehicle associated to the Criminal Investigator position being requested to conduct County business. The total cost is estimated to be \$45,000 and is funded by a General Fund Contribution.
- ◆ The District Attorney's Office has a total fleet of 28 vehicles; of those, three meet the minimum age and mileage requirements to be considered for replacement under the Fleet Services Policy.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 152, a decrease of one from the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The Final Budget includes technical adjustment recommendations that do not affect the position allocation.
  - ◆ One Account Clerk III position was recommended for a classification study in the 2018-2019 Midyear Budget. The study has been completed and it is recommended that the position be reclassified to an Accounting Technician.
- ◆ Subsequent to the 2019-2020 Adopted Proposed Budget, one position has been deleted from the Department staffing allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 153, an increase of four over the 2018-2019 Adopted Final Budget allocation.
- ◆ Subsequent to the 2018-2019 Adopted Final Budget, three positions have been added to the Department staffing allocation.
- ◆ The Proposed Budget includes a recommendation for an increase of one to total allocated positions.
  - ◆ One new Criminal Investigator II position is recommended to be added to locate and serve subpoenas on hard-to-find victims and witnesses and to address workload distribution needs;
  - ◆ One new Chief Deputy District Attorney position is recommended to be added to provide the necessary supervision for the prosecutors and to meet State Bar Rules; and
  - ◆ One Paralegal III position is recommended to be deleted as its funding will end on June 30, 2019.

## Five-Year Historical Trends



## Key Challenges and Opportunities

- ◆ A staff and workload study was completed in Fiscal Year 2017-2018 and was updated in March 2019. 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 and number of pending homicide cases from seven of the eight comparable counties (one county has consistently been unable to provide data). Analysis of the survey results suggest Stanislaus County is below average for the number of allocated Deputy District Attorneys based on county population and caseload size. In the 2019-2020 Proposed Budget, one new Criminal Investigator II position and one new Chief Deputy District Attorney position were added to the Criminal Division. Additional prosecutor positions may be revisited in a future budget cycle.
- ◆ Of more immediate concern is the high vacancy rate in the number of employed Deputy District Attorneys. The Department has been running a high vacancy rate, which is unsustainable. The prosecutor positions have become increasingly difficult to recruit and retain. It takes several years for an attorney to gain the experience necessary to prosecute major cases. With the highest homicide caseload of all the comparison counties (81 open cases at the time of this report), it is important for the Department to retain experienced prosecutors. As a result of the high vacancy rate, the Department has had to temporarily cease prosecution of certain drug possession and traffic offenses to reduce the caseloads. In addition, specialized units handling crimes such as child abuse, sex crimes and domestic violence have been reduced to just one or two prosecutors. The Department has been working with the County’s Chief Executive Office and Human Resources staff to address these challenges. Several new practices have been implemented and results will be monitored.
- ◆ The Victim Services Unit has more than doubled in size the past few years because of several successful grant applications. The “Coordinator” is the designated classification that runs the unit of 14 staff and leads the operations and activities to ensure comprehensive services are provided to victims of crime. The Coordinator’s duties include planning, developing, interpreting, implementing and evaluating program goals, procedures and standards in compliance with federal, state and local rules and regulations; joint agency planning and implementation; analyzing and solving problems; and supervising subordinate staff. The position is also responsible for applying for grants, reporting on grants, managing a budget, representing the office and the unit at meetings with various boards and councils and providing leadership to unit and office staff. Ideally, the Victim Services Unit would have an assistant to aid in all facets of the program, in particular the supervision of advocates. One solution being considered is the addition of a Manager position to this unit and designation of the current “Coordinator” position as the assistant. Funding is available in the Victim Witness grant to cover these costs if a new position is authorized. The grants are up for renewal in Fiscal Year 2019-2020 and the

Department will work with CEO-HR to determine support for a Manager position for the Victim Services Unit in a future budget cycle.

- ◆ Since Fiscal Year 2018-2019, the Department has been assessing the structure and supervision within the Bureau of Investigation. Work has been completed to assess how the Bureau of Investigation compares with other District Attorneys' offices and what type of organizational structure would best ensure maximum efficiency with appropriate levels of supervision. The Department expects to put forth a new structure during Fiscal Year 2019-2020.
- ◆ Both the State Legislature in passing new bills and the People in passing new Propositions continue to implement new laws which impact the criminal justice system in major and unexpected ways. These new laws create additional responsibilities and workload for the District Attorney's Office with no new resources provided. Recent major changes include the shifting of responsibility for litigating writs in death penalty cases from the State Attorney General to local District Attorney's' Offices; offering the opportunity for every convicted murderer to petition for resentencing and a finding that their murder conviction should be reversed or modified; creating the right to post-conviction discovery in cases where it has never existed before; and changes to the State Bar Rules that greatly expand responsibilities not only for attorneys, but for all staff, and increases the potential for State Bar actions leading to possible disciplinary actions.

## **Budgets Contained within the Department**

- ◆ **Criminal Division** (General Fund)
  - ◆ Funds general prosecution and operations, which includes the units of administration, prosecution investigation and paralegal
- ◆ **Arson Task Force** (Special Revenue Fund)
  - ◆ Funds mandatory training, supplies and equipment needed to support the Fire Investigation Unit (FIU)
- ◆ **Auto Insurance Fraud Prosecution** (Special Revenue Fund)
  - ◆ Funds salaries and benefits for a Criminal Investigator, training and supplies to support the program.
- ◆ **Consumer Fraud Prosecution Program** (Special Revenue Fund)
  - ◆ Funds a Deputy District Attorney, Criminal Investigator and Paralegal who pursue civil and criminal remedies against companies and individuals who harm or threaten to harm consumers.
- ◆ **Criminal Division Asset Forfeiture** (Special Revenue Fund)
  - ◆ Asset forfeiture funds supported by revenue from the prosecution process in cases for which the assets of a convicted criminal are forfeited
- ◆ **Elder Abuse Advocacy and Outreach** (Special Revenue Fund)
  - ◆ Funds advocacy, legal support and outreach delivery to elder and dependent adult victims of crime in the community
- ◆ **Federal Asset Forfeiture** (Special Revenue Fund)
  - ◆ Funds collected and expended from the Federal asset forfeiture process, wherein convicted criminals' property is forfeited
- ◆ **Office of Traffic Safety Impaired Driver Vertical Prosecution Program** (Special Revenue Fund)
  - ◆ Funds a prosecutor and criminal investigator who work with law enforcement to share resources for investigations and provide community outreach on the dangers of driving after consuming alcohol or other drugs
- ◆ **Real Estate Fraud** (Special Revenue Fund)
  - ◆ Collected through a \$3 fee collection assessed on certain real estate fraud recorded documents. Funds prosecution and investigation of real estate fraud with collected revenue.
- ◆ **Unserved/Underserved Victim Advocacy and Outreach Program** (Special Revenue Fund)

- ◆ Funds the delivery of advocacy and outreach to unserved and underserved victims of crime, specifically victims of gang violence
- ◆ **Victim Compensation and Government Claims** (Special Revenue Fund)
  - ◆ Funds a Paralegal position that processes and monitors orders of restitution against convicted offenders
- ◆ **Victim Services Program** (Special Revenue Fund)
  - ◆ Funds eight Victim Advocate positions, an Administrative Clerk, a Program Coordinator and training for staff, outreach programs, materials and facility dog expenses
- ◆ **Violence Against Women** (Special Revenue Fund)
  - ◆ Grant awarded through Cal OES funds prosecution of violent crimes against women

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.

## Grand Jury

	FY 2018-2019 Adopted Final Budget	FY 2019-2020 Final Budget
<b>Budget in Brief:</b>		
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](http://www.stanct.org/grand-jury)

## Annual Report on Results: Fiscal Year 2018-2019

### 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Grand Jury</b>							
0100 0052100 General Fund							
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$99,213	\$103,263	\$116,824	\$117,049	\$86,341	\$163,275	52.88%
Net County Cost	\$99,213	\$103,263	\$116,824	\$117,049	\$86,341	\$163,275	52.88%

- ◆ Gross costs rose steadily from 2014-2015 to 2017-2018 due to increases in salaries and benefits. The decline in gross costs experienced during 2018-2019 can be attributed to salary savings and decreased caseload.

### Department Summary

Grand Jury	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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
<b>Total Revenue</b>	\$0	\$0	\$0	\$0	\$0	\$0
Use of Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	\$0	\$0	\$0	\$0	\$0	\$0
Salaries and Benefits	\$59,575	\$45,059	\$64,486	\$68,343	\$68,343	\$0
Services and Supplies	\$42,612	\$24,012	\$82,925	\$82,975	\$82,975	\$0
Other Charges	\$14,862	\$16,481	\$14,862	\$15,450	\$15,450	\$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	\$300	\$300	\$300	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	\$117,049	\$85,552	\$162,573	\$167,068	\$167,068	\$0
<b>General Fund Contribution</b>	\$117,049	\$85,552	\$162,573	\$167,068	\$167,068	\$0
<b>Total Allocated Positions</b>	-	-	0	0	0	0

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$0 consistent with the 2019-2020 Proposed Budget.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$0. The Civil Grand Jury is entirely reliant on General Fund contribution and receives no outside revenue.

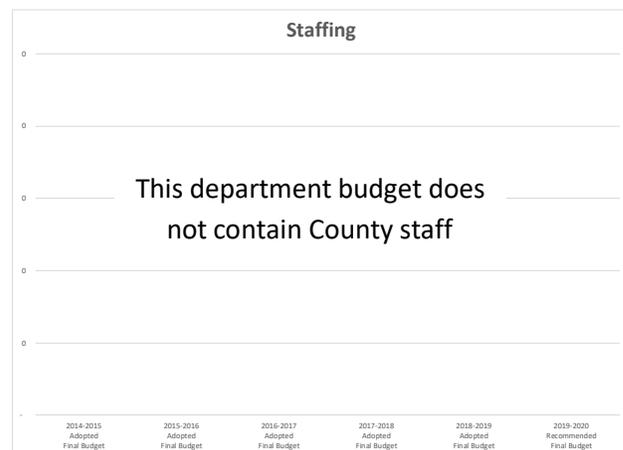
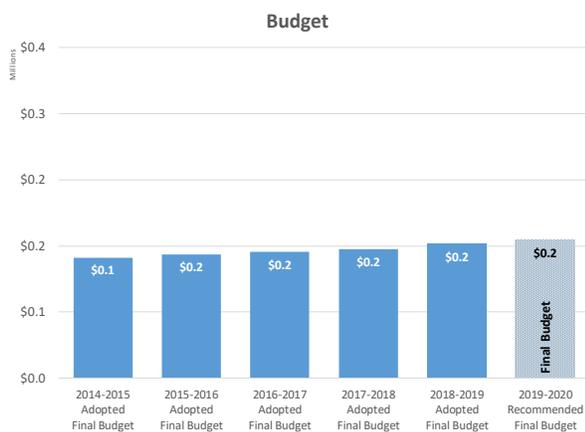
### Budget and Operations

- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$167,068, consistent with the 2019-2020 Proposed Budget.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$167,068, an increase of \$4,495 from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget: Salaries and Benefits increase of 3.5%, Group health insurance increase of 5%, Services and Supplies increase of 3.5%.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of zero, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of zero, consistent with the 2018-2019 Adopted Final Budget allocation.

## Five-Year Historical Trends



## Budgets Contained within the Department

- ◆ **Grand Jury (General Fund)**
  - ◆ This budget funds Civil Grand Jury and Criminal Grand Jury activities.

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.

## Integrated Criminal Justice Information System

	FY 2018-2019 Adopted	FY 2019-2020 Final
Budget in Brief:	Final Budget	Budget
Total Revenue	\$775,500	\$795,366
Use of Fund Balance/ Retained Earnings	\$427,029	\$548,026
Gross Costs	\$1,202,529	\$1,343,392
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 Information Technology Central (formerly 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 2018-2019

#### 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Integrated Criminal Justice Information System</b>							
<b>5141 0016161 Internal Service Fund</b>							
Total Revenue	\$499,870	(\$159,349)	\$622,500	\$622,504	\$775,500	\$775,500	100.00%
Use of Fund Balance	\$33,976	\$1,147,756	\$125,960	\$137,330	\$102,377	\$482,188	21.23%
Gross Costs	\$533,846	\$988,407	\$748,460	\$759,834	\$877,877	\$1,257,688	69.80%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The trend in Total Revenue has fluctuated over the last five years. In Fiscal Year 2015-2016, the program was funded exclusively by retained earnings which was available and appropriate for use. In Fiscal Year 2018-2019, the Probation Department contributed additional revenue of \$152,500 for special department specific projects to be delivered by contract service. The trend in Gross Costs has fluctuated over the years, and closed significantly under budget due to contract costs for contract software development not being fully expended. This continues to be an issue for the county’s ICJIS software and developer support contractor.

### Retained Earnings Trend

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, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
Integrated Criminal Justice Information System	\$2,625,899	\$2,555,157	\$1,444,166	\$1,318,206	\$1,150,259
<b>Total Retained Earnings</b>	<b>\$2,625,899</b>	<b>\$2,555,157</b>	<b>\$1,444,166</b>	<b>\$1,318,206</b>	<b>\$1,150,259</b>

\*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 budgeted using retained earnings in order to meet this guidance. As a result, the ICJIS budget’s retained earnings have decreased from \$2.6 million in 2014 to \$1.1 million in 2018.

### Department Summary

Integrated Criminal Justice Information System						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$622,504	\$775,500	\$775,500	\$795,366	\$795,366	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$622,504</b>	<b>\$775,500</b>	<b>\$775,500</b>	<b>\$795,366</b>	<b>\$795,366</b>	<b>\$0</b>
<b>Use of Fund Balance/Retained Earnings</b>	<b>\$137,330</b>	<b>\$102,377</b>	<b>\$427,029</b>	<b>\$448,026</b>	<b>\$548,026</b>	<b>\$100,000</b>
<b>Total Funding Sources</b>	<b>\$759,834</b>	<b>\$877,877</b>	<b>\$1,202,529</b>	<b>\$1,243,392</b>	<b>\$1,343,392</b>	<b>\$100,000</b>
Salaries and Benefits	\$16,351	(\$2,831)	\$40,250	\$41,659	\$41,659	\$0
Services and Supplies	\$464,166	\$593,793	\$764,000	\$790,740	\$890,740	\$100,000
Other Charges	\$279,317	\$276,915	\$363,279	\$375,993	\$375,993	\$0
Fixed Assets						
Equipment	\$0	\$10,000	\$35,000	\$35,000	\$35,000	\$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
<b>Gross Costs</b>	<b>\$759,834</b>	<b>\$877,877</b>	<b>\$1,202,529</b>	<b>\$1,243,392</b>	<b>\$1,343,392</b>	<b>\$100,000</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$795,366 consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$795,366, an increase of \$19,866 from the 2018-2019 Adopted Final Budget.
- ◆ Estimated revenue for the 2019-2020 Proposed Budget is determined by combining the contributions of the four member departments as included in their Fiscal Year 2019-2020 Proposed Budgets: District Attorney, Probation, Public Defender, and Sheriff.
- ◆ The Integrated Criminal Justice Information System (ICJIS) program has a total of \$1,047,882 in available retained earnings as of July 1, 2019, of which \$548,026 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ ICJIS is pursuing a strategy of holding the Criminal Justice departments’ annual contribution to the ICJIS program costs flat while using retained earnings to make up for any increases in costs in order to reduce the amount of program retained earnings so as to become compliant with State Auditor-Controller guidelines (equivalent to approximately 60 days’ worth of working capital).

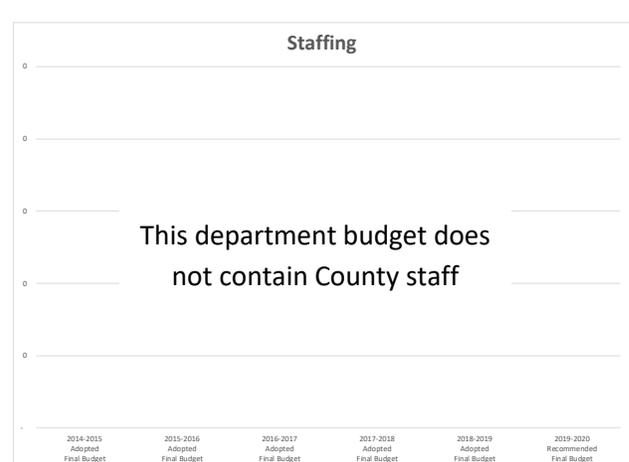
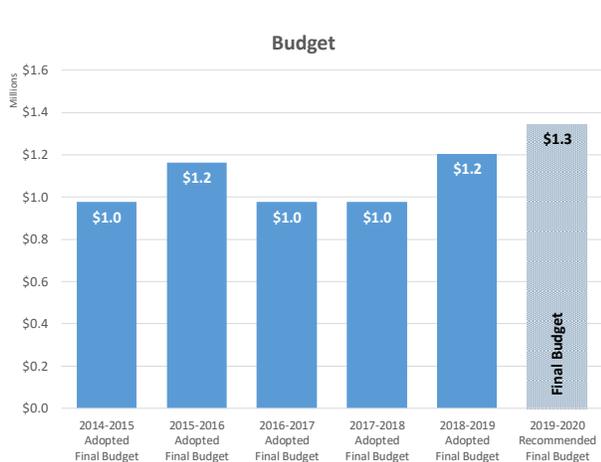
### Budget and Operations

- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$1.3 million, an increase of \$100,000 from the 2019-2020 Adopted Proposed Budget.
  - ◆ An increase of \$100,000 for the identification of a consultant contract to assist with ICJIS strategic planning will be funded by retained earnings.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$1.2 million, an increase of \$40,863 from the 2018-2019 Adopted Final Budget.
- ◆ The Proposed Budget at base includes a 3.5% cost of doing business increase over the 2018-2019 Adopted Final Budget.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of zero, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of zero, consistent with the 2018-2019 Adopted Final Budget allocation.

## Five-Year Historical Trends



## Key Challenges and Opportunities

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- ◆ The ICJIS program continues to be challenged by the scarcity of qualified software developers that Stanislaus County can attract and retain.
- ◆ The ICJIS program faces challenges in terms of modernization of the underlying technologies deployed and of evolving business needs and changed user expectations. New approaches may be needed to address these challenges in a timely and efficient manner.
- ◆ The Public Safety Departments are expecting significant changes in legislation such as anticipated Bail Reform, AB 901 Diversion for Juveniles, AB 1810 Diversion for Adults and SB 620 related to firearm enhancements. These changes in legislation are expected to further necessitate the ability to rapidly adjust to new regulations and to build interfaces between Public Safety Departments and State level agencies.

## Budgets Contained within the Department

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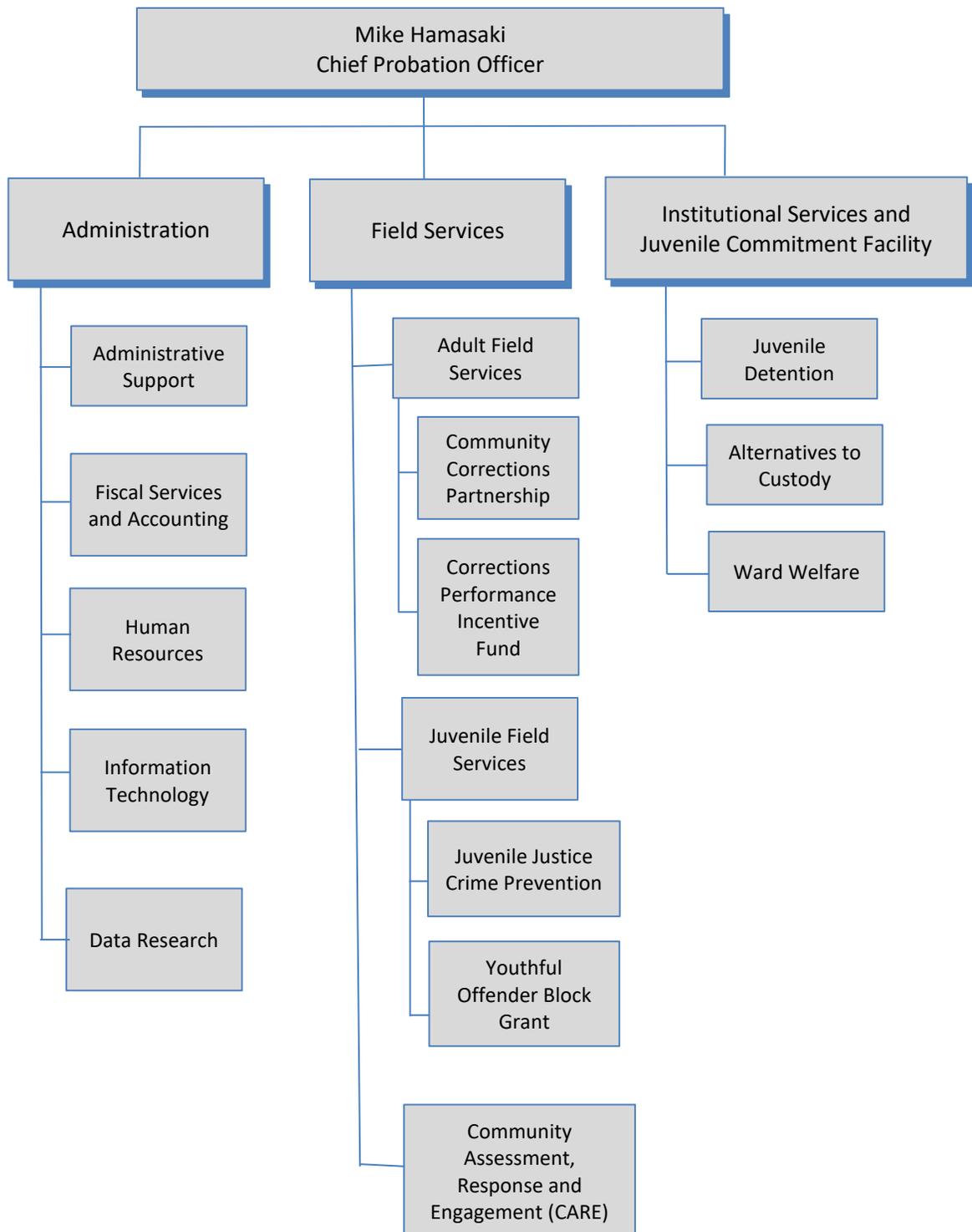
- ◆ **Integrated Criminal Justice Information System (Internal Service Fund)**
  - ◆ Funds a partnership between the Sheriff's Office, District Attorney's Office, Probation Department, Public Defender's Office, Chief Executive Office and Information Technology Central for the provision of the criminal justice case management and reporting system.

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.

## Related Links

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For additional information about the Integrated Criminal Justice Information System, refer to the website at: [www.stancounty.com](http://www.stancounty.com)



2215 Blue Gum Avenue, Modesto, CA 95358 Tel: (209) 525-5400  
[www.stancounty.com/probation](http://www.stancounty.com/probation)

## Probation

	FY 2018-2019 Adopted	FY 2019-2020 Final
<b>Budget in Brief:</b>	<b>Final Budget</b>	<b>Budget</b>
Total Revenue	\$37,789,079	\$38,722,446
Use of Fund Balance/ Retained Earnings	\$4,846,767	\$4,745,839
Gross Costs	\$66,840,495	\$71,002,751
General Fund Contributions	\$24,204,649	\$27,534,466
% Funded by General Fund	36.2%	38.8%
Total Allocated Positions	284	283

## 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.

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 600-700 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

## Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> <li>◆ Reduce recidivism in adult offenders who complete programming at the Day Reporting Center</li> <li>◆ 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</li> <li>◆ Partner with local education institutions to get those youth under department supervision into higher or continued education, prior to their dismissal</li> </ul>

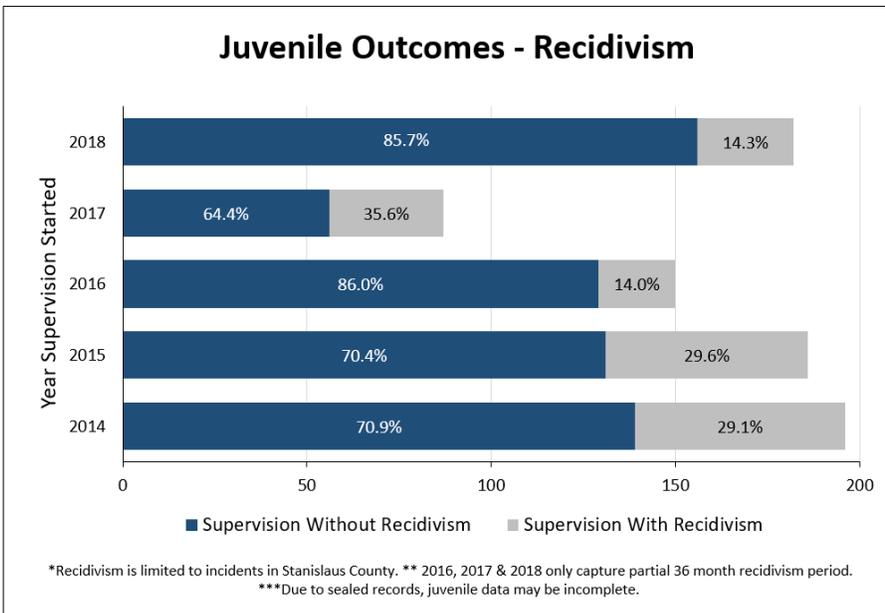
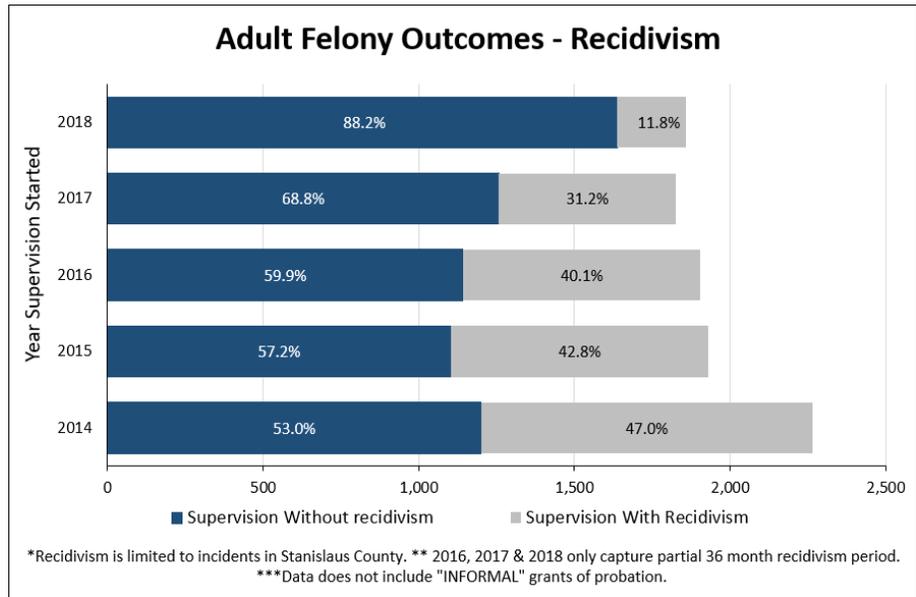
## Annual Report on Results: Fiscal Year 2018-2019

Fiscal Year 2018-2019 Accomplishments
<ul style="list-style-type: none"> <li>◆ Recidivism of Probationers who completed a class at the Day Reporting Center was just 8%</li> <li>◆ Completed an effectiveness study of the Day Reporting Center; 83% of participants reported, upon completion of programming, they have the skills and knowledge to improve their lives</li> <li>◆ Partnered with Modesto Junior College to provide Probation youth access to higher education; four previously incarcerated youth are scheduled to attend classes in Summer/Fall 2019 and two in-custody youth are scheduled to attend online classes in Fall 2019</li> <li>◆ Contracted with Workforce Development to assist youth in preparing for and gaining employment; 44 youth have attended the program and four have maintained employment</li> </ul>

### 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 following 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 three-year recidivism period hasn't elapsed, utilization of a new assessment model, emphasis on rehabilitation services and programs, and changes in the law including juvenile record sealing.

As a result of amendments to California Welfare & Institutes Code section 786, which went into effect January 1, 2017, juvenile records are automatically sealed at the time jurisdiction is terminated. Because of the changes some 2017 data was no longer available at the time of reporting.

**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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Probation - Administration</b>							
0100 0026050 General Fund							
Total Revenue	\$250,935	\$252,850	\$280,882	\$279,879	\$290,169	\$325,600	89.12%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$2,558,111	\$2,889,147	\$2,889,430	\$2,796,305	\$3,258,644	\$3,503,258	93.02%
Net County Cost	\$2,307,176	\$2,636,297	\$2,608,548	\$2,516,426	\$2,968,475	\$3,177,658	93.42%

- ◆ 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 Year 2017-2018 showed a slight decrease from Fiscal Year 2016-2017 due to a Manager vacancy, with costs restored in Fiscal Year 2018-2019.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Probation - Community Corrections Partnership</b>							
0100 0026060 General Fund							
Total Revenue	\$3,853,778	\$4,169,610	\$4,152,578	\$4,299,738	\$4,215,279	\$5,389,994	78.21%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$3,851,530	\$4,169,610	\$4,152,578	\$4,299,738	\$4,215,279	\$5,389,994	78.21%
Net County Cost	(\$2,248)	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ This budget unit reflects Probation’s portion of Local Community Corrections funding. Fiscal Year 2018-2019 revenue and expenditures are lower than projected as a result of the Department’s high vacancy rate and resulting salary savings.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Probation - Corrections Performance Incentive Fund</b>							
1688 0026431 Special Revenue Fund							
Total Revenue	\$392,729	\$1,574,701	\$1,372,161	\$1,054,073	\$1,509,057	\$875,000	172.46%
Use of Fund Balance	\$79,187	(\$1,208,065)	(\$743,380)	(\$364,943)	(\$318,310)	\$756,009	-42.10%
Gross Costs	\$471,916	\$366,636	\$628,781	\$689,130	\$1,190,747	\$1,631,009	73.01%
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. In Fiscal Year 2018-2019 this budget unit showed a significant increase in costs, primarily due to the Department adding two IT positions, contracted services for program evaluation, and purchasing additional portable radios. Revenue projections will be updated in the next two-year budget cycle to more closely match the 5-year experience.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Probation - Field Services</b>							
0100 0026100 General Fund							
Total Revenue	\$2,861,532	\$2,870,759	\$3,059,175	\$2,641,995	\$2,334,678	\$2,325,742	100.38%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$9,904,291	\$10,435,690	\$10,771,665	\$11,921,056	\$13,329,672	\$14,428,339	92.39%
Net County Cost	\$7,042,759	\$7,564,931	\$7,712,490	\$9,279,061	\$10,994,994	\$12,102,597	90.85%

- ◆ 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 higher Fiscal Year 2018-2019 Gross Costs are the result of 7 positions that were shifted to Field Services from Juvenile programs. The Department also continues to experience an increased number of facilities maintenance issues needing repair.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Probation - Institutional Services</b>							
0100 0026200 General Fund							
Total Revenue	\$1,403,497	\$1,544,797	\$1,569,510	\$1,588,310	\$1,614,048	\$1,416,700	113.93%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$6,224,479	\$6,475,557	\$6,321,387	\$6,272,752	\$7,356,930	\$7,566,515	97.23%
Net County Cost	\$4,820,982	\$4,930,760	\$4,751,877	\$4,684,442	\$5,742,882	\$6,149,815	93.38%

- ◆ The Probation Institutional Services General Fund showed a significant increase in costs in Fiscal Year 2018-2019 primarily due to the addition of jail medical costs, previously accounted for in a CEO budget. Revenue is higher in Fiscal Year 2018-2019 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Probation - Juvenile Accountability Block Grant</b>							
1764 0026379 Special Revenue Fund							
Total Revenue	\$87,913	\$183,962	\$157,877	\$206,062	\$81,761	\$100,000	81.76%
Use of Fund Balance	(\$20)	(\$10,196)	\$13,756	\$35,956	(\$32,939)	\$29,104	-113.18%
Gross Costs	\$87,893	\$173,766	\$171,633	\$242,018	\$48,822	\$129,104	37.82%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Probation Juvenile Accountability Block Grant fund includes the Reducing Racial and Ethnic Disparities reimbursement grant, the largest program included in this budget. 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. This grant ended September 30, 2018 and the Fiscal Year 2018-2019 Gross Costs and Revenue represent the declining closeout claim activity for this grant.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Probation - Juvenile Commitment Facility</b>							
0100 0026070 General Fund							
Total Revenue	\$1,282,480	\$1,218,034	\$1,364,911	\$1,470,964	\$1,666,613	\$1,378,611	120.89%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$3,210,270	\$2,880,357	\$3,301,015	\$3,747,948	\$3,457,281	\$4,483,498	77.1%
Net County Cost	\$1,927,790	\$1,662,323	\$1,936,104	\$2,276,984	\$1,790,668	\$3,104,887	57.67%

- ◆ The Probation Juvenile Commitment Facility fund trend for Gross Costs reflects fluctuation due to the impact on salary savings from staff attrition. Staff vacancies have contributed to cost savings with expenses posting significantly lower than projected. Revenue continues to be higher than budgeted due to realignment growth revenue coming in higher than anticipated but not budgeted.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Probation - Juvenile Justice Crime Prevention Act</b>							
1798 0026395 Special Revenue Fund							
Total Revenue	\$1,675,928	\$1,747,850	\$1,928,550	\$2,094,512	\$2,291,131	\$1,734,930	132.06%
Use of Fund Balance	(\$408,055)	(\$149,230)	(\$101,965)	(\$148,491)	(\$369,283)	\$920,694	-40.1%
Gross Costs	\$1,267,873	\$1,598,620	\$1,826,585	\$1,946,021	\$1,921,848	\$2,655,624	72.37%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Probation Juvenile Justice Crime Prevention Act fund continues to experience revenue higher than projected and significant Gross Cost savings against those projected in the Fiscal Year 2018-2019 budget due to staff vacancies. In Fiscal Year 2018-2019 the Department projected the use of \$200,000 in fund balance for the purchase of a modular to be used for a juvenile computer lab. This cost did not materialize in Fiscal Year 2018-2019 and contributed to the budget savings.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Probation - Local Community Corrections</b>							
1679 0026481 Special Revenue Fund							
Total Revenue	\$15,648,372	\$19,405,141	\$19,844,760	\$21,434,023	\$22,195,719	\$22,476,508	98.75%
Use of Fund Balance	(\$843,633)	(\$4,192,388)	(\$3,732,434)	(\$2,130,272)	(\$986,175)	\$2,006,208	-49.16%
Gross Costs	\$14,804,739	\$15,212,753	\$16,112,326	\$19,303,751	\$21,209,544	\$24,482,716	86.63%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Local Community Corrections fund revenue trend continues to grow consistent with 2011 Realignment funds available. Gross Costs are budgeted conservatively and documented in an annual plan. Invoicing from departments and contracts included in the plan have consistently been significantly lower than projected in the annual plan and result in spending less than projected and annual contribution to fund balance.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Probation - Ward Welfare Fund</b>							
1765 0026420 Special Revenue Fund							
Total Revenue	\$22,151	\$28,195	\$16,234	\$19,300	\$23,817	\$20,000	119.09%
Use of Fund Balance	\$850	(\$981)	(\$7,981)	(\$326)	\$6,648	\$60,000	11.08%
Gross Costs	\$23,001	\$27,214	\$8,253	\$18,974	\$30,465	\$80,000	38.08%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Probation Ward Welfare fund revenue trend has remained consistent over the last 5 years. Expenditures were significantly less than projected due to a planned construction program for minors that was not implemented in Fiscal Year 2018-2019 as anticipated.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Probation - Youthful Offender Block Grant</b>							
1698 0026406 Special Revenue Fund							
Total Revenue	\$1,540,335	\$1,637,174	\$1,721,835	\$1,856,758	\$1,911,543	\$1,745,994	109.48%
Use of Fund Balance	(\$254,648)	\$7,556	(\$34,071)	\$464,425	\$556,444	\$1,265,056	43.99%
Gross Costs	\$1,285,687	\$1,644,730	\$1,687,764	\$2,321,183	\$2,467,987	\$3,011,050	81.96%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Probation Youthful Offender Block Grant Gross Costs have grown significantly over the years as programs are delivered to minors. In Fiscal Year 2018-2019, the Department began the research and development phase of a Juvenile Assessment Center. The Department also developed a five-year plan that will necessitate the spend down of fund balance. Revenue continues to be received higher than projected and will be assessed in the next two-year budget cycle.

### 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, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
Probation - Corrections Performance Incentive Fund	\$1,055,672	\$976,486	\$2,184,551	\$2,927,931	\$3,292,874
Probation - Juvenile Accountability Block Grant	\$6,557	\$6,577	\$16,773	\$3,016	(\$32,939)
Probation - Juvenile Justice Crime Prevention Act	\$2,378,357	\$2,786,413	\$2,935,643	\$3,037,607	\$3,186,099
Probation - Local Community Corrections	\$6,981,766	\$7,825,400	\$12,017,788	\$15,750,221	\$17,880,493
Probation - Ward Welfare Fund	\$354,636	\$353,787	\$354,768	\$362,749	\$363,075
Probation - Youthful Offender Block Grant	\$5,301,298	\$5,555,947	\$5,548,390	\$5,582,462	\$5,118,037
<b>Total Fund Balance</b>	<b>\$16,078,286</b>	<b>\$17,504,610</b>	<b>\$23,057,913</b>	<b>\$27,663,986</b>	<b>\$29,807,639</b>

\*Note: Only Listed for Non-General Fund Units

- ◆ Department Total Fund Balance experienced a significant growth over the past five years, nearly doubling from July 2014 to July 2019.
  - ◆ The Corrections Performance Incentive Act fund has shown a significant increase in fund balance for the last three years related to improved outcomes for prison avoidance and one-time payments related to accelerated releases of Post Release Community Supervision offenders. Two additional positions were

added to this fund in Fiscal Year 2018-2019 and will reduce the amount of additional fund balance in future years.

- ◆ Juvenile Accountability Block Grant trend reflects grant closeout.
- ◆ Juvenile Justice Crime Prevention Act, Ward Welfare fund and Youthful Offender Block Grant budgets all maintain relatively consistent fund balances over the last five years. It is anticipated that new programs and services will require the use of fund balance in these budgets in the next two-year budget cycle.
- ◆ Local Community Corrections (LCC) has intentionally shown a significant increase in fund balance in preparation of the Re-Entry and Alternative to Custody Training Center (REACT) opening and in order to build a reserve to cover any possible future decrease in funding. The LCC Executive Committee has developed a five-year plan that will necessitate the spend down of fund balance by Fiscal Year 2023-2024.

## Department Summary

Probation						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$6,204	\$28,767	\$4,000	\$4,120	\$4,120	\$0
Revenue from use of Assets	\$59,780	\$144,094	\$1,700	\$1,751	\$1,751	\$0
Intergovernmental Revenue	\$29,954,786	\$31,002,474	\$30,059,632	\$30,792,677	\$30,792,677	\$0
Charges for Service	\$5,618,787	\$5,517,083	\$6,282,127	\$6,440,530	\$6,440,530	\$0
Miscellaneous Revenue	\$27,616	\$39,654	\$31,600	\$32,548	\$32,548	\$0
Other Financing Sources	\$1,278,441	\$1,401,743	\$1,410,020	\$1,450,820	\$1,450,820	\$0
<b>Total Revenue</b>	<b>\$36,945,614</b>	<b>\$38,133,815</b>	<b>\$37,789,079</b>	<b>\$38,722,446</b>	<b>\$38,722,446</b>	<b>\$0</b>
Use of Fund Balance/Retained Earnings	(\$2,143,651)	(\$1,143,615)	\$4,846,767	\$4,745,839	\$4,745,839	\$0
<b>Total Funding Sources</b>	<b>\$34,801,963</b>	<b>\$36,990,200</b>	<b>\$42,635,846</b>	<b>\$43,468,285</b>	<b>\$43,468,285</b>	<b>\$0</b>
Salaries and Benefits	\$27,024,047	\$28,590,831	\$31,716,713	\$32,732,907	\$35,168,336	\$2,435,429
Services and Supplies	\$4,028,281	\$4,845,093	\$6,841,867	\$6,287,102	\$6,578,114	\$291,012
Other Charges	\$20,510,687	\$23,078,080	\$26,093,566	\$27,224,786	\$27,224,786	\$0
Fixed Assets						
Buildings & Improvements	\$42,496	\$75,000	\$205,000	\$5,175	\$5,175	\$0
Equipment	\$766,435	\$535,057	\$638,500	\$306,675	\$641,055	\$334,380
Other Financing Uses	\$1,177,181	\$1,354,627	\$1,330,316	\$1,370,752	\$1,370,752	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$9,749	\$8,531	\$14,533	\$14,533	\$14,533	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$53,558,876</b>	<b>\$58,487,219</b>	<b>\$66,840,495</b>	<b>\$67,941,930</b>	<b>\$71,002,751</b>	<b>\$3,060,821</b>
General Fund Contribution	\$18,756,913	\$21,497,019	\$24,204,649	\$24,473,645	\$27,534,466	\$3,060,821
<b>Total Allocated Positions</b>	-	-	284	284	283	-1

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$38.7 million, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$38.7 million an increase of \$933,367 from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed by applying the following escalators to the 2018-2019 Adopted Final Budget:

- ◆ Applied a 3% increase consistent with historical indicators.
- ◆ The Proposed Budget includes an adjustment decreasing the 2019-2020 Spending Plan by a total of \$448,687 in estimated revenue due to loss of contracts and updated Realignment Plans.
  - ◆ A decrease of \$112,237 in revenue resulted from the loss of a contract with the Stanislaus County Office of Education (SCOE)
  - ◆ A decrease of \$112,000 in revenue resulted from the State reducing the allocation for Commercially Sexually Exploited Children (CSEC) program funding.
  - ◆ A decrease of \$224,450 in revenue resulted from an adjustment to bring Local Community Corrections (LCC) revenue in line with the approved 5-Year Plan.
- ◆ The Department has a total of \$31.1 million in available fund balance/retained earnings as of July 1, 2019, of which \$4.7 million is budgeted for use in Fiscal Year 2019-2020.
  - ◆ Corrections Performance Incentive fund balance is \$3.6 million as of July 1, 2019, of which \$692,815 is budgeted for use in Fiscal Year 2019-2020
  - ◆ Criminalistics Lab fund balance is \$160,501 as of July 1, 2019, of which zero is budgeted for use in Fiscal Year 2019-2020
  - ◆ Juvenile Justice Crime Prevention Act fund balance is \$3.6 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 \$18.9 million as of July 1, 2019, of which \$1.9 million is budgeted for use in Fiscal Year 2019-2020.
  - ◆ Ward Welfare fund balance is \$356,427 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 \$4.6 million as of July 1, 2019, of which \$1.3 million is budgeted for use in Fiscal Year 2019-2020.

### Budget and Operations

- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$71 million, an increase of \$3.1 million from the 2019-2020 Adopted Proposed Budget.
  - ◆ The transfer of year-one savings into year two as part of the Performance Visioning Carryover Savings (PVCS) program is recommended, which increases the appropriations by an additional \$3.1 million. The PVCS will be dedicated to support year two operations in support of the Department's strategic initiatives and will include the following specific items:
    - ◆ An increase of \$178,748 for continued funding of a Manager IV to oversee the CARE program;
    - ◆ An increase of \$625,392 for various Information Technology related expenses, to include a new computer lab at the Day Reporting Center and 20 replacement mobile data terminals for officer vehicles. \$334,381 are fixed asset purchases which include mobile data terminals, 2 Cisco switch replacements, a Network Video Recording refresh at the Day Reporting Center, and cabling and equipment for secure and auditable tracking of juvenile safety checks and other juvenile related operations;
    - ◆ An increase of \$378,350 in the Field Services budget, offset by a \$378,350 reduction in the Juvenile Commitment Facility budget to fund four Deputy Probation Officers who will work with the adult probation population. The reduction to Juvenile budgets is the result of decreased juvenile population figures in recent years and decreased juvenile related workload.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$67.9 million, an increase of \$1.1 million from the 2018-2019 Adopted Final Budget.

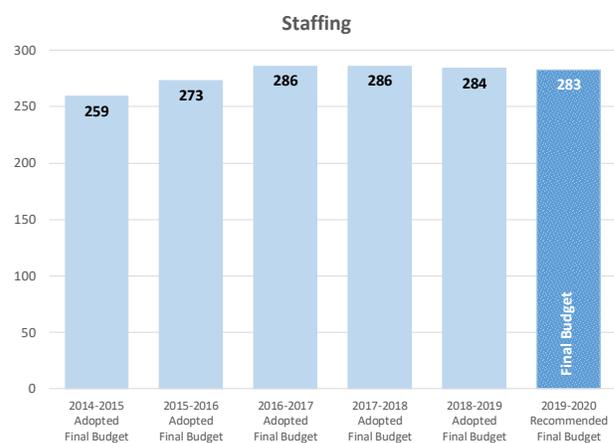
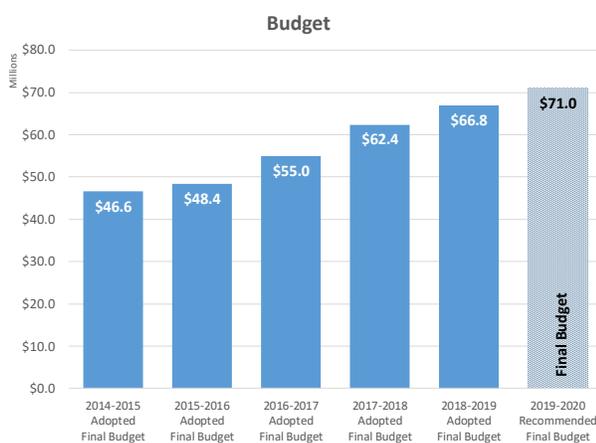
- ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget:
  - ◆ Salaries and Benefits increase of 3.5%
  - ◆ Group health insurance increase of 5%
  - ◆ Services and supplies increase of 3.5%
  - ◆ CAP increase of 3.5%
  - ◆ The Local Community Corrections and Community Corrections partnership 2019-2020 Proposed Budgets are based on the approved 5-Year Plan.
- ◆ The Proposed Budget includes a decrease of \$36,957 from the Spending Plan level to accommodate the decreased costs associated with known changes and the cost of doing business resulting in a \$222,350 reduction in General Fund Contribution.
  - ◆ An increase of \$222,350 for ongoing costs associated with one new Supervising Probation Officer and one new Confidential Assistant III funded with Corrections Performance Incentive funds; there is no impact to the County General Fund.
  - ◆ A decrease of \$112,000 in Services and Supplies to offset a decrease of the same amount in revenue from reduced state funding of Commercially Sexually Exploited Children program funding. There is no impact to the County General Fund.
  - ◆ A decrease of \$112,237 in Salaries and Benefits to offset a decrease of the same amount in revenue for the loss of a contract with Stanislaus County Office of Education (SCOE). This decrease results in the un-funding of a vacant Deputy Probation Officer II position. The contract was awarded by SCOE to another County Department resulting in no overall service reduction to the community. There is no impact to the County General Fund.
  - ◆ A decrease of \$222,350 for ongoing costs associated with un-funding two vacant positions in Juvenile programs to account for juvenile workload decline resulting in a \$222,350 reduction in General Fund Contribution.
  - ◆ An increase of \$187,280 to bring Local Community Corrections (LCC) in line with the approved five-Year Plan.
- ◆ The Proposed Budget includes the replacement of two vehicles to be used by sworn staff for field operations. The total cost is estimated to be \$120,000, funded by General Fund Contribution and is included in the Department's Fiscal Year 2019-2020 Base Budget.
- ◆ The Probation Department has a total fleet of 60 vehicles; of those, two meet the minimum age and mileage requirements to be considered for replacement under the Fleet Services Policy.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 283, a decrease of one from the 2019-2020 Adopted Proposed Budget allocation.
  - ◆ One block-budgeted Deputy Probation Officer I/II is recommended to be restored and three new block-budgeted Deputy Probation Officer I/II positions are recommended to increase supervision of four areas in Adult Field Services (offenders with specific terms for mental health, domestic violence, felony DUI, and high-risk gang members with weapon related offenses).
  - ◆ Five vacant block-budgeted Probation Correction Officer I/II positions in the Juvenile Commitment Facility budget are recommended to be unfunded so that the savings can be used to address the need for positions in the Adult Field Services budget as explained in the previous bullet.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 284, consistent with the 2018-2019 Adopted Final Budget allocation.
- ◆ Subsequent to the 2018-2019 Adopted Final Budget, one position has been added to the Department staffing allocation.

- ◆ The Proposed Budget includes a recommendation for a decrease of one to total allocated positions.
  - ◆ One new Confidential Assistant III is recommended to be added to the Administration budget and funded by the Corrections Performance Incentive Fund budget to support Human Resources in complying with the new SB 1421 regulations and to assist with recruitments;
  - ◆ One new Supervising Probation Officer is recommended to be added to the Administration budget and funded by Corrections Performance Incentive Fund budget to support the Human Resources unit in complying with the Public Records Requests, internal affairs, citizen complaints, and policy updates;
  - ◆ One vacant Deputy Probation Officer II position in Field Services is recommended to be unfunded; and
  - ◆ Two vacant Probation Corrections Officer II positions in the Juvenile Commitment Facility are recommended to be unfunded.
- ◆ The Proposed Budget includes technical adjustment recommendations that do not affect the position allocation.
  - ◆ 18 Legal Clerk III positions are recommended for study to determine if current duties and responsibilities are in alignment with the Legal Clerk III classification.

### Five-Year Historical Trends



### Key Challenges and Opportunities

- ◆ Aging facilities and maintenance issues continue to be a challenge for the Department. Currently the Juvenile campus has two modular buildings with severely deficient roofs, one of which houses a very expensive piece of equipment, the parking lot continues to flood with any measurable rainfall, and the abandoned MID canal continues to be a safety issue for Juvenile Hall and the adjacent neighborhood.
- ◆ Hiring of qualified employees and employee retention continues to be a challenge for the Department. As of April 2019, the Department is experiencing a 9% vacancy rate with Deputy Probation Officer positions and a 32% vacancy rate with Probation Corrections Officer positions.
- ◆ Juvenile Hall bookings have seen a significant decline in the last ten years. Annual Juvenile bookings were over 2,000 in 2009 and have plunged to between 700-800 in the last two years. The trend of declining Juveniles being booked into Juvenile Hall is a statewide trend, and not unique to Stanislaus County. The reasons for the decline are unclear. As a result, 11 positions have been redirected from juvenile to adult programs in the past two budget years. The Probation Department will continue to assess current needs

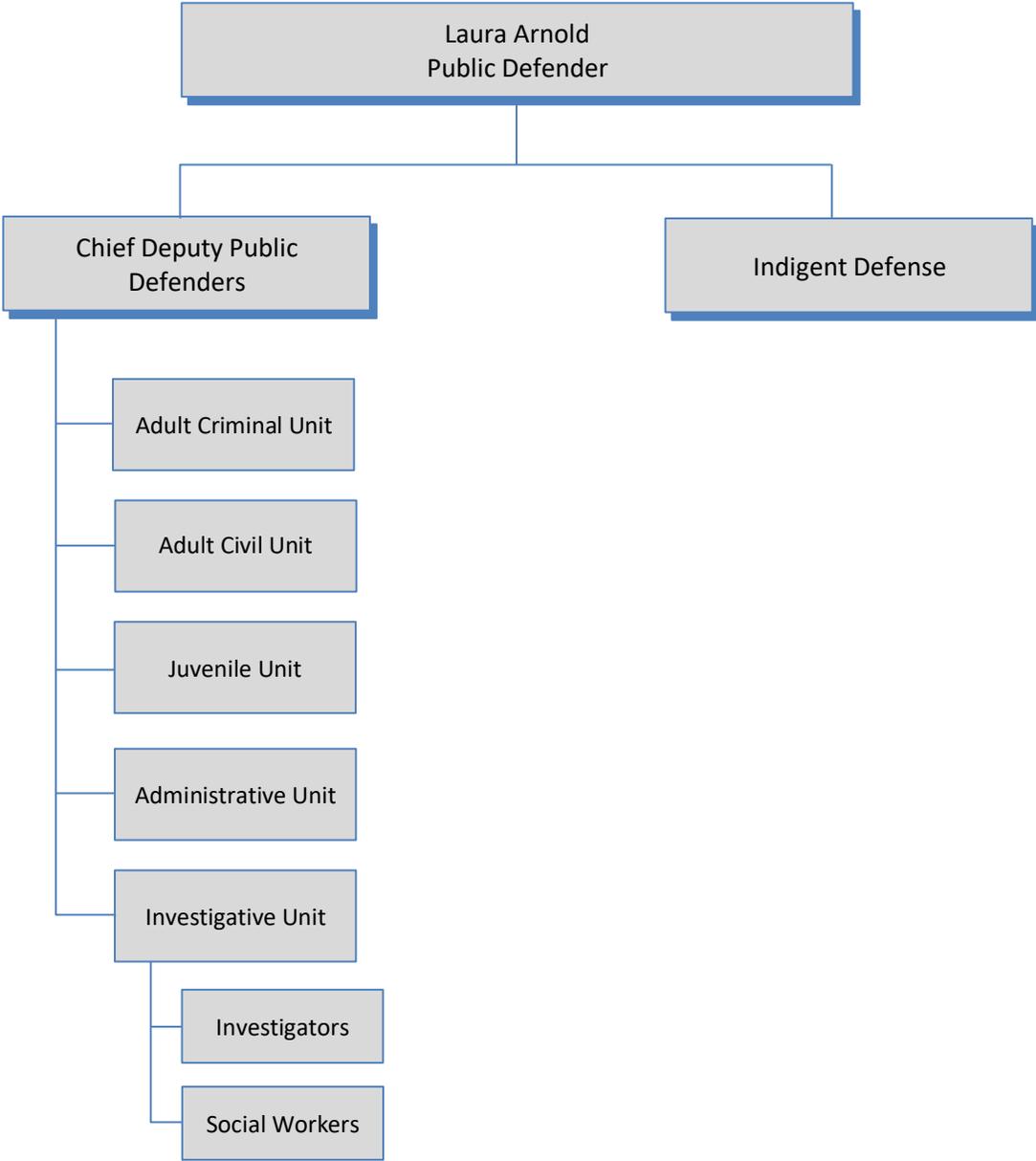
and resources and may to come back in a future budget cycle to request redirection of resources to other Probation programs.

- ◆ Senate Bill (SB) 10 eliminates cash bail or bail bonds, and would require persons arrested and detained to be subject to a pretrial risk assessment conducted by Pretrial Assessment Services established by the courts. The bill would authorize the services to be performed through a contract with probation. A referendum has stayed the bill to the November 2020 ballot. Full funding will be required to support this contract work, with no cost to the County Organization.

## **Budgets Contained within the Department**

- ◆ **Administration (General Fund)**
  - ◆ Funds administrative functional responsibilities including; staff development; human resources; contracts; collections; information technology support; budget and fiscal services and safety.
- ◆ **Community Corrections Partnership Plan (Special Revenue Fund)**
  - ◆ Funds activities specific to the Probation component of the Community Corrections Plan (CCP) with revenue received through 2011 realignment from state sales tax.
- ◆ **Corrections Performance Incentive Fund (Special Revenue Fund)**
  - ◆ Funds received as a result SB 678 which established financial incentives for county probation departments to implement best practices identified by experts for reducing recidivism rates and, therefore, the number of revocations of probation to State prison
- ◆ **Field Services (General Fund)**
  - ◆ Funds a wide spectrum of public safety services including processing of juvenile arrests, offender supervision as well as services to offenders to assist in re-integrating into the community
- ◆ **Institutional Services (General Fund)**
  - ◆ Funds the operational and staffing costs for the Juvenile Hall and the Alternative to Custody Unit that includes the electronic monitoring and house arrest programs
- ◆ **Juvenile Commitment Facility (General Fund)**
  - ◆ Funds a 60-bed juvenile facility where offenders can receive increased counseling and participate in a culinary arts vocational program, the Planting Justice gardening program and Aggression Replacement Training (ART)
- ◆ **Juvenile Justice Crime Prevention Act (Special Revenue Fund)**
  - ◆ Funds programs designed to reduce juvenile crime with grant revenue.
- ◆ **Local Community Corrections (Special Revenue Fund)**
  - ◆ Funds approved activities of the annual Community Corrections Plan with revenue received through 2011 realignment from state sales tax
- ◆ **Ward Welfare Fund (Special Revenue Fund)**
  - ◆ Funds provide for the benefit, education and welfare of the wards and detainees in Juvenile Hall with revenue received from contracted Juvenile Hall telephones service.
- ◆ **Youthful Offender Block Grant (Special Revenue Fund)**
  - ◆ Funds an effective continuum of services to respond to crime and delinquency relying on Block grant funds.

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.



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## Public Defender

	FY 2018-2019 Adopted Final Budget	FY 2019-2020 Final Budget
Budget in Brief:		
Total Revenue	\$1,284,266	\$1,411,817
Use of Fund Balance/ Retained Earnings	\$0	\$0
Gross Costs	\$12,855,892	\$14,117,492
General Fund Contributions	\$11,571,626	\$12,705,675
% Funded by General Fund	90.0%	90.0%
Total Allocated Positions	50	51

## 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 has historically contracted with three local firms. When these firms were unable to provide representation, the services of a member of a local criminal bar defense panel are retained. Effective July 2019, a new Conflicts model has been implemented which will streamline the conflicts process. The cost of the yearly contract with the Conflicts firm is 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

### Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> <li>◆ 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</li> <li>◆ 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</li> <li>◆ 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</li> <li>◆ 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. In Fiscal Year 2019-2020, embracing the philosophy “Reentry begins at arrest”, the Department anticipates restructuring its model of holistic defense, working with clients’ family</li> </ul>

members, existing nonprofit organizations in the region, other county agencies, and the community, so that clients' criminogenic needs and risk factors are identified as early as possible in the criminal justice process, with the goal of developing individualized treatment plans designed to foster rehabilitation

- ◆ 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. In Fiscal Year 2019-2018, the Department will scan all of its closed civil commitment and conservatorship files and its misdemeanor files from 2016 to present, with the goal of becoming a "paper-light" Department by year's end

## Annual Report on Results: Fiscal Year 2018-2019

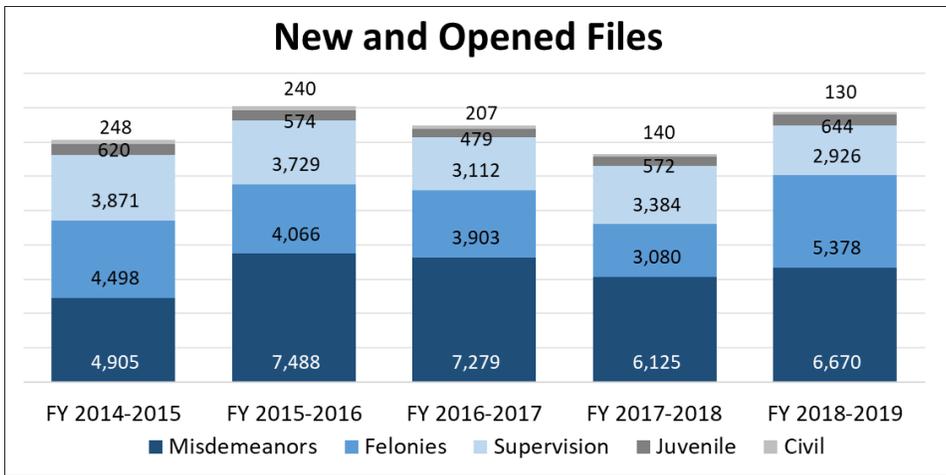
### Fiscal Year 2018-2019 Accomplishments

- ◆ Handled six cases for clients seeking postconviction relief under Proposition 47 and Proposition 64, handled 328 expungement and/or requests to reduce felony convictions to misdemeanors, and processed 10 petitions for a certificate of rehabilitation and/or gubernatorial pardon
- ◆ Handled 192 events for clients involved in the Community Assessment, Response and Engagement (CARE) program, 396 events for clients participating in the Veterans Court, 218 events for clients involved in Homeless Court, 137 events for clients participating in Mental Health Court, and 1,474 events for clients participating in Drug Court; in addition, worked with criminal justice partners to increase participation in collaborative courts (Drug Court, Homeless Court, Mental Health Court and Veterans Treatment Court) and existing diversion programs, so clients can better connect to services and counseling
- ◆ Expanded the vision of the investigative review service to promote early and prompt investigation.
- ◆ Piloted a social worker unit which worked with 122 clients, preparing sentencing reports and connecting clients to services to facilitate their successful reentry into the community
- ◆ Scanned nearly all closed felony case files and completed an in-depth analysis of current technology systems, identified and remedied certain deficiencies, and prioritized ongoing technological needs including a process of preparing an electronic case management system to store electronic documents

### 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 hundreds of new Probation, Post-Release Community Service, Mandatory Supervision and Parole violation cases.

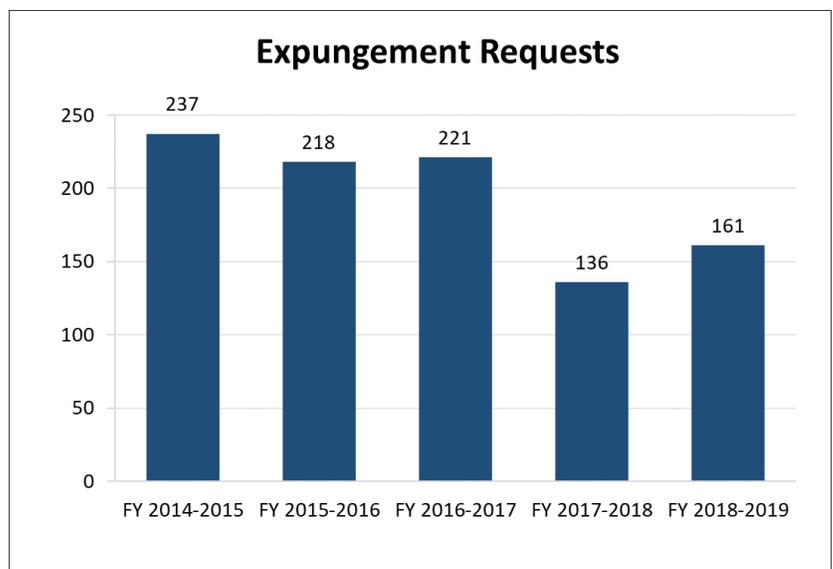


To preserve justice, Department attorneys speak forcefully for those in society least able to speak for themselves. The New and Opened Files chart displays new and opened files back to Fiscal Year 2014-2015 and the fluctuating volume of legal representation needs of indigent adults and juveniles.

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.

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 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 led productive lives since



their sentence. The Expungement Requests chart demonstrates the number of expungements the Department files per year. It is unclear why the number of requests dropped in Fiscal Year 2017-2018, but the Department did implement a new portal system during that timeframe which allows clients to submit expungement requests on-line. There has been an increase in requests in Fiscal Year 2018-2019.

## 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Public Defender</b>							
0100 0027000 General Fund							
Total Revenue	\$705,912	\$957,988	\$944,906	\$1,345,525	\$1,187,805	\$1,194,266	99.46%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$5,672,033	\$6,011,090	\$6,349,828	\$7,098,126	\$7,883,999	\$8,717,182	90.44%
Net County Cost	\$4,966,121	\$5,053,102	\$5,404,922	\$5,752,601	\$6,696,194	\$7,522,916	89.01%

- ◆ The trend in the Public Defender budget has been a gradual increase in costs due to an increase in salaries and benefits. The Department saw significant increases in revenue and Gross Costs in Fiscal Year 2017-2018 due to significant one-time projects and new contracted services. There is roughly a \$400,000 revenue increase in the Public Defender fund in Fiscal Year 2017-2018 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 and was used for a document scanning service contract. Gross Costs have increased over time due to increased cost of doing business and addition of new positions. Staff Attrition in Fiscal Year 2018-2019 resulted in significant salary savings and costs being less than projected in the budget.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Public Defender - Indigent Defense</b>							
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	\$4,827,544	\$4,575,984	\$4,264,909	\$4,137,137	\$3,469,104	\$4,483,953	77.37%
Net County Cost	\$4,737,544	\$4,485,984	\$4,174,909	\$4,047,137	\$3,379,104	\$4,393,953	76.90%

- ◆ The Public Defender Indigent Defense Gross Costs and Net County Cost continued its downward trend in Fiscal Year 2018-2019, due to the contract with a third firm ("Conflicts 3") for legal representation of indigent defendants in cases involving a third level of conflicts. The Department continues refinement of its conflicts-of-interest policy in accordance with governing law. It is anticipated that the Net County Cost in this fund will continue to decrease. This budget will be re-evaluated in the next two-year budget cycle for adjustment consideration.

## Department Summary

Public Defender						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$893,258	\$587,407	\$554,709	\$606,061	\$606,061	\$0
Charges for Service	\$541,209	\$688,737	\$729,557	\$805,756	\$805,756	\$0
Miscellaneous Revenue	\$1,058	\$1,661	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$1,435,525</b>	<b>\$1,277,805</b>	<b>\$1,284,266</b>	<b>\$1,411,817</b>	<b>\$1,411,817</b>	<b>\$0</b>
Use of Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	<b>\$1,435,525</b>	<b>\$1,277,805</b>	<b>\$1,284,266</b>	<b>\$1,411,817</b>	<b>\$1,411,817</b>	<b>\$0</b>
Salaries and Benefits	\$6,215,269	\$6,616,034	\$7,227,836	\$7,757,546	\$8,390,778	\$633,232
Services and Supplies	\$4,645,404	\$4,072,058	\$4,944,974	\$5,004,623	\$5,004,623	\$0
Other Charges	\$311,824	\$598,173	\$613,160	\$652,169	\$652,169	\$0
Fixed Assets						
Equipment	\$0	\$19,297	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$62,766	\$47,541	\$69,922	\$69,922	\$69,922	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$11,235,263</b>	<b>\$11,353,103</b>	<b>\$12,855,892</b>	<b>\$13,484,260</b>	<b>\$14,117,492</b>	<b>\$633,232</b>
General Fund Contribution	\$9,799,738	\$10,075,298	\$11,571,626	\$12,072,443	\$12,705,675	\$633,232
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>51</b>	<b>51</b>	<b>0</b>

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$1.4 million, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$1.4 million, an increase of \$127,551 from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed by applying the following escalators to the 2018-2019 Adopted Final Budget:
    - ◆ A 3% cost of doing business increase.
- ◆ The Proposed Budget includes an increase of \$91,723 in estimated revenue above the Spending Plan level due to the projection of additional revenue based on updated analysis of revenue received in prior years, review of the approved Community Corrections Partnership (CCP) annual plan and information provided in the Governor's January State Budget for 2011 and 1991 realignment funding.
  - ◆ This revenue is ongoing.

### Budget and Operations

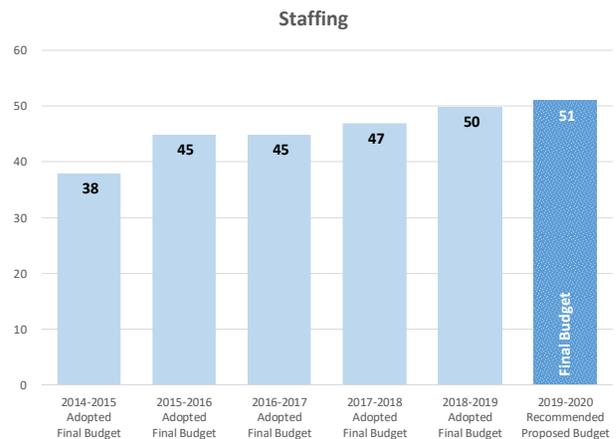
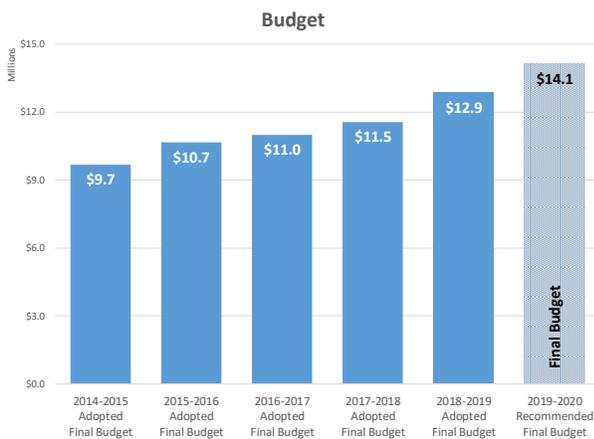
- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$14.1 million, an increase of \$633,232 from the 2019-2020 Adopted Proposed Budget.

- ◆ The transfer of year-one savings into year two as part of the Performance Visioning Carryover Savings (PVCS) program is recommended, which increases the appropriations by an additional \$633,232. The PVCS will be dedicated to support year two operations in support of the Department's strategic initiatives and includes the following specific items:
  - ◆ An increase of \$105,000 for ongoing and one-time costs for a Paralegal III position which was allocated to the Department's staffing count in the Adopted Proposed budget;
  - ◆ An increase of \$54,060 for an intern program for post-bar interns. These are law school graduates who have taken the Bar exam and are awaiting results. These individuals are eligible to practice law under the supervision of a qualified attorney;
  - ◆ An increase of \$108,620 for attorney extra help. The addition of this attorney will permit the Department to respond to Senate Bill 1437 and provide effective representation to 235 additional clients - state prisoners who may be eligible for resentencing after a conviction of murder.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$13.5 million, an increase of \$628,368 from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget:
    - ◆ 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 Proposed Budget includes \$222,548 above the Spending Plan level to accommodate the increased costs associated with recommended service level adjustments to maintain or enhance services provided to Department clients, requiring an additional General Fund Contribution of \$130,825.
  - ◆ An increase of \$50,000 for ongoing Mitigation Specialist services to assist with Special Circumstances and Homicide cases;
  - ◆ Service costs of an embedded Budget/Business Manager to assist the Department with various administrative functions including finance and budget. The position will reside in the Chief Executive Office budget but be co-located with and charged to the Public Defender. This Budget/Business Manager will also provide services to two other General Fund departments and allocate time as needed to their support. For ease in budgeting, the full General Fund contribution is provided to the Public Defender who has the primary assignment and benefit. One-time costs of \$5,000 and ongoing costs of \$150,000 are recommended;
  - ◆ An increase of \$17,548 for a technical adjustment related to ongoing costs for the Department Social Worker Program as approved by the CCP.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 51, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 51, an increase of one over the 2018-2019 Adopted Final Budget allocation.
- ◆ The Proposed Budget includes a recommendation for an increase of one to total allocated positions.
  - ◆ One new Paralegal III position is recommended to address the impact of recent statutory and decisional law. Funding for this position will be evaluated against available Performance Visioning Carryover Savings at Final Budget, which is anticipated to be sufficient to cover Fiscal Year 2019-2020 costs.

## Five-Year Historical Trends



## Key Challenges and Opportunities

- ◆ 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, the Indigent Criminal Assignment Oversight Administrator, and the Indigent Defense Panel will need access to specialized resources such as psychological services, expert witness testimony, and mitigation specialists to adequately represent these clients. Services associated with these types of cases are anticipated to be necessary, and may be costly.
- ◆ 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 or “Cook” statements of view will require significant work on behalf of the Department, including investigation, compilation of records, and attendance at hearings at which the defense may present evidence about the circumstances of the defendant’s childhood and adolescence. This work must be done not only for all eligible present and future clients facing eligible sentences, but also for at least 175 identified sentenced inmates convicted in Stanislaus County. In addition, Senate Bill 1437, known as the “felony-murder resentencing law,” operative on January 1, 2019, requires in-depth research, analysis, briefing, and hearings on behalf of individuals convicted of murder based on acts they committed as an “aider and abettor” under certain circumstances. According to the Department of Corrections, 235 prison inmates are serving a term for murder based on convictions sustained in Stanislaus County. All of them are indigent and entitled to the appointment of counsel. Finally, AB 1810 and SB 215, which created a diversion program for lower-risk individuals alleged to have committed a crime as a result of treatable symptoms of a diagnosed mental disorder requires defense counsel to obtain diagnoses and individualized treatment plans for a substantial population of Public Defender clients, all of whom are indigent and most of whom are uninsured. With limited funding for psychological services and limited access to mental health clinician services, the Department will be challenged to address symptoms of severe mental illness with treatment, rather than punishment which would lead to improved outcomes and reduced recidivism.
- ◆ The Department will be re-conceptualizing the social worker program in the upcoming year, working to attract nonprofit organizations and service providers to the region and to build lasting partnerships with existing agencies and community-based providers.
- ◆ The Department will continue to develop its information technology systems, continuing to transition from a paper-heavy filing system to a paper-light system. The Department will be work with the vendor and the

County, as resources permit, to upgrade and improve the existing case management system. This remains a significant challenge for the Department.

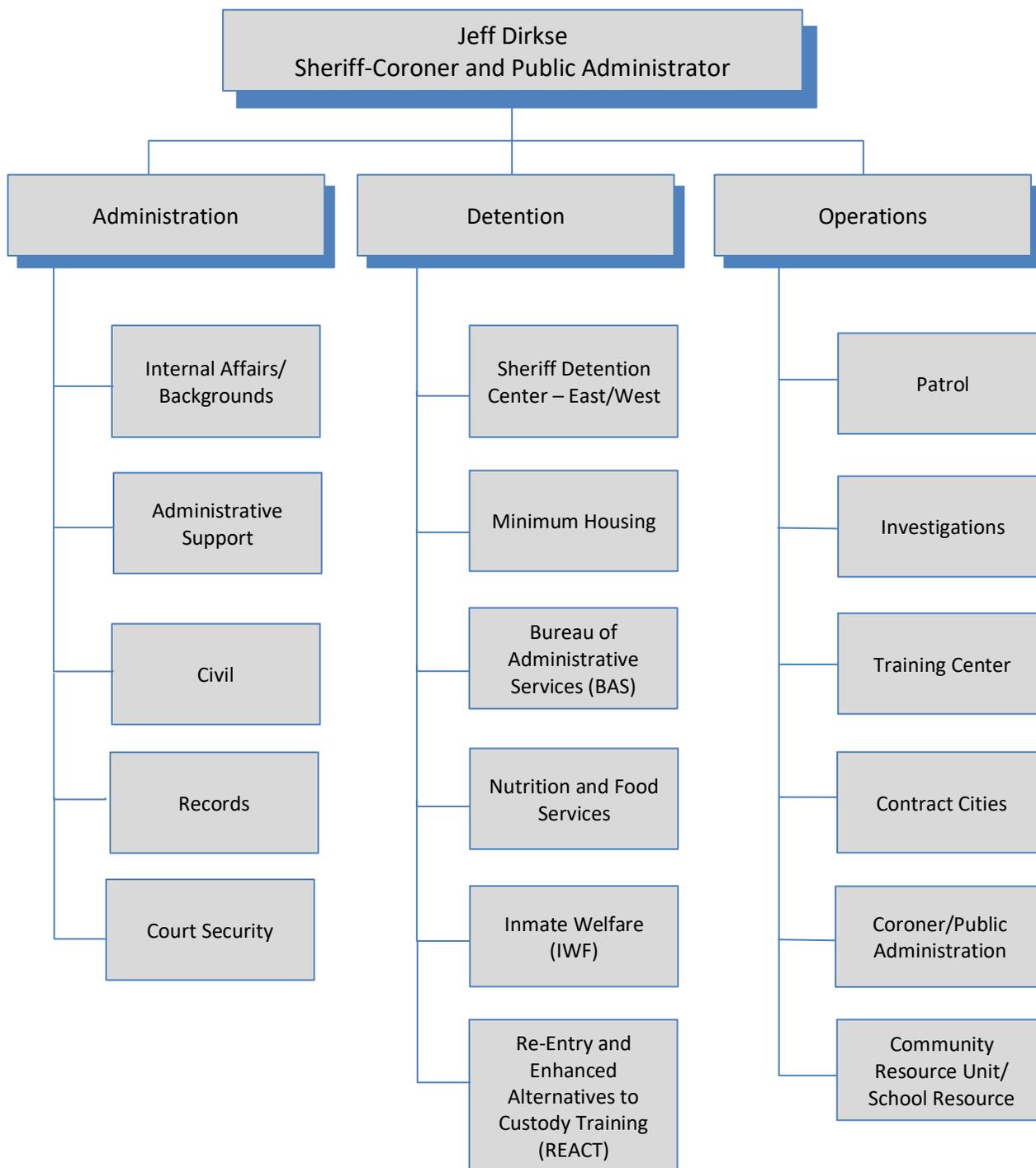
- ◆ The Department has expanded and streamlined its postconviction relief program to give more county residents a “Fresh Start” in terms of employment and housing! With the addition of another paralegal and a supervising attorney, the Fresh Start Program will be better positioned than ever to assess and pursue the type of relief which would be most beneficial for each client, based on his or her individual circumstances. The Public Defender external website has been modified to provide information and easy access to the Fresh Start Program online, and, in the upcoming year, the Department intends to provide information and program intake at community functions.
- ◆ The role of the indigent defense system is to ensure that individual attorneys have access to ongoing training, are properly supervised, are provided with sufficient resources, and have enough time to effectively represent every single client. Where a defendant is represented by an attorney who lacks the time necessary to properly investigate the case, to meet with the defendant, to file pre-trial motions, to study the prosecution’s plea offer, etc. both the system and the attorney will be challenged to meet their ethical and constitutional obligations to that defendant. Although crime rates, in general, continue to drop statewide, the number of reported murders and violent crimes remains disproportionately high in Stanislaus County, and the workload of attorneys in the Public Defender’s office continues to climb. With improved electronic case management, the Department will be better positioned to conduct a thorough workload analysis in the upcoming year to ensure that minimum constitutional obligations owed by each attorney to each client continue to be met, in accordance with National Standards and pertinent American Bar Association Guidelines.

## **Budgets Contained within the Department**

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- ◆ **Public Defender** (General Fund)
  - ◆ Funds costs of legal representation of indigent defendants.
- ◆ **Indigent Defense** (General Fund)
  - ◆ Funds those costs for indigent defense that are not provided by the Public Defender’s Office primarily due to conflicts of interest.

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.



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## Sheriff

	FY 2018-2019 Adopted Final Budget	FY 2019-2020 Final Budget
<b>Budget in Brief:</b>		
Total Revenue	\$40,869,938	\$44,540,208
Use of Fund Balance/ Retained Earnings	\$1,506,963	\$873,221
Gross Costs	\$148,905,949	\$153,598,980
<b>General Fund Contributions</b>	<b>\$106,529,048</b>	<b>\$108,185,551</b>
% Funded by General Fund	71.5%	70.4%
Total Allocated Positions	730	740

## 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 Sheriff Detention Center – East/West, Minimum Housing Units 1 and 2, 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 a 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 Resources, School Resource Officers, 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), Special Investigations Unit (SIU) 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

## Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> <li>◆ Complete Needs Assessment and Master Plan for activation of Phase III of the Adult Detention Expansion Facility and Phase II of the REACT Facility</li> <li>◆ Work with partners to increase educational and vocational programming opportunities for inmates to assist with their re-entry into the community</li> <li>◆ Complete Phase III of the Public Safety Radio Project that will expand the radio footprint of the Sheriff and Probation communication systems</li> <li>◆ Negotiate new Court Security agreement with the Stanislaus County Superior Court to align expenditures with revenue while still ensuring public safety</li> <li>◆ Increase recruitment efforts through hard-to-recruit incentives for sworn classifications to help fill Department vacancies</li> </ul>

## Annual Report on Results: Fiscal Year 2018-2019

Fiscal Year 2018-2019 Accomplishments
<ul style="list-style-type: none"> <li>◆ Highlighted a Needs Assessment and Master Plan for activation of Phase III of the Adult Detention Expansion Facility and Phase II of the REACT Facility has been listed in the Department Strategic Plan for continued focus</li> <li>◆ Continuing to create partnerships with outside entities and local businesses to create additional inmate programs and job skill training</li> <li>◆ Completed Phase III of the Public Safety Radio Project that expanded the radio footprint of the Sheriff and Probation communications system</li> <li>◆ Implemented court direction from statement of opinion received in January 2019 regarding the Court Security agreement with the Stanislaus County Superior Court and partnered on strategies that helped temporarily resolve revenue and expenditure concerns</li> </ul>

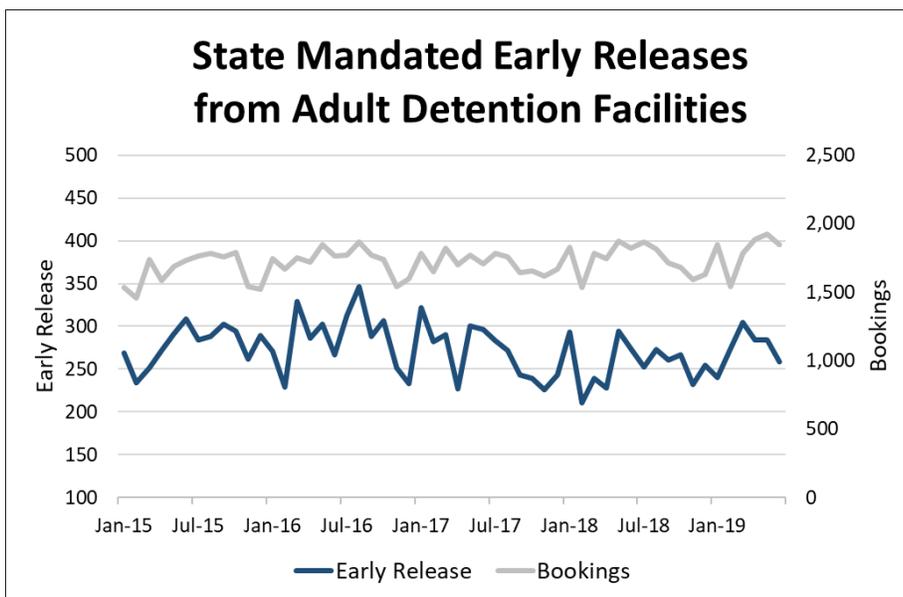
- ◆ Increased recruitment efforts through hard-to-recruit incentives for sworn classification that helped fill Department vacancies
- ◆ Implemented the first phase of the Body-Worn Camera (BWC) program to Deputy Sheriff's and Sergeant's assigned to Patrol, which will provide more transparency to the public

### Department Success Measures

The Sheriff's Department has four correctional detention facilities that are rated minimum security to administrative segregation and includes housing for mental health offenders. Each facility unit has the capability of housing specific security level inmates based upon the design and staffing levels. To remain in compliance with 1992 Federal Consent Decree that resulted from Rodriguez v. Stanislaus County, once the facilities reach 86% of capacity, referred to as the "flex cap," the Department is authorized to facilitate early releases. When the total housing capacity at the Sheriff's Detention Center East/West facilities surpasses the flex cap rating and classification cannot house inmates properly, the flex cap release process is initiated. This process consists of releasing sentenced inmates in compliance with Penal Code Sections 4018.6 and 4024.1. The current flex cap is 715 and is based on the housing capacity of both the Sheriff's Detention Center East and West.

The flex cap is based solely on these two facilities as they are the only facilities that have the capability of housing all classifications and security levels. If after

conducting flex cap releases the count is still not at a manageable level and the facilities reach 93% capacity, the Department is authorized to proceed with accelerated releases. Accelerated releases consist of the release of sentenced inmates with a

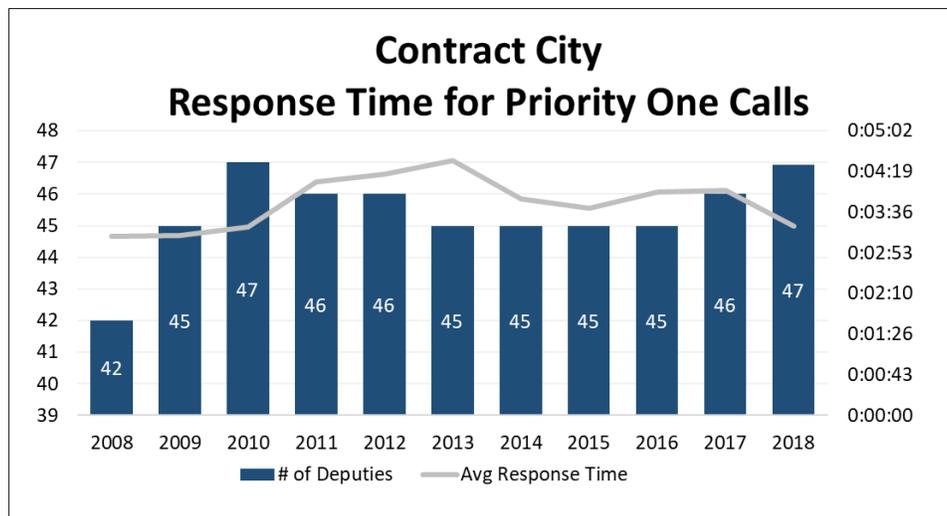


30% reduction of the inmates' jail sentence after all other credits have been applied. When accelerated releases are required, only the number of inmates needed to lower the count to an acceptable and manageable level are to be released. The State Mandated Early Releases chart shows the correlation between number of bookings and number of early releases.

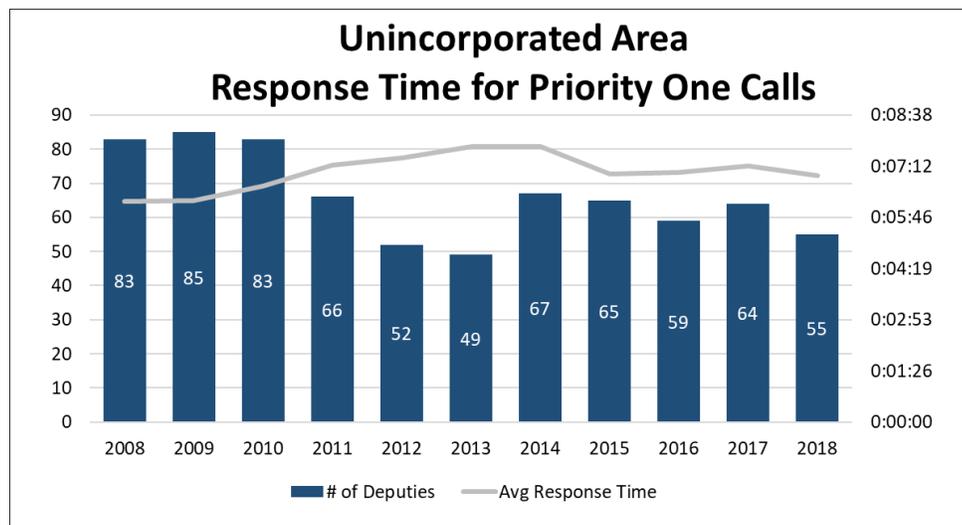
One of the Sheriff’s Department core functions is the protection of life and property. The timely arrival of a Deputy Sheriff to a reported crime in progress or other serious emergency is vital in protecting life, apprehending suspects, identifying witnesses and evidence and enhancing the ability to solving/preventing crime in County communities. Calls for service are ranked by priority 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.).

The Sheriff’s Department patrols unincorporated areas of the County as well as the cities of Riverbank, Patterson, Waterford and Hughson, all of which have

police services 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. The Unincorporated Area chart shows that there has been a strong correlation between the full-time sworn deputies and average response time.



In the unincorporated areas, the response time is forty-three seconds higher in 2018 than in 2008 and there are 28 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 variables that will affect response times such as staffing levels, attrition, crime trends, and a growing demand for public safety 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Sheriff - Administration</b>							
0100 0028100 General Fund							
Total Revenue	\$443,943	\$1,273,151	\$1,184,090	\$1,008,756	\$896,616	\$852,165	105.22%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$5,171,683	\$10,166,562	\$10,245,383	\$11,495,185	\$11,852,695	\$13,481,044	87.92%
Net County Cost	\$4,727,740	\$8,893,411	\$9,061,293	\$10,486,429	\$10,956,079	\$12,628,879	86.75%

- ◆ The Sheriff Administration fund 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Sheriff - Adult Detention Expansion</b>							
0100 0028400 General Fund							
Total Revenue	\$0	\$0	\$785,935	\$3,264,915	\$6,017,493	\$5,029,004	119.66%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$0	\$0	\$3,149,928	\$11,620,189	\$18,693,505	\$18,761,152	99.64%
Net County Cost	\$0	\$0	\$2,363,993	\$8,355,274	\$12,676,012	\$13,732,148	92.31%

- ◆ The Adult Detention Expansion fund has had a steady increase in cost due to the normal cost of doing business and additional Community Correction Partnership (CCP) revenue received than was projected in the budget. 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. In addition, in Fiscal Year 2018-2019 the Jail Medical contract was moved to this budget from a CEO budget and represents approximately \$4 million of the increase between FY 2017-2018 and 2018-2019.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Sheriff - CAL ID Program</b>							
1703 0028600 Special Revenue Fund							
Total Revenue	\$444,799	\$458,884	\$478,441	\$486,504	\$504,832	\$469,290	107.57%
Use of Fund Balance	(\$42,712)	(\$35,527)	\$121,691	(\$257,055)	(\$123,375)	\$583,660	-21.14%
Gross Costs	\$402,087	\$423,357	\$600,132	\$229,449	\$381,457	\$1,052,950	36.23%
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 for a major project that began in Fiscal Year 2016-2017 to update Live Scan machines and BlueCheck devices that

are used by law enforcement officers throughout the County. This project is set to be completed in Fiscal Year 2019-2020. As a result, Gross Costs were significantly lower than in Fiscal Year 2018-2019 budget.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Sheriff - CAL-MMET</b>							
1780 0028889 Special Revenue Fund							
Total Revenue	\$769,914	\$875,469	\$713,153	\$718,106	\$790,532	\$730,125	108.27%
Use of Fund Balance	(\$257,587)	\$244,609	\$456,038	\$40,782	(\$69,006)	\$0	0.00%
Gross Costs	\$512,327	\$1,090,078	\$1,169,191	\$758,888	\$721,526	\$730,125	98.82%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Sheriff Cal-MMET fund has experienced a modest increase in revenue over the last five years. Gross Costs were much higher in Fiscal Year 2015-2016 and 2016-2017 due to critical Long Ranger Helicopter repairs included in those years and supported by increased use of fund balance.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Sheriff - Civil Process Fee</b>							
1768 0028840 Special Revenue Fund							
Total Revenue	\$320,964	\$276,057	\$242,946	\$201,332	\$219,624	\$251,000	87.50%
Use of Fund Balance	(\$144,707)	\$119,362	\$75,058	\$5,330	\$110,326	\$187,697	58.78%
Gross Costs	\$176,257	\$395,419	\$318,004	\$206,662	\$329,950	\$438,697	75.21%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Sheriff Civil Process Fee fund has had a steady fund balance over the past five years that 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. Both revenue and Gross Costs were lower than anticipated in Fiscal Year 2018-2019 but within budget authority.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Sheriff - Contract Cities</b>							
0100 0028239 General Fund							
Total Revenue	\$9,990,185	\$10,105,762	\$10,144,580	\$11,015,302	\$12,172,188	\$12,225,784	99.56%
Use of Fund Balance	-	-	-	-	-	-	-
Gross Costs	\$10,012,813	\$10,106,662	\$10,161,855	\$11,015,302	\$12,270,754	\$12,423,128	98.77%
Net County Cost	\$22,628	\$900	\$17,275	\$0	\$98,566	\$197,344	49.95%

- ◆ The Sheriff Contract Cities fund has had a steady increase in costs due to the normal cost of doing business. There is usually no general fund contribution for this budget due to the Cities of Riverbank, Patterson, Waterford and Hughson contracting law enforcement services with the Sheriff’s Department. For Fiscal Year 2018-2019 and 2019-2020, there is a county cost sharing agreement in place with Riverbank, Patterson and Waterford to cover 50% of the increased cost experienced with the addition of the Deputy Sheriff II classification in exchange for increased flexibility in staffing assignments in periods of critical need.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Sheriff - Court Security</b>							
176C 0028370 Special Revenue Fund							
Total Revenue	\$4,922,050	\$5,087,283	\$5,085,454	\$5,210,770	\$5,283,392	\$5,283,476	100.00%
Use of Fund Balance	\$602,691	\$235,894	\$322,196	(\$110,048)	(\$701,514)	(\$697,870)	100.52%
Gross Costs	\$5,606,979	\$5,406,454	\$5,484,932	\$5,186,227	\$5,511,870	\$5,515,439	99.94%
Net County Cost	\$82,238	\$83,277	\$77,282	\$85,505	\$929,992	\$929,833	100.02%

- ◆ The Sheriff Court Security fund has seen a steady increase in costs due to the cost of doing business and a much slower growth in revenue. In Fiscal Years 2014-2015 through 2016-2017, several multi-defendant court cases held in Department 26 requiring extra security depleted the majority of the existing fund balance. Due to a court ruling, the County reimbursed funds that had been used to pay for direct administrative costs in Fiscal Year 2018-2019 in the amount of \$705,721 which contributed to fund balance. In Fiscal Year 2018-2019 Net County Cost was slightly higher than budgeted due to higher than budgeted allocated charges posting to this fund which the county is mandated to pay for.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Sheriff - Dedicated Funds</b>							
1743 0028869 Special Revenue Fund							
Total Revenue	\$17,289	\$29,493	\$21,018	\$0	\$0	\$0	0.00%
Use of Fund Balance	(\$17,289)	(\$29,493)	\$328,391	\$0	\$0	\$0	0.00%
Gross Costs	\$0	\$0	\$349,409	\$0	\$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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Sheriff - Detention</b>							
0100 0028300 General Fund							
Total Revenue	\$9,859,489	\$9,978,053	\$9,905,026	\$9,513,155	\$10,946,747	\$10,860,818	100.79%
Use of Fund Balance	-	-	-	-	-	-	-
Gross Costs	\$37,488,073	\$39,685,562	\$39,322,636	\$41,269,603	\$54,088,934	\$56,719,828	95.36%
Net County Cost	\$27,628,584	\$29,707,509	\$29,417,610	\$31,756,448	\$43,142,187	\$45,859,010	94.08%

- ◆ Detention has had a steady increase in Gross Costs due to normal cost of doing business increases. Revenue has stayed consistent throughout the past five years and most of the costs are covered by general fund contribution. There was an increase in gross costs and revenue in Fiscal Year 2018-2019 due to the Jail Medical contract being shifted from a CEO budget.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Sheriff - Driver Training Program</b>							
1769 0028870 Special Revenue Fund							
Total Revenue	\$ 117,637	\$ 174,274	\$ 140,012	\$ 184,277	\$ 96,922	\$ 167,640	57.82%
Use of Fund Balance	(\$ 708)	(\$ 13,293)	\$ 1,668	(\$ 29,355)	\$ 20,174	(\$ 11,904)	-169.47%
Gross Costs	\$ 116,929	\$ 160,981	\$ 141,680	\$ 154,922	\$ 117,096	\$ 155,736	75.19%
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 the even numbered fiscal years. This is due to how the Drivers Training Program is set up in outside law enforcement agencies. Gross costs have decreased in Fiscal Year 2018-2019 due to an employee contract not being renewed.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Sheriff - Federal Asset Forfeiture</b>							
176Q 0028383 Special Revenue Fund							
Total Revenue	\$ 0	\$ 0	\$ 0	\$ 0	\$ 196,883	\$ 0	0.00%
Use of Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0	(\$ 196,883)	\$ 0	0.00%
Gross Costs	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

- ◆ Due to changes in asset forfeiture guidelines, it was determined to place asset forfeiture funds into Special Revenue accounts instead of Trust Funds. The new fund was established in the Fiscal Year 2018-2019 Mid Year Financial Report and expected to be spent in Fiscal Year 2019-2020.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Sheriff - Jail Commissary / Inmate Welfare</b>							
4081 0028509 Enterprise Fund							
Total Revenue	\$ 1,677,872	\$ 1,873,647	\$ 2,408,630	\$ 1,764,091	\$ 1,870,494	\$ 1,662,500	112.51%
Use of Fund Balance	(\$ 171,579)	(\$ 231,136)	(\$ 639,143)	\$ 68,829	\$ 309,193	\$ 880,915	35.10%
Gross Costs	\$ 1,506,293	\$ 1,642,511	\$ 1,769,487	\$ 1,832,920	\$ 2,179,687	\$ 2,543,415	85.70%
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

- ◆ Jail Commissary/Inmate Welfare has had a steady increase in both revenue and Gross 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. There was a higher use of fund balance in Fiscal Year 2018-2019 due to additional programming services being offered by Learning Quest.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Sheriff - Justice Assistance Grant</b>							
1799 0028610 Special Revenue Fund							
Total Revenue	\$254,345	\$741,921	\$1,166,782	\$362,187	\$155,748	\$155,748	100.00%
Use of Fund Balance	(\$26,120)	\$26,923	(\$764)	\$15	\$0	\$0	0.00%
Gross Costs	\$228,225	\$768,844	\$1,166,018	\$362,202	\$155,748	\$155,748	100.00%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Justice Assistance Grant has accounted for two different Byrne JAG grants that the Department has received. The Department is finishing spending for each of the prior year grants. The current grant cycle is two years behind and the department has been awarded two different grant years.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Sheriff - Operations</b>							
0100 0028200 General Fund							
Total Revenue	\$3,311,807	\$3,125,004	\$2,930,737	\$3,050,867	\$2,936,484	\$3,090,872	95.01%
Use of Fund Balance	-	-	-	-	-	-	-
Gross Costs	\$30,330,069	\$30,664,689	\$32,491,375	\$34,368,588	\$39,196,944	\$40,672,094	96.37%
Net County Cost	\$27,018,262	\$27,539,685	\$29,560,638	\$31,317,721	\$36,260,460	\$37,581,222	96.49%

- ◆ The Operations budget has had a steady increase in costs due to the normal cost of doing business. Revenue has stayed consistent throughout the past five years besides a decrease in Fiscal Year 2015-2016 due to a restructure of programs that shifted from Operations to Administration. Public Safety Restoration was implemented in Fiscal Year 2015-2016 which increased gross costs despite Records, Volunteers and Civil budgets moving to the Administration Division.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Sheriff - SDEA Federal Asset Forfeiture</b>							
176Q 0028380 Special Revenue Fund							
Total Revenue	\$0	\$0	\$0	\$0	\$505	\$83,275	0.61%
Use of Fund Balance	\$0	\$0	\$0	\$0	\$81,116	\$0	0.00%
Gross Costs	\$0	\$0	\$0	\$0	\$81,621	\$83,275	98.01%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Due to changes in asset forfeiture guidelines, it was determined to place asset forfeiture funds into Special Revenue accounts instead of Trust Funds. The new fund was established in the Fiscal Year 2018-2019 Midyear Financial Report and these funds are used to support needs for the Stanislaus Special Investigations Unit (SIU) formally known as Stanislaus Drug Enforcement Agency (SDEA).

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Sheriff - Vehicle Theft Unit</b>							
1715 0028825 Special Revenue Fund							
Total Revenue	\$445,026	\$451,966	\$478,144	\$484,676	\$490,903	\$455,815	107.70%
Use of Fund Balance	(\$177,554)	(\$137,213)	\$306,079	\$81,044	(\$46,210)	\$108,595	-42.55%
Gross Costs	\$267,472	\$314,753	\$784,223	\$565,720	\$444,693	\$564,410	78.79%
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, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
Sheriff - CAL ID Program	\$475,802	\$518,514	\$554,042	\$432,350	\$689,405
Sheriff - CAL-MMET	\$599,050	\$856,637	\$642,027	\$185,989	\$145,208
Sheriff - Civil Process Fee	\$1,429,446	\$1,574,153	\$1,454,791	\$1,379,733	\$1,374,403
Sheriff - Court Security	\$1,333,683	\$730,992	\$495,098	\$172,902	\$282,950
Sheriff - Dedicated Funds	\$281,609	\$298,898	\$328,391	\$0	\$0
Sheriff - Driver Training Program	\$37,736	\$38,444	\$51,738	\$50,070	\$79,424
Sheriff - Jail Commissary / Inmate Welfare	\$1,072,199	\$1,086,783	\$1,317,919	\$1,957,063	\$1,883,612
Sheriff - Justice Assistance Grant	\$0	\$26,120	(\$803)	(\$39)	(\$54)
Sheriff - Vehicle Theft Unit	\$256,121	\$433,676	\$570,888	\$264,810	\$183,765
<b>Total Fund Balance</b>	<b>\$5,485,646</b>	<b>\$5,564,217</b>	<b>\$5,411,091</b>	<b>\$4,442,878</b>	<b>\$4,638,713</b>

\*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. The majority of available fund balance is projected to be exhausted by the end of Fiscal Year 2019-2020.
- ◆ Cal-MMET’s fund balance had a steady increase in due to staffing shortages in Fiscal Years 2013-2018. A majority of the fund balance was used to fund the Long Ranger Helicopter repairs in Fiscal Year 2016-2017.
- ◆ Civil Process 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. Fund balance is projected to be exhausted in the next two to three years.
- ◆ Dedicated Funds has exhausted all fund balance in Fiscal Year 2016-2017 and the fund has been 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 an increasing fund balance throughout the past five years. Fund balance in this program is necessary as a reserve fund to help mitigate future impacts of 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 and when the funds are awarded.
- ◆ Vehicle Theft Unit’s fund balance has increased during the past few years due to vacancies in the program. These vacancies have been filled and the fund balance was used in Fiscal Year 2016-2017 and 2017-2018 for major purchase projects tied to vehicle theft like license plate readers (LPR) devices throughout the County.

## Department Summary

Sheriff						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$427,975	\$317,644	\$599,868	\$2,042,385	\$2,042,385	\$0
Fines, Forfeitures, Penalties	\$43,107	\$267,880	\$32,500	\$33,475	\$33,475	\$0
Revenue from use of Assets	\$26,851	\$58,643	\$5,500	\$5,665	\$5,665	\$0
Intergovernmental Revenue	\$10,684,695	\$11,788,831	\$10,818,612	\$10,976,658	\$11,154,493	\$177,835
Charges for Service	\$24,010,616	\$27,936,509	\$27,417,558	\$29,421,381	\$29,265,693	(\$155,688)
Miscellaneous Revenue	\$1,833,810	\$1,980,972	\$1,719,900	\$1,762,497	\$1,762,497	\$0
Other Financing Sources	\$237,884	\$228,884	\$276,000	\$276,000	\$276,000	\$0
<b>Total Revenue</b>	<b>\$37,264,938</b>	<b>\$42,579,363</b>	<b>\$40,869,938</b>	<b>\$44,518,061</b>	<b>\$44,540,208</b>	<b>\$22,147</b>
<b>Use of Fund Balance/Retained Earnings</b>	<b>(\$200,458)</b>	<b>(\$616,179)</b>	<b>\$1506,963</b>	<b>\$689,338</b>	<b>\$873,221</b>	<b>\$183,883</b>
<b>Total Funding Sources</b>	<b>\$37,064,480</b>	<b>\$41,963,184</b>	<b>\$42,376,901</b>	<b>\$45,207,399</b>	<b>\$45,413,429</b>	<b>\$206,030</b>
Salaries and Benefits	\$88,960,746	\$100,279,873	\$100,815,006	\$106,081,800	\$107,900,110	\$1,818,310
Services and Supplies	\$17,877,102	\$31,943,168	\$32,486,760	\$32,891,635	\$33,011,904	\$120,269
Other Charges	\$8,100,358	\$9,432,324	\$9,360,086	\$9,728,995	\$9,759,623	\$30,628
Fixed Assets						
Buildings & Improvements	\$206,893	\$201,976	\$200,582	\$283,500	\$283,500	\$0
Equipment	\$3,085,380	\$4,546,332	\$4,037,055	\$2,772,800	\$2,956,683	\$183,883
Other Financing Uses	\$1,380,000	\$168,000	\$178,000	\$178,000	\$178,000	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$544,622)	(\$545,193)	(\$491,540)	(\$490,840)	(\$490,840)	\$0
Contingencies	\$0	\$0	\$2,320,000	\$0	\$0	\$0
Gross Costs	\$19,065,857	\$46,026,480	\$48,905,949	\$51,445,890	\$53,598,980	\$2,153,090
General Fund Contribution	\$82,001,377	\$104,063,296	\$106,529,048	\$106,238,491	\$108,185,551	\$1947,060
<b>Total Allocated Positions</b>	-	-	730	741	740	-1

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$44.5 million, an increase of \$22,147 from the 2019-2020 Adopted Proposed Budget.
  - ◆ A decrease of \$26,938 is a technical adjustment to align estimated revenue with contract amounts with Contract Cities.

- ◆ An increase of \$177,835 for the 2018 Justice Assistance Grant revenue will support a distribution to the Modesto Police Department, Sheriff Department and Probation Department.
- ◆ A decrease of \$128,750 in revenue is estimated for the discontinuance of a Child Abuse Interview, Referral and Evaluation (CAIRE) Center services agreement with the Community Services Agency which was not renewed in Fiscal Year 2019-2020.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$44.5 million, an increase of \$3.6 million from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed by applying the following escalators to the 2018-2019 Adopted Final Budget:
    - ◆ 3% increase consistent with historical indicators.
- ◆ The Proposed Budget includes an increase of \$2.6 million in estimated revenue above the Spending Plan level due to increases from existing and new revenue contracts and funding received from Cannabis Development Agreements for use in conducting enforcement activities.
  - ◆ An increase of \$813,666 from Contract Cities contracts to pay for an additional Deputy Sheriff in Riverbank, increased service costs inclusive of support for the recently approved Deputy Sheriff II classification and funding for replacement vehicles.
  - ◆ An increase of \$379,138 for a new revenue contract with Stanislaus County Office of Education (SCOE) to provide three School Resource Officers. The positions will be funded 80% by the SCOE contract and 20% with General Fund Contribution.
  - ◆ An increase of \$1.4 million from Cannabis Development Agreement revenue to fund additional personnel for the Cannabis Enforcement Task Force.
  - ◆ The adjustment includes \$641,500 in one-time revenue and \$2.0 million in ongoing revenue.
- ◆ The Department has a total of \$5.3 million in available fund balance/retained earnings as of July 1, 2019, of which \$689,338 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ Cal ID Program budget unit has a total of \$812,780 in available fund balance as of July 1, 2019, of which (\$75,179) is budgeted for use in Fiscal Year 2019-2020.
  - ◆ Cal-MMET budget unit has a total of \$214,213 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 has a total of \$1,264,077 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 \$984,463 in available fund balance as of July 1, 2019, of which (\$143,828) is budgeted for use in Fiscal Year 2019-2020, providing a contribution to fund balance.
  - ◆ Driver Training Program budget unit has a total of \$59,250 in available fund balance July 1, 2019, of which (\$11,479) is budgeted for use in Fiscal Year 2019-2020, providing a contribution to fund balance.
  - ◆ Federal Asset Forfeiture-Justice budget unit has a total of \$86,713 in available fund balance as of July 1, 2019, of which \$13,000 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ Federal Asset Forfeiture-Treasury budget unit has a total of \$29,054 in available fund balance as of July 1, 2019, of which \$247,652 is budgeted for use in Fiscal Year 2019-2020. This will need to be rightsized at Midyear; the Department will ensure that no more than available fund balance is used.
  - ◆ Jail Commissary/Inmate Welfare budget unit has a total of \$1,574,419 in available retained earnings as of July 1, 2019, of which \$520,136 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ Vehicle Theft Unit budget unit has a total of \$229,975 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

- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$153.6 million, an increase of \$2.2 million from the 2019-2020 Adopted Proposed Budget.
  - ◆ The transfer of year-one savings into year two as part of the Performance Visioning Carryover Savings (PVCS) program is recommended, which increases the appropriations by an additional \$1.9 million. The PVCS will be dedicated to support year two operations in support of the Department's strategic initiatives;
  - ◆ A decrease of \$26,938 to align with Contract amounts with Contract Cities;
  - ◆ An increase of \$183,883 for an automated ballistic imaging system for the Investigations Unit. The system uses digital images of shell casings to link crime involving firearms. The Department will use this program to help investigate the high volume of gun and gang related crime incidents with the support of the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF);
  - ◆ An increase of \$177,835 for the 2018 Justice Assistance Grant which is distributed to the Modesto Police Department, Sheriff Department and Probation Department;
  - ◆ A decrease of \$128,750 for the discontinuance of a Child Abuse Interview, Referral and Evaluation (CAIRE) Center services agreement with the Community Services Agency which was not renewed in Fiscal Year 2019-2020.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$151.4 million, an increase of \$2.5 million from the 2018-2019 Adopted Final Budget.
- ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget:
  - ◆ 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 increases are offset by the removal of large one-time projects that were included in the 2018-2019 Adopted Final Budget.
  - ◆ \$147,309 decrease in the use of fund balance with an equal increase in Net County Cost to fund the Sheriff Department's Allocated Service Charges assigned to the Trial Court Security Account as a result of the Third Appellate Court's Decision (CV-18-001209) ruling that overhead expenses related to courthouse security cannot be funded with 2011 Realignment funds. The appropriations for these costs are already included in the Fiscal Year 2019-2020 spending plan.
- ◆ The Proposed Budget includes \$3.9 million to accommodate the increased costs above the Spending Plan level associated with new positions, increased services costs to Contract Cities and additional vehicle and equipment replacement costs. This increase requires an additional General Fund Contribution of \$1.1 million.
  - ◆ An ongoing \$1.0 million and one-time \$399,500 increase to add five Deputy Sheriff positions and one Community Services Officer to conduct enforcement activities of illegal cannabis operations.
  - ◆ An ongoing increase of \$473,922, funded with \$379,138 increase in estimated revenue and \$94,784 increase in General Fund Contribution to add three new Deputy Sheriff positions to act as School Resource Officers for the SCOE. The shared funding arrangement provides the Department flexibility in reallocating the Deputy Sheriff resources, if needed.
  - ◆ An ongoing \$155,846 and one-time \$51,000 increase in appropriations and estimated revenue to add one new Deputy Sheriff position and one new vehicle for the benefit of the City of Riverbank. This position is entirely funded by City of Riverbank with no General Fund Contribution.
  - ◆ An ongoing increase of \$753,299 in appropriations, \$415,820 increase in estimated revenue and \$337,479 increase in General Fund Contribution due to increased costs of Sheriff Law Enforcement services for the cities of Hughson, Waterford, Riverbank and Patterson. Service costs increased as a

result of Board approval of the Deputy Sheriff II classification and related Sheriff Department salary adjustments. The \$337,479 General Fund Contribution supports the cost sharing proposal with the cities of Waterford, Riverbank and Patterson; the City of Hughson declined to participate.

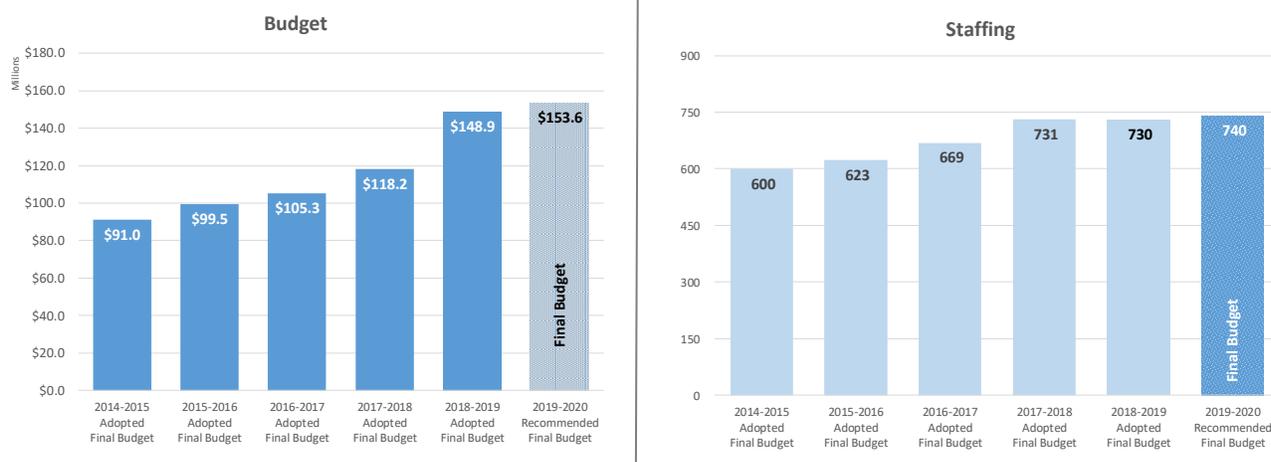
- ◆ An ongoing \$95,720 increase in appropriations, funded by Cal-ID program fund balance, to support one Application Specialist I/II position approved in the Midyear Financial Report for Fiscal Year 2018-2019.
- ◆ An ongoing \$29,000 increase in appropriations to fund the reclassification of a vacant Sergeant position to a Lieutenant position.
- ◆ \$568,700 increase in appropriations, \$191,000 increase in estimated revenue from Contract Cities, \$32,000 use of Cal-ID program fund balance and \$345,700 increase in General Fund Contribution for replacement of vehicles, associated equipment cost and replacement of 60 mobile data terminals that are on a 5-year replacement schedule.
- ◆ A one-time increase of \$260,652 in appropriations in the Federal Asset Forfeiture budget units, funded with fund balance, to support operating costs, including supplies, facility costs and administrative charges, of the Special Investigations Unit.
- ◆ A one-time increase of \$99,000 in appropriations, funded with General Fund Contribution, to replace two bomb suits and a Packbot remote for the unit's bomb robot. The new Packbot will come with a touchscreen tablet, replacing an outdated laptop, and will allow personnel to communicate with one another inside the bomb suits.
- ◆ In total, the adjustments include \$1.4 million in one-time costs and \$2.5 million in ongoing costs.
- ◆ The Proposed Budget includes the replacement of 28 vehicle(s) used to conduct law enforcement services. The total cost is estimated to be \$1.3 million for the vehicles and outfitting equipment, funded by Departmental revenue, departmental fund balance and a General Fund Contribution.
- ◆ The Proposed Budget includes the purchase of 14 new vehicle(s) used to conduct law enforcement services in the Civil Division, Cannabis Enforcement, City of Riverbank and School Resource Officer Units. The total cost is estimated to be \$760,000 for the vehicles and outfitting equipment and is funded by \$220,000 Departmental fund balance, \$336,000 in Cannabis fees, \$51,000 in Law Enforcement Contracts and \$153,000 in General Fund Contribution.
- ◆ The Sheriff's Department has a total fleet of 491 vehicles; of those, 28 meet the minimum age and mileage requirements to be considered for replacement under the Fleet Services Policy.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 740, a decrease of one from the 2019-2020 Adopted Proposed Budget allocation.
  - ◆ One vacant Deputy Sheriff II position is recommended to be unfunded from Operations.
- ◆ The Final Budget includes technical adjustment recommendations that do not affect the position allocation.
  - ◆ One Director of Volunteer Services, one Legal Clerk III in the Detention budget, and one Manager I position in the Operations budget, were recommended for classification studies in the 2018-2019 Midyear Budget. The studies have been completed and it is recommended that the positions be reclassified to a Community Services Officer, Staff Services Technician, and a block-budgeted Manager I/II/III, respectively.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 741, an increase of 11 over the 2018-2019 Adopted Final Budget allocation.
- ◆ Subsequent to the 2018-2019 Adopted Final Budget, one position has been added to the Department staffing allocation.
- ◆ The Proposed Budget includes a recommendation for an increase of 10 to total allocated positions.
  - ◆ One new Deputy Sheriff II position is recommended to patrol the City of Riverbank;

- ◆ Five new Deputy Sheriff II positions in Operations are recommended to enforce Cannabis laws and regulations in the unincorporated areas of the County;
- ◆ One new Deputy Sheriff II position is recommended, one Deputy Sheriff II position is recommended to be restored and transferred out from the Sheriff Detention unit to the Sheriff Operations unit, and one Deputy Sheriff II position is recommended to be restored in the Sheriff Operations unit to fill staffing as School Resource Officers through a Law Enforcement Contract with the Stanislaus County Office of Education; and
- ◆ One new Community Services Officer position in Operations is recommended to assist with property and evidence and to support the sworn officers enforcing Cannabis laws and regulations.
- ◆ The Proposed Budget includes technical adjustment recommendations that do not affect the position allocation.
  - ◆ One Sergeant position is recommended to be transferred out from the Sheriff Operations unit to the Administration unit and to be reclassified upward to a Lieutenant to oversee the management of current Internal Affairs duties, the implementation of SB 1421, California Public Records Act and to properly align and streamline other assignments, including the oversight of policies.

## Five-Year Historical Trends



## Key Challenges and Opportunities

- ◆ AB900 / SB1022 Project Staffing
  - ◆ The Public Safety and Offender Rehabilitation Services Act of 2007 (AB900), along with AB 109 in 2011, realigned low-level risk offenders from state prisons to local control. This resulted in the construction of AB 900 Phase II Public Safety Center Expansion Projects: Project One, the maximum security and medical/mental health facility, and Project Three, the Intake/Release/Transportation and Jail Administration/Staff support building. In 2018, construction was completed on SB 1022 REACT facility. Phase I and II added 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 SDC-E into full operation and, thereby, all new facilities into full operation. Phase III would include the addition of 34 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 to be considered in Fiscal Years 2018-2019 and 2019-2020 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 the Community Corrections Partnership funds, currently reflected at 25% contribution, with the balance funded by a General Fund Contribution. The Department is in the process of updating the master plan and needs assessment and is targeting for Board consideration during Budget Year 2020-2021.

- ◆ Trial Court Security Funding/Agreement
  - ◆ 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 (TCSA) funds have seen modest year over year growth, they have not kept pace with expenditure growth. The current agreement expired in 2014 and despite negotiations has not been successfully updated. Until a new agreement is in place, the Department will continue to work with the Superior Court to minimize costs while still providing safe working conditions. A new agreement will need to be settled before the new courthouse is opened due to the additional courtrooms the Superior Court will gain.
- ◆ Strategic Development Plan
  - ◆ The Department is currently working on an annual Strategic Development Plan to identify specific unit and division needs, categorizing them as immediate, projected or long-term. Each item will be classified into one of four categories identified by the Sheriff to align with his Department growth and development philosophies: Infrastructure, Equipment, Personnel and Programs. In conjunction with the Strategic Development Plan, the Sheriff is working with Capital Projects and General Services Agency to better organize the project description and proposal process for small tenant improvements, infrastructure projects and deferred maintenance projects. Additionally, the Sheriff requested a County led master planning exercise for the Public Safety site to update California Environmental Quality Act (CEQA) conditions as well as future Department infrastructure and expansion needs. The Department will continue to update the Chief Executive Office and the Board of Supervisors on the status of the Strategic Development Plan.
- ◆ Body Worn Camera Program
  - ◆ The Department has implemented the first phase of the Body Worn Camera (BWC) program. The program was implemented to provide transparency to the public, maintain the integrity of law enforcement, be used as evidence in difficult cases, will assist in training deputies and mitigate liability during critical incidents.
  - ◆ As of April 1, 2019, Deputy Sheriff's and Sergeant's assigned to patrol at the main office, contract cities, courts, civil and other assignments began wearing BWC's. The deputies have received training on the proper times to turn on/off the BWC and they already see the value of using them. The Department unfortunately been involved in a couple of officer involved shootings since the implementation of the program. BWC's will assist in educating the public, show the actions of all party's involved and hold all parties involved equally accountable. If released, BWC video footage will provide transparency, continue to build the public's trust in the Sheriff's Department and help show the difficult challenges deputies face while keeping County citizens safe. The BWC program will also provide an additional tool to the District Attorney's Office to assist in providing better documentation for prosecuting cases.
- ◆ Senate Bill (SB) 10 (chapter 244, statues of 2018) Bail Reform
  - ◆ If passed, SB10 would authorize a change to California's pretrial release system; transitioning from a cash bail to a risk-based release and detention system. Under the new system, individuals would be screened at booking to determine their risk to public safety and the likelihood the defendant would report for court. Qualifying persons will be released on his or her own recognizance or supervised own recognizance with the least restrictive nonmonetary condition or combination of conditions. The impact SB10 may have on the jail is yet to be determined. The initial operational forecast is that the

jail population will dip, but then spike once the Courts and Probation experience offenders failing to appear as ordered. This has the potential to lead to overcrowding which will hinder the deputies ability to properly manage the inmate population, and could result in the release of sentenced felons early to alleviate overcrowding. Information is also circulating related to the possibility of more realignment legislation or heightened releases of long-term state prison inmates under SB 57 to address overcrowding at the state prison level, which could potentially have a significant impact locally with more high-level offenders being released. As these individuals reoffend and enter the criminal justice system, many would not meet the criteria for pre-trial release and would add to the overcrowding issue.

## **Budgets Contained within the Department**

- ◆ **Administration** (General Fund)
  - ◆ Funds the Department's Administrative Division which provides management, policy direction and oversight of all department functions.
- ◆ **Adult Detention Expansion** (General Fund)
  - ◆ Funds the 552-bed Adult Detention facility funded by Assembly Bill 900.
- ◆ **CAL ID Program** (Special Revenue Fund)
  - ◆ Funds the California Identification Program which is a Statewide fingerprint identification system that is monitored by the Department of Justice.
- ◆ **CAL-MMET** (Special Revenue Fund)
  - ◆ Funds the California Multi-Jurisdictional Methamphetamine Enforcement Taskforce. This funding is received through 2011 Public Safety realignment in the Enhancing Law Enforcement Activities Subaccount.
- ◆ **Civil Process Fee** (Special Revenue Fund)
  - ◆ Funds allowable expenses of the Sheriff's Civil division which provides timely and accurate civil process service to the citizens of Stanislaus County.
- ◆ **Contract Cities** (General Fund)
  - ◆ Funds the contracted law enforcement services for the cities of Riverbank, Patterson, Waterford and Hughson. A General Fund Contribution specific to a cost share agreement is in place for Fiscal Year 2019-2020.
- ◆ **Court Security** (Special Revenue Fund)
  - ◆ Funds security that is provided to the Superior Court of Stanislaus County as required by State Assembly Bill 118 which requires the County treasurer to create a County Local Revenue fund. A General Fund Contribution is required to support all county charges for county administrative support and allocated service charges for technology, risk management and fleet costs.
- ◆ **Dedicated Funds** (Special Revenue Fund)
  - ◆ Funds purchases of equipment with dedicated revenue received from developer fees. A \$339 fee is collected on each new single-family dwelling in the unincorporated area of the County.
- ◆ **Detention** (General Fund)
  - ◆ Funds the Detention Division which provides housing for incarcerated adults in Stanislaus County.
- ◆ **Driver Training Program** (Special Revenue Fund)
  - ◆ Funds the Stanislaus County Sheriff's Department Emergency Vehicle Operations Center (EVO) formal driver's training program.

- ◆ **Federal Asset Forfeiture** (Special Revenue Fund)
  - ◆ Funds collected through asset seizure by the Department are used to pay for expenses in support of the Department.
- ◆ **Jail Commissary/Inmate Welfare** (Enterprise Fund)
  - ◆ Funds the Jail Commissary/Inmate Welfare Fund established under Penal Code Section 4025. Funds can be used only for the benefit, education or welfare of inmates.
- ◆ **Justice Assistance Grant** (Special Revenue Fund)
  - ◆ Edward Byrne Justice Assistance Grant administered by the Department of Justice (DOJ). This is a joint grant between the Sheriff's Department, Probation Department and the City of Modesto.
- ◆ **Operations** (General Fund)
  - ◆ Funds the division which provides law enforcement services in the unincorporated areas of Stanislaus County, including the communities of Denair, Del Rio, Empire, Keyes, Knights Ferry and Salida.
- ◆ **SDEA Federal Asset Forfeiture** (Special Revenue Fund)
  - ◆ Funds collected through asset seizure by the Department's Special Investigations Unit are used to pay for expenses in support of the unit's investigative work.
- ◆ **Vehicle Theft Unit** (Special Revenue Fund)
  - ◆ Funds the Vehicle Theft Unit that targets all vehicle-related cases including car-jacking, attempted murders, murders and kidnappings during an auto theft.

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.

## 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 mental health and selected chronic disease conditions 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

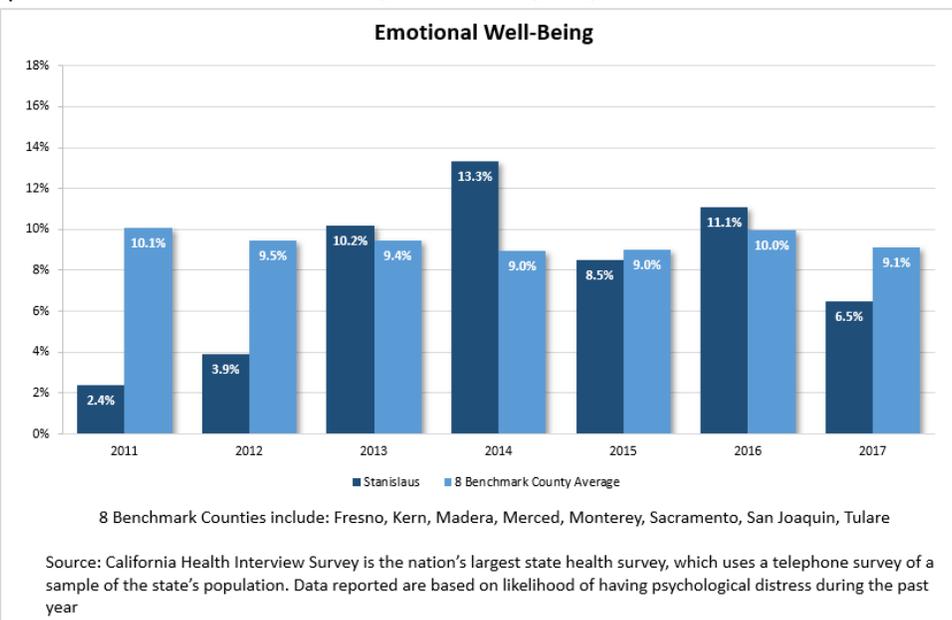
policymakers. In addition, one’s mental health can be assessed through a variety of measures and a variety of mental health conditions and statuses.

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 recognized 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.

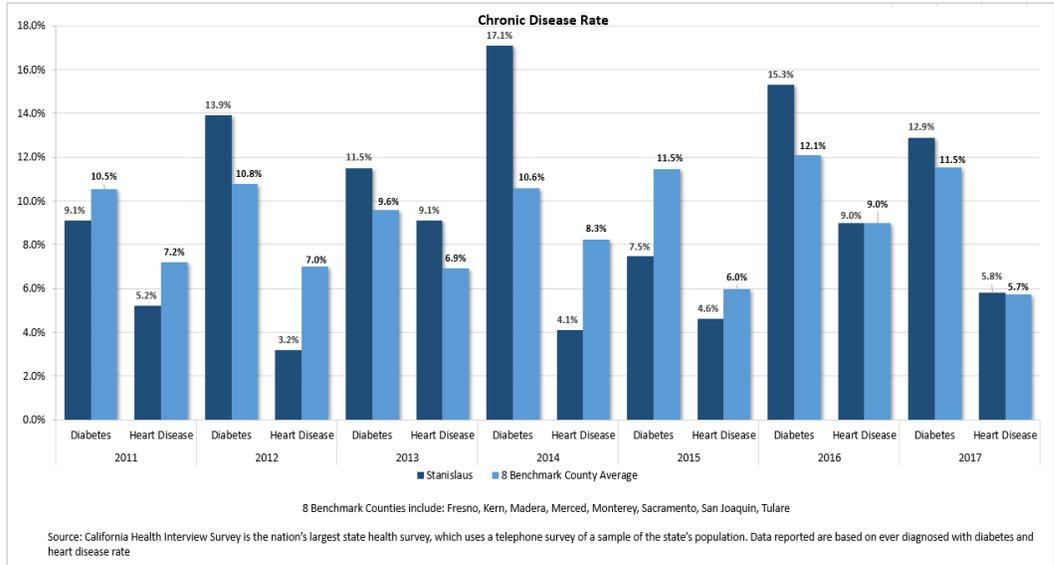
Emotional well-being, just one proxy for mental health status, can be defined in several different ways. One way to assess this area is to ask individuals, through the CHIS, about the likelihood of having psychological distress during the past year.

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 2017 indicated that the likelihood of having psychological distress during the past year had been steadily increasing; whereas in 2018 Stanislaus County experienced the lowest percentage of reported psychological distress compared to all of the benchmark counties. The psychological distress rate increased from 2.4% in 2011 to 11.1% in 2016, but declined



to 6.5% in 2018 (improved emotional well-being). With the exception of 2018 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 from 9.1% in 2011 to 12.9% in 2017 and heart disease from 5.2% in 2011 to 5.8% in 2017. Although diabetes reporting has fluctuated, reported heart disease has remained relatively stable. Due to the data collected having been self-reported, there is great variability.

In comparison to the eight benchmark counties, over time Stanislaus County has reported higher rates of diabetes. In 2017 Stanislaus County (12.9%) had a lower rate of diabetes than Kern (13.6%) and San

Joaquin (15.2%) County, but a higher rate when compared to the other counties with Madera (9.6%) and Monterey (9%) County having the lowest rate.

As for heart disease, the County has seen a recent decline. That is, there was a decreasing percentage of residents who self-reported a heart disease condition. In 2016 the heart disease rate was 9% and in 2017 the rate was 5.8%. As an average, from 2011 through 2017, Stanislaus County reported the lowest heart disease rates (5.9%) while Madera (8.5%) 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 current 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 and review the results from County’s upcoming Community Health Assessment. The County will also collaborate with its Public Health Department to research programs that target Adverse Childhood Experiences (ACEs).

## Supporting Community Health

### Introduction

Departments assigned to the Board of Supervisors' priority of *Supporting community health including physical, mental, emotional and spiritual health*, 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 (BHRS) provides integrated mental health services, outpatient and residential alcohol and drug treatment and prevention services to promote emotional health and recovery. BHRS also acts as the court appointed Public Guardian for individuals who cannot care for themselves.
- ◆ The Department of Child Support Services focuses on the health and well-being of families by enforcing child support orders and establishing and enforcing paternity orders;
- ◆ The Children and Families Commission (First 5 Stanislaus) 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, adoptions, housing and homeless services.
- ◆ CEO – Stanislaus Veterans Center is a physical location for Stanislaus County Veterans to meet and is adjacent to County Veterans programs and services.
- ◆ The Health Services Agency provides required public health services 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 operates a Family Medicine and Orthopedic resident physician training program.



### 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 2017, is a centralized

downtown location providing assistance for those experiencing homelessness using many resources from the community health departments. The Community Assessment, Response and Engagement (CARE) Program is 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.

A Permanent Access Center is in development as the next step for a central, one-stop program-based location for services for those at risk of or who are experiencing homelessness. Agreements between the County, the City of Modesto and the Salvation

Army have been executed that sites the Permanent Access Center at the proposed new Emergency Shelter in development at the 9<sup>th</sup> Street, Modesto Salvation Army location. BHRS, CSA and HSA staff along with Focus on Prevention resources are developing funding and staffing plans for sustained Emergency Shelter operations.

CSA remains committed to reducing homelessness and housing insecurity. In partnership with the Chief Executive Office, Focus on Prevention, and Community Corrections Partnership, the Department has assigned staff to several projects focused on reducing homelessness, including the Community System of Care, the design and development of the Stanislaus Homeless Alliance, the CARE Initiative, the Outreach and Engagement Team, and the Modesto Outdoor Emergency Shelter, CSA is currently developing an organizational structure to support Countywide efforts on homelessness.

HSA is approaching the 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 other challenges.

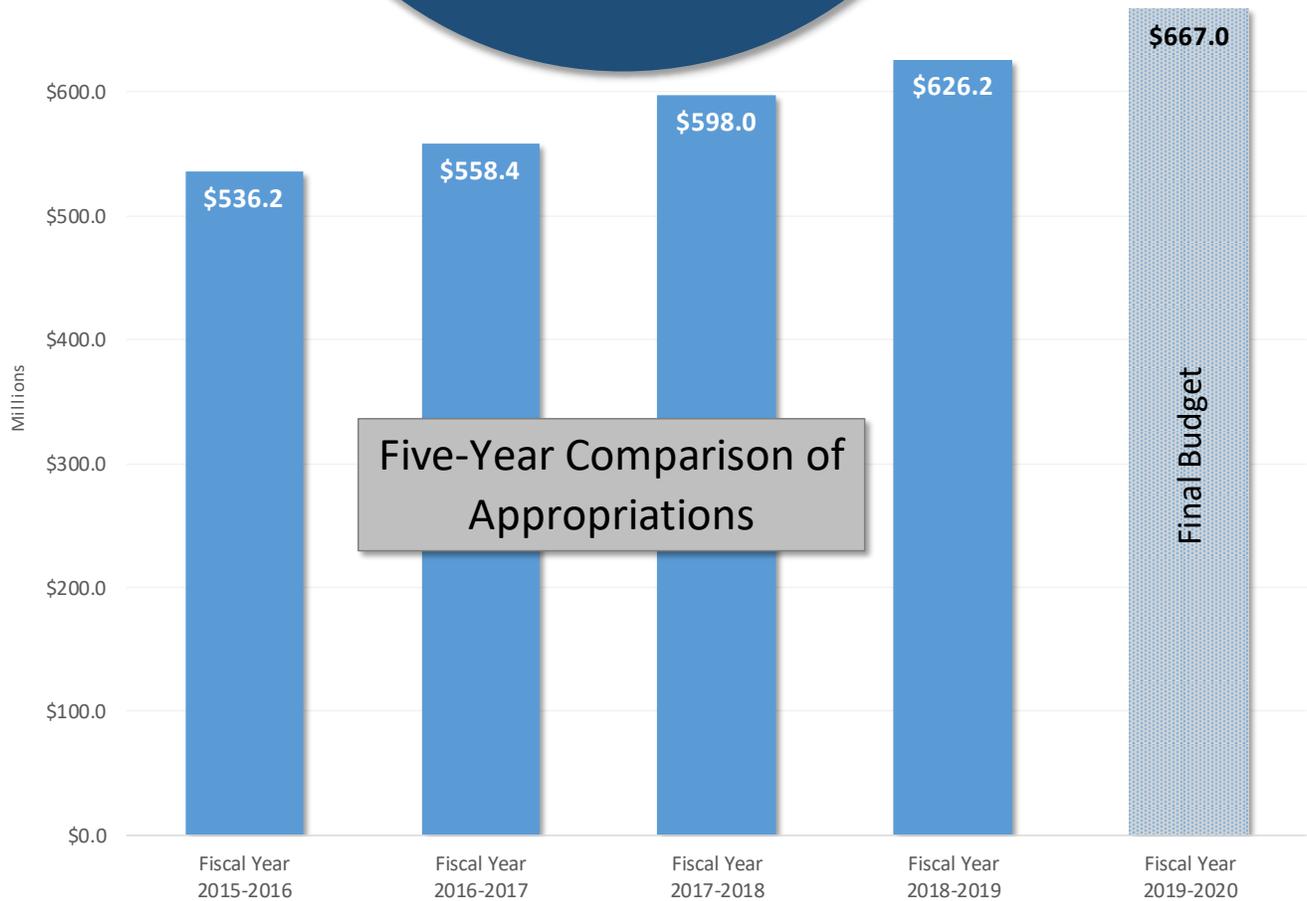
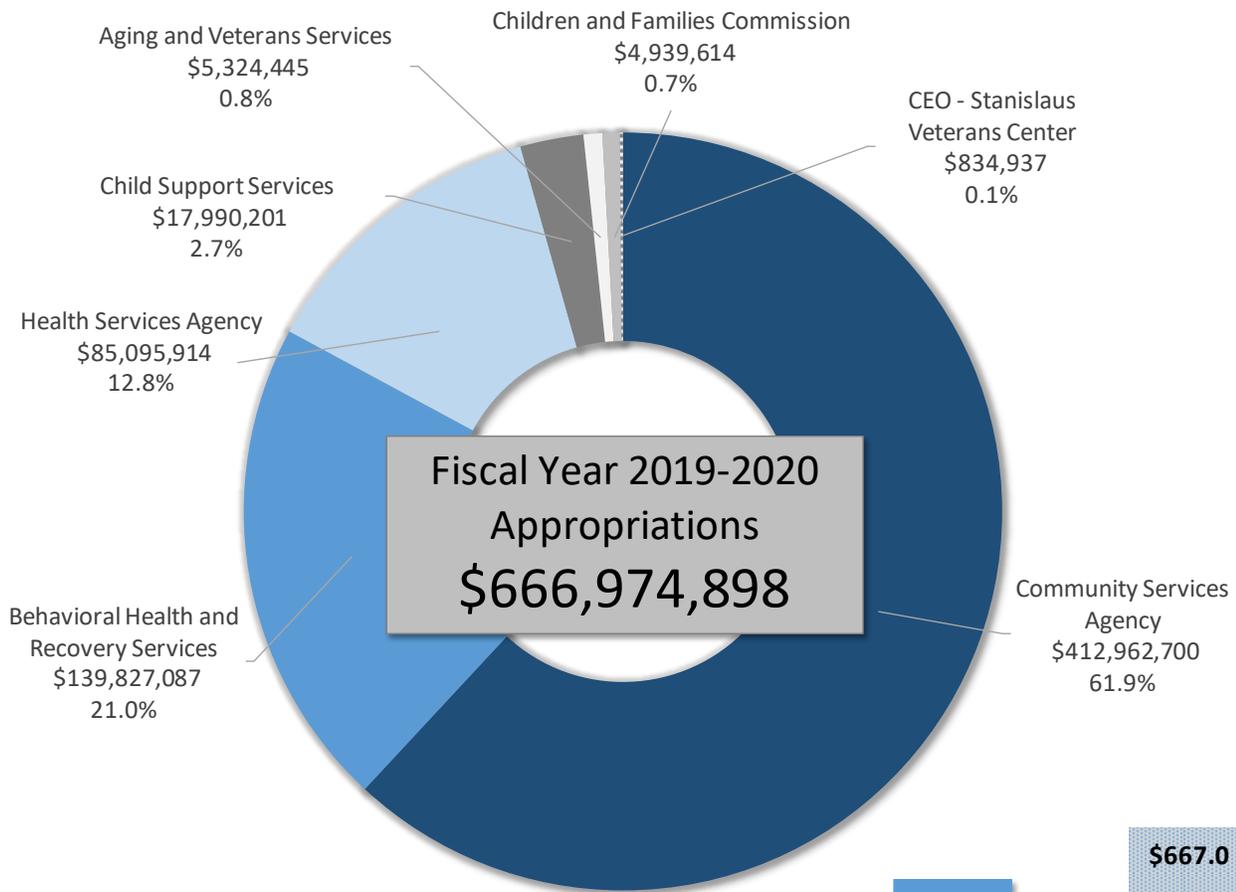
## Priority Appropriations and Trends

Budget Year 2019-2020 appropriations total \$667 million for this priority, representing an increase of approximately \$40.8 million over the 2018-2019 Adopted Final Budget. This is primarily due to growth in mandate program funding along with increased services provided by State grants for homelessness.

The Five-Year Comparison of Appropriations chart shows a continued uptick in costs, with an increase of 6.5% in Fiscal Year 2019-2020. This is partially attributed to growth in State funding for homelessness, social service and mental health programs. 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. Development of more transitional housing units and Board and Care facilities options will help mitigate some of this exposure.

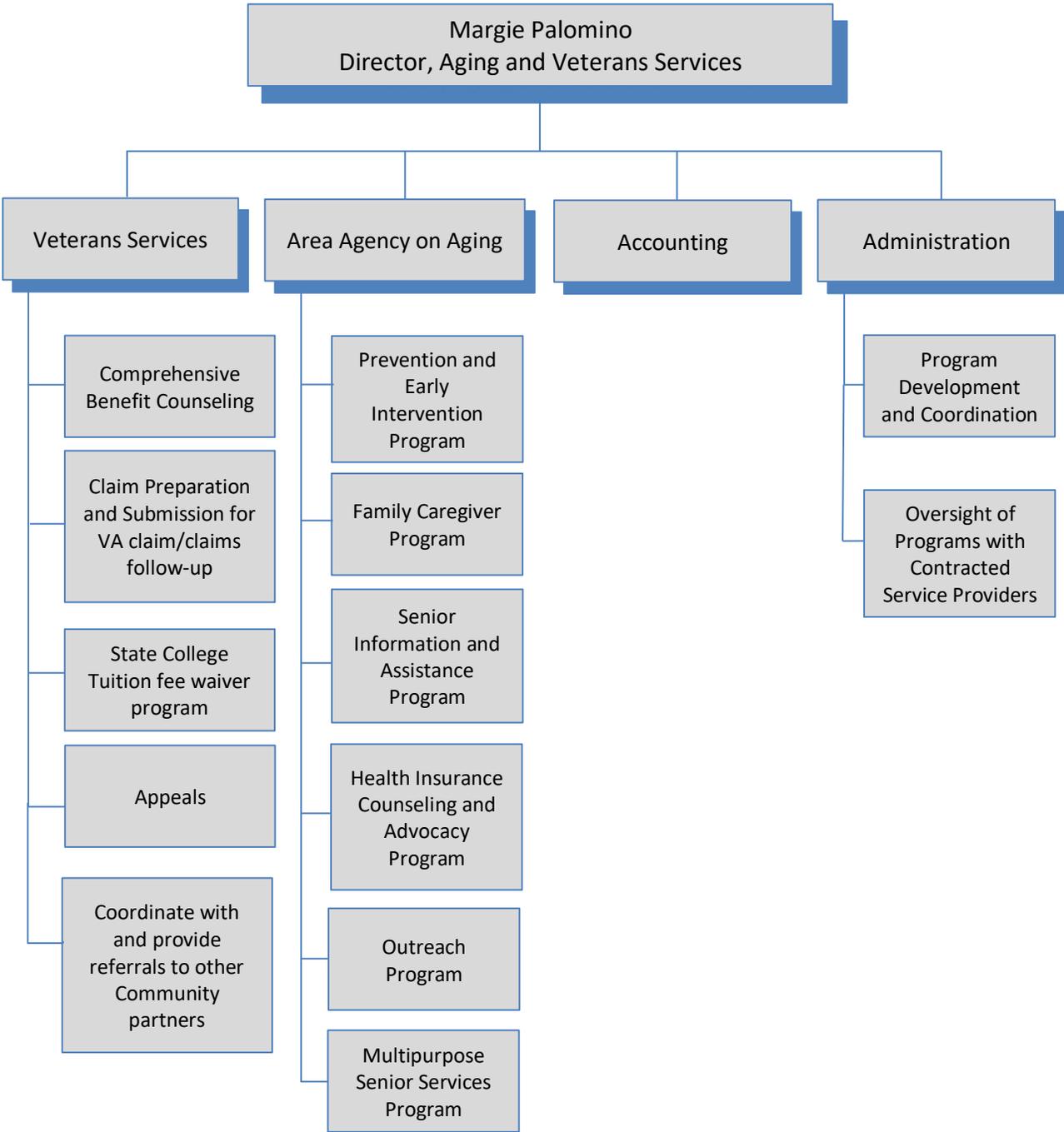
Additionally, CSA has recognized increases in program costs, including those for General Assistance, In-Home Supportive Services (IHSS), and Public Economic Assistance. CSA continues to evaluate all program and revenue options in an effort to help mitigate this exposure. Finally, HSA - Clinic and Ancillary 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 Final Budget 2019-2020
<b>205</b>	<b>Aging and Veterans Services</b>		<b>\$5,324,445</b>
	1051	0031000 Area Agency on Aging	\$4,589,126
	0100	0032000 Veterans Services	\$735,319
<b>215</b>	<b>Behavioral Health and Recovery Services</b>		<b>\$139,827,087</b>
	1501	6000000 Behavioral Health and Recovery Services	\$56,673,798
	1502	6500001 Alcohol and Drug Program	\$17,509,973
	1504	6400001 Managed Care	\$13,241,019
	1507	6800000 Mental Health Services Act (MHSA)	\$46,270,530
	1503	6030000 Public Guardian	\$1,479,193
	1505	6700001 Stanislaus Recovery Center	\$4,652,574
<b>231</b>	<b>CEO-Stanislaus Veterans Center</b>		<b>\$834,937</b>
	1665	0016600 CEO-Stanislaus Veterans Center	\$834,937
<b>234</b>	<b>Child Support Services</b>		<b>\$17,990,201</b>
	1071	0240000 Child Support Services	\$17,990,201
<b>242</b>	<b>Children and Families Commission</b>		<b>\$4,939,614</b>
	1755	0016140 Children and Families Commission	\$4,939,614
<b>249</b>	<b>Community Services Agency</b>		<b>\$412,962,700</b>
	1637	0045961 County Children's Fund	\$176,491
	1633	0045901 General Assistance	\$1,556,751
	1638	0045860 Homeless Emergency Aid Program	\$2,136,986
	1642	0045992 IHSS Provider Wages	\$120,435,144
	1640	0045980 IHSS Public Authority-Administration	\$688,418
	1641	0045990 IHSS Public Authority-Benefits	\$1,136,938
	1631	0045050 Program Services and Support	\$169,549,609
	1632	0045801 Public Economic Assistance	\$117,282,363

<b>Page</b>	<b>Fund</b>	<b>Org</b>	<b>Recommended Final Budget 2019-2020</b>
<b>267</b>	<b>Health Services Agency</b>		<b>\$85,095,914</b>
1401	1301000	Administration	\$8,259,440
4051	1010001	Clinics and Ancillary Services	\$47,137,250
1429	1210001	EMS Discretionary Fund	\$107,513
1404	1501000	Indigent Health Care Program (IHCP)	\$248,985
1434	1500010	IHCP-Emergency Medical Services Hospital	\$381,269
1435	1500020	IHCP-Emergency Medical Services Physicians	\$430,710
1402	1200001	Public Health	\$28,510,047
1428	1250001	Public Health - Vital and Health Statistics	\$20,700
<b>Supporting Community Health Total</b>			<b>\$666,974,898</b>



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## Aging and Veterans Services

	FY 2018-2019 Adopted Final Budget	FY 2019-2020 Final Budget
Budget in Brief:		
Total Revenue	\$3,317,939	\$4,088,020
Use of Fund Balance/ Retained Earnings	\$323,505	\$323,505
Gross Costs	\$4,328,587	\$5,324,445
General Fund Contributions	\$687,143	\$912,920
% Funded by General Fund	15.9%	17.1%
Total Allocated Positions	22	23

## 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 and Services are provided either by the AAA staff or are contracted to local non-profit organizations. Programs funded by the OAA include:

- ◆ *Senior Information and Assistance*-Connecting seniors to various services and 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 and Home-Delivered Meals*-12 Sites throughout the County and delivery to home-bound seniors.
- ◆ *Legal Assistance*-Consumer and benefit issues, advocacy and 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 Behavioral Health and Recovery Services (BHRS) has provided seniors who are experiencing depression with several options to handle life-altering issues through 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 these 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 also 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 and 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 represent 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 Homeless Engagement and Response Team (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 for which they believed they were not entitled. 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 and 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

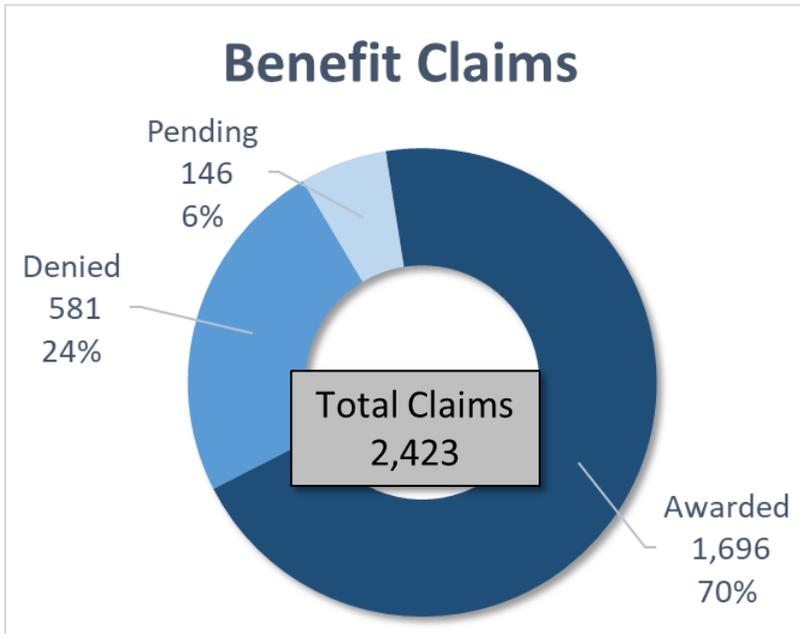
## Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> <li>◆ 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</li> <li>◆ 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</li> <li>◆ 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</li> </ul>

## Annual Report on Results: Fiscal Year 2018-2019

Fiscal Year 2018-2019 Accomplishments
<ul style="list-style-type: none"> <li>◆ Increased the number of community events by 22% increasing outreach to senior citizens, caregivers and veterans about the Department services and the Department is in process of establishing social media accounts</li> <li>◆ Two new Green Bag locations were added providing free fresh fruits and vegetables as well as educational presentations in Patterson and Riverbank</li> <li>◆ The Veterans Services Office continues to collaborate with law enforcement agencies and service providers to assist veterans who are experiencing homelessness or are unaware of their benefits that could improve their lives</li> </ul>

Department Success Measures

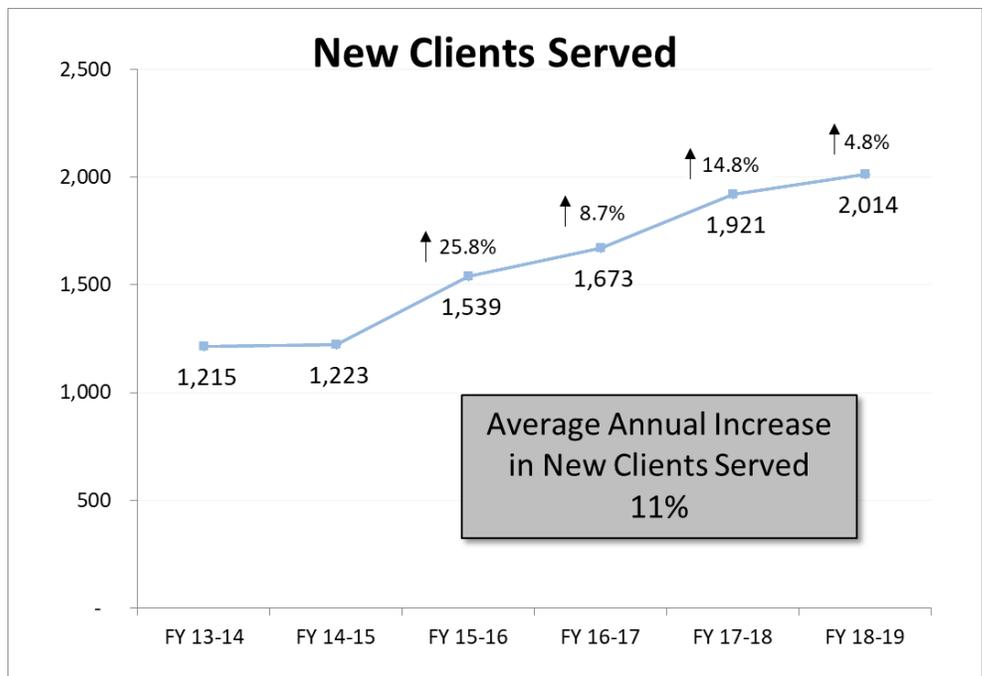


from Fiscal Year 2017-2018 identified a 52.8% award rate, bringing this year's figures up by 17.2%.

Working in partnership with State and Federal agencies to connect veterans to the benefits and services that they have earned and are qualified to receive, the CVSO makes a concerted effort to reach as many veterans as possible to connect them with available services, including assistance with health enrollment, claims initiation, and referrals for housing and employment services. This chart illustrates that the CVSO staff have been able to increase the number of new clients being assisted with claims to the Veterans Administration. In Fiscal Year 2018-2019, the Department served 2,014 new clients,

The County Veterans Services Office (CVSO) assists veterans and their qualified dependents in obtaining Federal, State, and local benefits. This chart illustrates the outcomes of the claims made to the Veterans Administration by the CVSO, claims that usually result in an ongoing monthly monetary benefit for veterans and their families. Of the 2,423 claims for which an outcome is known, 70% were awarded, 24% have been denied, and 6% are still pending. Negative outcomes are often the result of determining the veteran is not eligible for a desired benefit or program or when a veteran is unwilling to accept the type of assistance that is available. Awarded benefit claims have increased in Fiscal Year 2018-2019. Reporting on results

a 4.8% increase over the number of new clients served the previous year. Since Fiscal Year 2013-2014, the CVSO has served an average 9,585 new clients per year, an annual average increase of 11%.



### 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Aging and Veterans Services - Area Agency on Aging</b>							
1051 0031000 Special Revenue Fund							
Total Revenue	\$3,304,804	\$3,192,784	\$3,444,345	\$3,101,295	\$3,683,347	\$3,734,419	98.63%
Use of Fund Balance	(\$206,821)	(\$119,069)	(\$187,901)	\$316,949	(\$118,052)	\$331,833	-35.58%
Gross Costs	\$3,390,905	\$3,366,637	\$3,519,366	\$3,711,166	\$3,858,217	\$4,359,174	88.51%
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.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Aging and Veterans Services - Veterans Services</b>							
0100 0032000 General Fund							
Total Revenue	\$174,321	\$159,965	\$128,679	\$170,997	\$185,424	\$213,425	86.88%
Use of Fund Balance	-	-	-	-	-	-	-
Gross Costs	\$437,489	\$507,900	\$464,472	\$519,544	\$596,777	\$608,583	98.06%
Net County Cost	\$263,168	\$347,935	\$335,793	\$348,547	\$411,353	\$395,158	104.10%

- ◆ Revenue for Veterans Service Office is based on reimbursement for claims filed with the Veterans Administration. Estimated Revenue is calculated based on previous year's reimbursement. For Fiscal Year 2018-2019 the number of claims reimbursed was less than anticipated, thereby increasing the Departments Net County Cost.

### 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, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
Aging and Veterans Services - Area Agency on Aging	\$801,908	\$1,008,729	\$1,127,797	\$1,315,699	\$998,749
Total Fund Balance	\$801,908	\$1,008,729	\$1,127,797	\$1,315,699	\$998,749

\*Note: Only Listed for Non-General Fund Units

- ◆ The Department has maintained a very robust Fund Balance over the years. Unfortunately, since the Department has continued to receive flat funding from Federal and State revenue sources, and the cost of doing County business has increased significantly over the last few years, the AAA has started to use a portion of its Fund Balance to cover costs. If this trend continues, the Department will deplete its Fund Balance in a few years and will have to reduce services for seniors in Stanislaus County.

## Department Summary

Aging and Veterans Services						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$8,221	\$16,347	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$2,944,435	\$3,457,381	\$3,000,939	\$3,493,285	\$3,591,620	\$98,335
Charges for Service	\$312,000	\$312,000	\$312,000	\$374,400	\$374,400	\$0
Miscellaneous Revenue	\$7,636	\$83,043	\$5,000	\$122,000	\$122,000	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$3,272,292</b>	<b>\$3,868,771</b>	<b>\$3,317,939</b>	<b>\$3,989,685</b>	<b>\$4,088,020</b>	<b>\$98,335</b>
<b>Use of Fund Balance/Retained Earnings</b>	<b>\$316,949</b>	<b>(\$118,052)</b>	<b>\$323,505</b>	<b>\$323,505</b>	<b>\$323,505</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$3,589,241</b>	<b>\$3,750,719</b>	<b>\$3,641,444</b>	<b>\$4,313,190</b>	<b>\$4,411,525</b>	<b>\$98,335</b>
Salaries and Benefits	\$2,172,949	\$2,430,645	\$2,354,413	\$2,658,133	\$2,750,647	\$92,514
Services and Supplies	\$216,732	\$271,811	\$189,468	\$304,166	\$309,987	\$5,821
Other Charges	\$1,746,628	\$1,752,538	\$1,784,706	\$2,263,811	\$2,263,811	\$0
Fixed Assets						
Equipment	\$94,401	\$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
<b>Gross Costs</b>	<b>\$4,230,710</b>	<b>\$4,454,994</b>	<b>\$4,328,587</b>	<b>\$5,226,110</b>	<b>\$5,324,445</b>	<b>\$98,335</b>
<b>General Fund Contribution</b>	<b>\$641,469</b>	<b>\$704,275</b>	<b>\$687,143</b>	<b>\$912,920</b>	<b>\$912,920</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>22</b>	<b>23</b>	<b>23</b>	<b>0</b>

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$4.1 million an increase of \$98,335 from or the 2019-2020 Adopted Proposed Budget.
  - ◆ The increase is due to additional one-time grant funding of \$98,335 to connect senior citizens and veterans to benefits and programming.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$4 million, an increase of \$671,746 from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed using base allocations from the California Department of Veterans Affairs.
- ◆ The Proposed Budget includes an increase of \$671,746 in estimated, revenue as follows:
  - ◆ Older Americans Act baseline funding increases of \$492,346.
  - ◆ BHRS and Cost-of-Living increases for PEI programs of \$ 62,400.
  - ◆ Donations and Contributions for the Senior Meals Program of \$117,000.
  - ◆ This revenue is ongoing.
- ◆ The Department has a total of \$1,116,802 in available fund balance as of July 1, 2019, of which \$323,505 is budgeted for use in Fiscal Year 2019-2020.

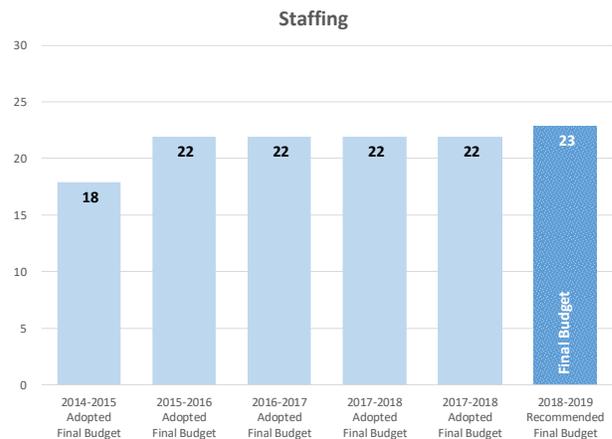
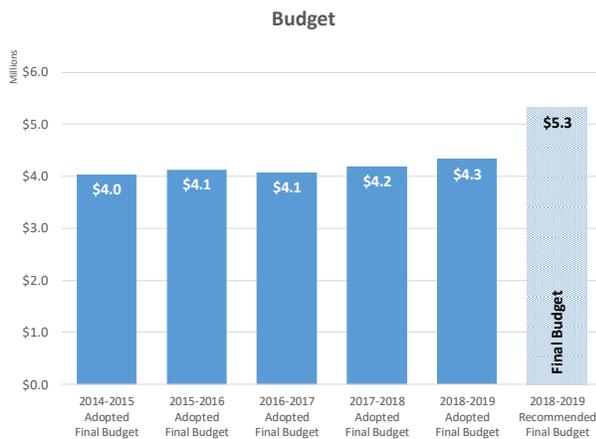
## Budget and Operations

- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$5.3 million an increase of \$98,335 from the 2019-2020 Adopted Proposed Budget
  - ◆ The increase is due to additional one-time grant funding of \$98,335 to connect senior citizens and veterans to benefits and programming.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$5.2 million, an increase of \$897,523 from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by applying escalators ranging from 3%-5% to the 2018-2019 Adopted Final Budget.
- ◆ The Proposed Budget includes an adjustment increasing the 2019-2020 Spending Plan by a total of \$720,242 due to ongoing costs associated with Board approved adjustments in Fiscal Year 2018-2019, requiring an additional General Fund Contribution of \$199,539.
  - ◆ The updated Senior Meals Program which will be presented to the Board of Supervisors for consideration in June 2019, represents an increased on-going cost to maintain the current level of congregate and home delivered meals. The Senior Meals program provided pursuant to the Older Americans Act delivers and provides meals to over 1,100 seniors each month. Of this amount an estimated 400 meals are delivered to seniors who are homebound and 700 are delivered to congregate meal sites in Modesto (4 Sites), Hughson, Oakdale, Patterson, Newman, Turlock, Riverbank and Grayson. The increased Net County Cost general fund exposures is driven by the cost of the County managing and administering the program, rather than a local non-profit, who may already be performing similar programs and functions.

## Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 23, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 23, an increase of one over the 2018-2019 Adopted Final Budget allocation.
- ◆ The Proposed Budget includes a recommendation for an increase of one to total allocated positions.
  - ◆ One new staff Services Analyst position is recommended to be added to the Veterans Services budget, to meet the increased demand of services as there has been an increase of 168% in the number of Veterans served.
- ◆ The Proposed Budget includes technical adjustment recommendations that do not affect the position allocation.
  - ◆ One vacant Social Worker II position in the Area Agency on Aging unit is recommended to be reclassified upward to a Social Worker III position to replace an extra help Social Worker III position and to provide on-going counseling support and perform short-term case management for seniors.

## Five-Year Historical Trends



## Key Challenges and Opportunities

- ◆ The Veterans Services Office (VSO) obtained approval from the Board of Supervisors in August 2019 to increase mental health outreach activities to Veterans in Stanislaus County through a Mental Health Services Act (Proposition 63) grant from the California Department of Veterans Affairs. The purpose of this outreach is to direct Veterans into the VA healthcare system so they can get screened for any mental or physical health issues. The VSO will hire an extra-help Social Worker to work directly with these Veterans, provide them with case management and to coordinate the pilot Battle Buddy Program which will pair Veterans with peer mentors to assist them in navigating the VA System of Care.
- ◆ The State Budget recently signed by Governor Newsom included funding increases for Fiscal Year 2019-2020 in two of the programs operated by the Area Agency on Aging: The Multi-Purpose Senior Services Program (MSSP) and the Senior Meals Program. Although exact increases are not known at this time, these two programs will clearly benefit from the additional funding since the AAA will be able to expand case management services and meals to the seniors it serves.
- ◆ The Area Agency on Aging (AAA) obtained Board of Supervisors approval in August 2019 to assist with CalFresh applications for Social Security Income (SSI/SSP) recipients. Until recently seniors who were receiving SSI benefits were not eligible to receive CalFresh benefits, however, effective June 2019, the California Department of Social Services changed its policy. The AAA will receive \$48,335 to assist seniors who are now eligible to apply for CalFresh. It is estimated that in Stanislaus County there approximately 2,600 older adults who will qualify – the average payment will be \$200 per month.

## Budgets Contained within the Department

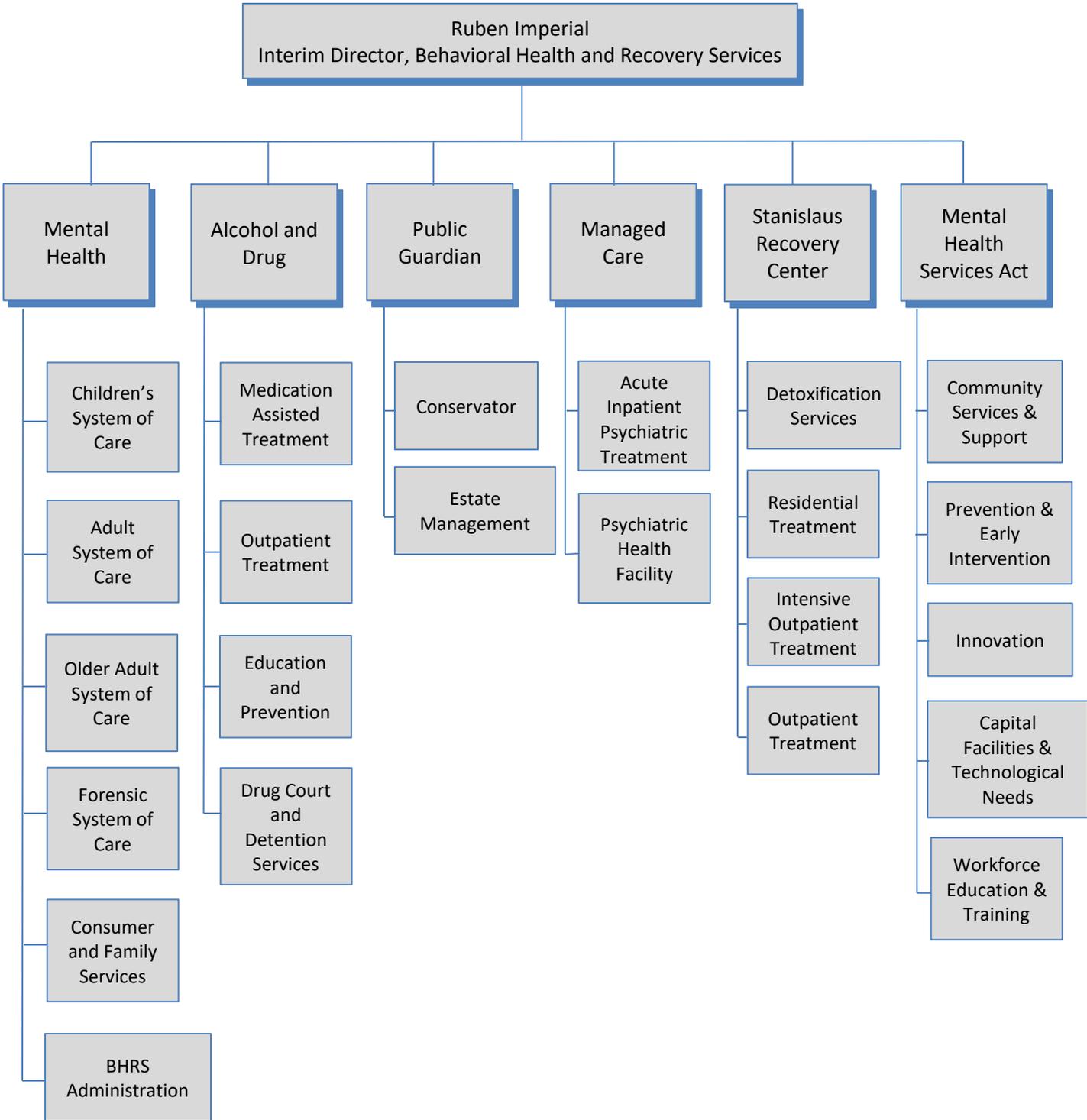
- ◆ **Area Agency on Aging (Special Revenue Fund)**
  - ◆ Funds the Area Agency on Aging (AAA), in accordance with the Older Americans Act (OAA).
- ◆ **Area Agency on Aging – Veterans Services (General Fund)**
  - ◆ Funds the County Veterans Services Office (CVSO) which provides assistance and counseling to veterans and their qualified dependents in obtaining Federal, State, and local veterans benefits.

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.

## **Related Links**

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For additional information about the Veterans Services Office, refer to the division's website at:  
[www.veteranservices.info](http://www.veteranservices.info)



800 Scenic Drive, Modesto, CA 95350 Tel: (209) 525-6225  
[www.stancounty.com/bhrs/](http://www.stancounty.com/bhrs/) , [www.stanislausmhsa.com/](http://www.stanislausmhsa.com/)

## Behavioral Health and Recovery Services

	FY 2018-2019 Adopted	FY 2019-2020 Final
Budget in Brief:	Final Budget	Budget
Total Revenue	\$119,623,529	\$131,645,071
Use of Fund Balance/ Retained Earnings	\$8,142,195	\$6,201,092
Gross Costs	\$129,746,648	\$139,827,087
General Fund Contributions	\$1,980,924	\$1,980,924
% Funded by General Fund	1.5%	1.4%
Total Allocated Positions	485	489

### 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 within BHRS 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 services, quality improvement activities, data management, performance measurement, training, and medical records maintenance.

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 includes 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 million 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

### Two-Year Objectives

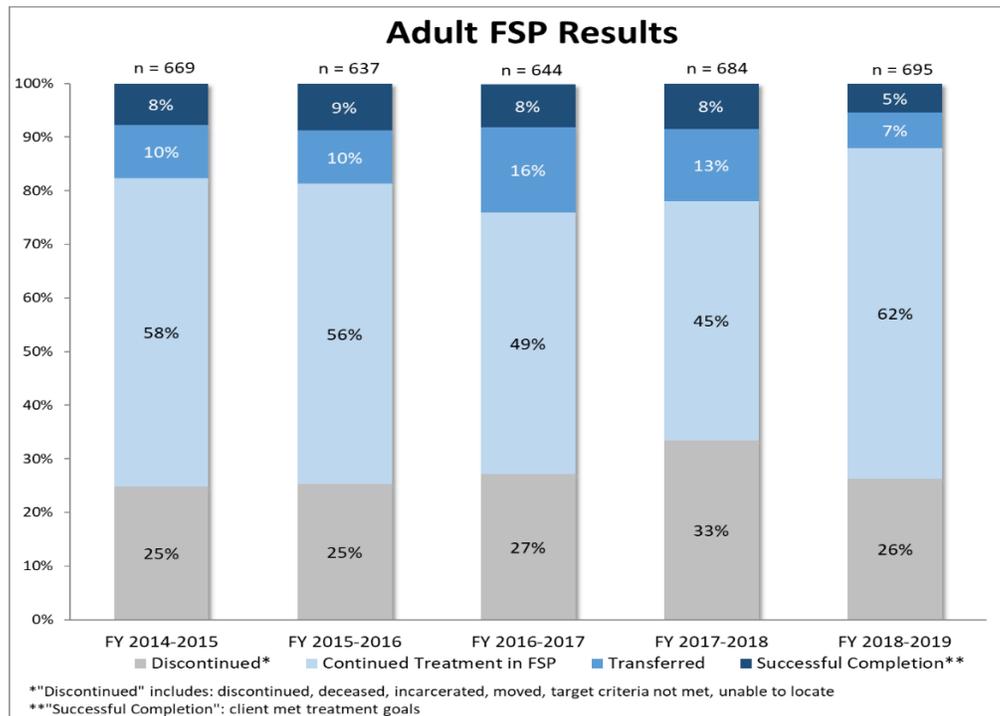
Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> <li>◆ Ensuring that clients receive timely services, Behavioral Health and Recovery Services will increase the percentage of clients who receive a mental health assessment within ten business days to 80% by June 30, 2020</li> <li>◆ 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</li> <li>◆ 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</li> </ul>

## Annual Report on Results: Fiscal Year 2018-2019

- ◆ Implemented a dedicated team, the Children’s Mobile Assessment Team (CMAT), to provide mental health assessments for children and to increase the timeliness of access to mental health services, increasing the percentage of clients who received a mental health assessment within ten business days to 70%, an improvement from 63% in Fiscal Year 2017-2018, and closer to the target goal of 80%
- ◆ Renewed emphasis has been placed on the importance of identifying a Primary Care Physician (PCP) for all clients, expanding the focus to clients in the Substance Use Disorder system, resulting in 81% of clients with an identified PCP, which is 9% from the target goal of 90%
- ◆ Implemented the new Drug Medi-Cal Organized Delivery System to offer a full array of substance use disorder treatment (SUD) services and are now utilizing peer navigators for both adults and youth to link individuals to resources and appropriate services, resulting in a consumer satisfaction rate of 92% according to the State satisfaction survey, 2% above the two-year target goal

### Department Success Measures

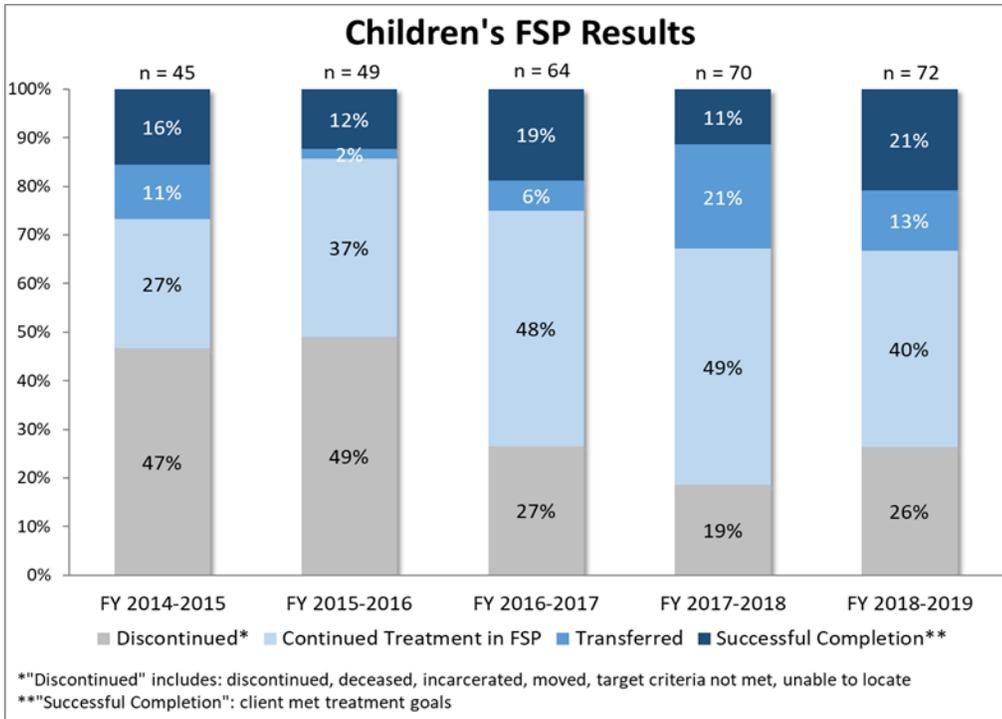
The following charts illustrate the results of adults, transitional-age young adults, and children’s Full-Service Partnership (FSP) programs. These are a critical component in the BHRS continuum of care and represent an intensive level of care for hard-to-engage adults with Severe Mental Illness (SMI) and children with serious emotional disturbance (SED). The programs provide direct services that focus on wellness, recovery, and resilience for those unserved and the underserved populations



in the 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 use disorder, program results indicating success include maintaining program participation, transferring to lower levels of care, and meeting treatment goals



was an increase of 17 percentage points of those who maintained program participation. There was also a corresponding decrease of seven percentage points of those who discontinued the program.

Children's FSP data illustrate an increase of 60% in the number of individuals participating in FSP programs in the last five fiscal years, much of which can be attributed to the addition of a new Children's FSP program in Fiscal Year

(for example, successful program completion). Adult FSP data illustrate a stable trend of successful results for close to ¼ of the individuals served each fiscal year. Although there was a slight decrease of the percentage of individuals with successful completion or transfer, compared to Fiscal Year 2017-2018 there

2016-2017. There has also been a 10 percentage-point increase of those successfully completing an FSP. Overall, during the last three fiscal years about three-fourths of the children served in the FSP programs had successful results.

### 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 2014-2015	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	% of Legal
Five-Year History	Actuals	Actuals	Actuals	Actuals	Actuals	Legal Budget	Budget
<b>Behavioral Health and Recovery Services</b>							
1501 6000000 Special Revenue Fund							
Total Revenue	\$42,739,229	\$48,344,790	\$50,061,579	\$51,474,492	\$48,663,490	\$52,586,706	92.54%
Use of Fund Balance	(\$528,950)	(\$3,522,134)	\$977,458	\$2,522,777	\$5,310,509	\$5,245,299	101.24%
Gross Costs	\$43,054,925	\$45,689,307	\$51,864,396	\$54,822,628	\$54,799,358	\$58,657,364	93.42%
Net County Cost	\$844,646	\$866,651	\$825,359	\$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. In Fiscal Year 2018-2019, the division benefitted from a savings in salaries and benefits from vacant positions and under-utilized contracted services, but was negatively impacted by the results of a Statewide audit of Fiscal Year 2013-2014 Specialty Mental Health Services (SMHS) and subsequent recoupment of Medi-Cal Federal Financial Participation (FFP) revenue. The Department is preparing a Fiscal Year 2018-2019 year-end

post close entry to recognize the final 1991 Realignment revenue allocation and costs associated with State hospital treatment, which will bring actual use of fund balance to approximately \$4.4 million.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>BHRS - Alcohol and Drug</b>							
1502 6500001 Special Revenue Fund							
Total Revenue	\$8,112,434	\$9,220,755	\$11,065,958	\$12,515,507	\$11,993,508	\$14,379,104	83.41%
Use of Fund Balance	(\$122,208)	(\$172,858)	(\$1,152,998)	(\$1,283,067)	\$158,593	\$0	0.00%
Gross Costs	\$7,990,226	\$9,047,897	\$9,912,960	\$11,232,440	\$12,152,101	\$14,379,104	84.51%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- Alcohol and Drug has experienced a steady increase in the demand for substance use disorder (SUD) services and the cost of doing business. In Fiscal Year 2018-2019, implementation of expanded SUD services under the Drug Medi-Cal Organized Delivery System (DMC ODS) was delayed by six months, resulting in lower-than-anticipated costs and corresponding reimbursement revenue. The Department is preparing a Fiscal Year 2018-2019 year-end post-close entry to recognize additional revenue in the amount of \$158,593, which will avoid the use of fund balance shown above.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>BHRS - Managed Care</b>							
1504 6400001 Special Revenue Fund							
Total Revenue	\$7,676,400	\$8,162,546	\$11,685,769	\$11,968,431	\$9,419,593	\$9,938,378	94.78%
Use of Fund Balance	\$0	\$224,117	(\$224,116)	\$0	\$1,649,067	\$2,865,284	57.55%
Gross Costs	\$7,676,400	\$8,386,663	\$11,461,653	\$11,968,431	\$11,068,660	\$12,803,662	86.45%
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 2018-2019, the division benefitted from a savings in salaries and benefits due to intermittent position vacancies. The Department is preparing a Fiscal Year 2018-2019 year-end post-close entry to recognize \$1.2 million in costs for acute psychiatric in-patient hospitalization and the final 1991 Realignment revenue allocation, which will bring the actual use of fund balance to approximately \$2.8 million.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>BHRS - Mental Health Services Act</b>							
1507 6800000 Special Revenue Fund							
Total Revenue	\$22,552,015	\$25,831,842	\$29,496,235	\$30,592,959	\$36,222,272	\$40,082,206	90.37%
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Gross Costs	\$22,532,728	\$25,831,842	\$29,496,235	\$30,592,959	\$36,222,272	\$40,082,206	90.37%
Net County Cost	(\$19,287)	\$0	\$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 2018-2019, 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 FFP revenue and interest income.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>BHRS - Public Guardian</b>							
1503 6030000 Special Revenue Fund							
Total Revenue	\$222,854	\$169,067	\$139,559	\$139,896	\$189,568	\$139,000	136.38%
Use of Fund Balance	(\$208,077)	(\$107,124)	\$7,350	(\$76,302)	\$86,731	\$154,193	56.25%
Gross Costs	\$1,138,790	\$1,217,508	\$1,302,474	\$1,219,159	\$1,431,864	\$1,448,758	98.83%
Net County Cost	\$1,124,013	\$1,155,565	\$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 conservatorship services and the cost of doing business. In Fiscal Year 2018-2019, the division benefitted from the collection of additional estate fees and the additional revenue allowed for the reduced use of fund balance.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>BHRS - Stanislaus Recovery Center</b>							
1505 6700001 Special Revenue Fund							
Total Revenue	\$2,428,750	\$2,355,716	\$2,303,218	\$2,804,936	\$3,539,662	\$3,447,034	102.69%
Use of Fund Balance	\$0	\$0	\$0	\$0	(\$61,452)	\$27,823	-220.87%
Gross Costs	\$2,428,750	\$2,355,716	\$2,303,218	\$2,804,936	\$3,478,210	\$3,474,857	100.10%
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 (SUD) services and the cost of doing business. In Fiscal Year 2018-2019, the division benefitted from the receipt of additional 2011 Realignment transfers from BHRS – Alcohol and Drug and the additional revenue allowed for an addition to fund balance. The Department is preparing a Fiscal Year 2018-2019 year-end post-close entry to correct a \$4,000 intrafund transfer, which will bring the division within the approved appropriations (gross costs) authority.

### 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, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
Behavioral Health and Recovery Services	\$ 16,102,781	\$ 16,631,731	\$ 20,153,865	\$ 19,176,406	\$ 16,653,630
BHRS - Alcohol and Drug	\$ 451,647	\$ 573,856	\$ 746,713	\$ 1,899,711	\$ 3,182,778
BHRS - Managed Care	\$ 0	\$ 0	(\$ 224,116)	\$ 0	\$ 0
BHRS - Mental Health Services Act	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
BHRS - Public Guardian	\$ 231,397	\$ 439,474	\$ 546,598	\$ 539,249	\$ 615,550
BHRS - Stanislaus Recovery Center	\$ 628,090	\$ 628,090	\$ 628,090	\$ 628,090	\$ 628,090
<b>Total Fund Balance</b>	<b>\$ 17,413,915</b>	<b>\$ 18,273,151</b>	<b>\$ 21,851,150</b>	<b>\$ 22,243,456</b>	<b>\$ 21,080,048</b>

\*Note: Only Listed for Non-General Fund Units

- ◆ Behavioral Health and Recovery Services (BHRS) has strategically maintained a large 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. 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. In Fiscal Year 2017-2018, the demand for SMHS exceeded the amount of funding available and the division strategically planned to use fund balance to sustain services in the community in the short term.
- ◆ Alcohol and Drug has steadily increased fund balance over the past five years. The Department strategically set aside additional funding in Fiscal Years 2016-2017 and 2017-2018 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 fund balance of zero, since any operating deficit is absorbed by Behavioral Health and Recovery Services' positive fund balance.
- ◆ Mental Health Services Act maintains a fund balance of zero, 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 Summary

Behavioral Health and Recovery Services						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$115,470	\$49,474	\$71,675	\$29,742	\$29,742	\$0
Revenue from use of Assets	\$892,895	\$1,338,723	\$922,687	\$1,226,492	\$1,226,492	\$0
Intergovernmental Revenue	\$63,485,245	\$66,218,954	\$74,703,615	\$81,839,520	\$81,839,520	\$0
Charges for Service	\$40,726,558	\$40,665,898	\$43,604,214	\$46,821,948	\$46,821,948	\$0
Miscellaneous Revenue	\$16,593	\$27,675	\$0	\$0	\$0	\$0
Other Financing Sources	\$3,777,910	\$1,727,368	\$321,338	\$1,727,369	\$1,727,369	\$0
<b>Total Revenue</b>	<b>\$109,014,671</b>	<b>\$110,028,092</b>	<b>\$119,623,529</b>	<b>\$131,645,071</b>	<b>\$131,645,071</b>	<b>\$0</b>
Use of Fund Balance/Retained Earnings	\$1,644,958	\$7,143,449	\$8,142,195	\$6,201,092	\$6,201,092	\$0
<b>Total Funding Sources</b>	<b>\$110,659,629</b>	<b>\$117,171,541</b>	<b>\$127,765,724</b>	<b>\$137,846,163</b>	<b>\$137,846,163</b>	<b>\$0</b>
Salaries and Benefits	\$44,248,979	\$45,713,771	\$49,908,779	\$53,661,023	\$53,661,023	\$0
Services and Supplies	\$59,846,902	\$66,381,026	\$71,633,316	\$77,599,058	\$77,599,058	\$0
Other Charges	\$6,421,448	\$6,935,636	\$7,854,016	\$8,281,006	\$8,281,006	\$0
Fixed Assets						
Buildings & Improvements	\$25,968	\$0	\$138,037	\$150,000	\$150,000	\$0
Equipment	\$72,032	\$122,032	\$212,500	\$136,000	\$136,000	\$0
Other Financing Uses	\$2,025,224	\$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
<b>Gross Costs</b>	<b>\$112,640,553</b>	<b>\$119,152,465</b>	<b>\$129,746,648</b>	<b>\$139,827,087</b>	<b>\$139,827,087</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$1,980,924</b>	<b>\$1,980,924</b>	<b>\$1,980,924</b>	<b>\$1,980,924</b>	<b>\$1,980,924</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>485</b>	<b>489</b>	<b>489</b>	<b>0</b>

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$131.6 million, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$131.6 million an increase of \$12 million from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed by applying the following escalators to the 2018-2019 Adopted Final Budget:
    - ◆ The standard escalators from the Long-Range Model were used, with the exception of a few revenue sources: 1991 and 2011 Realignment were projected to remain at the 2018-2019 Proposed Budget level and Mental Health Services Act revenue is reimbursement-based and will fluctuate based on the level of expenditure.
- ◆ The Proposed Budget includes an increase of \$9.5 million in estimated revenue due to an increase in Federal and State reimbursement for behavioral health services.
  - ◆ \$875,810 increase in Behavioral Health and Recovery Services
    - ◆ \$1.1 million increase in Substance Abuse and Mental Health Services Administration (SAMHSA) grant funds, adult mental health triage grant funds, homeless mentally ill grant funds, and No Place Like Home (NPLH) technical assistance grant funds, offset by a slight decrease in 1991 Realignment and State General Fund.

- ◆ \$1.4 million decrease due to the discontinuation of funding for Educationally Related Mental Health Services (ERMHS) and 0-5 Early Intervention Services, partially offset by an increase in Medi-Cal Federal Financial Participation (FFP) revenue.
  - ◆ \$1.1 million increase in 1991 Realignment Vehicle License Fee (VLF) revenue.
- ◆ \$2 million increase in Alcohol and Drug
  - ◆ \$280,716 increase in 2011 Realignment revenue.
  - ◆ \$1.7 million increase in FFP and Community Corrections Partnership (CCP) revenue, partially offset by a reduction in revenue from social services.
- ◆ \$284,420 increase in Managed Care by 1991 Realignment VLF revenue.
- ◆ \$1.1 million increase in Stanislaus Recovery Center
  - ◆ \$693,780 increase in State General Fund partially offset by a decrease in Substance Abuse Block Grant (SABG) funds.
  - ◆ \$472,948 increase in Medi-Cal Administrative revenue partially offset by a reduction in revenue from social services.
- ◆ \$5.2 million increase in Mental Health Services Act (MHSA)
  - ◆ \$198,193 increase in interest earned.
  - ◆ \$3.9 million increase in Mental Health Services Act revenue.
  - ◆ \$1.1 million increase in Medi-Cal FFP.
- ◆ This revenue is ongoing.
- ◆ The Department has a total of \$13.9 million in available fund balance as of July 1, 2019, of which \$6.2 million is budgeted for use in Fiscal Year 2019-2020.
  - ◆ Behavioral Health and Recovery Services has a total fund balance of \$11.3 million, of which \$2.3 million is budgeted for use.
    - ◆ The volume of adult placements in transitional board and care homes has historically exceeded existing funding resources. The Department has strategically expanded capacity with Mental Health Services Act funding, reducing the need for the use of Behavioral Health and Recovery Services fund balance.
    - ◆ The projected receipt of 1991 Realignment Vehicle License Fee (VLF) revenue and increased Medi-Cal Federal Financial Participation (FFP) is further reducing the need for the use of fund balance.
  - ◆ Alcohol and Drug has a total fund balance of \$3 million, of which \$830,329 is budgeted for use.
    - ◆ The Department strategically set aside funding over the past two years in anticipation of expanded substance use disorder (SUD) services under the Drug Medi-Cal Organized Delivery System (DMC-ODS), which was implemented in Stanislaus County on April 1, 2019.
  - ◆ Public Guardian has a total fund balance of \$528,819, of which \$176,678 is budgeted for use.
    - ◆ The Department has experienced an increase in salaries and benefits due to negotiated labor agreements as well as an increase in the need for support services funds for probate clients, increasing the reliance on fund balance.
  - ◆ Managed Care has a negative fund balance of \$1.6 million that will be adjusted to zero through Fiscal Year 2018-2019 post close adjustments; the \$2.9 million is budgeted for use will be covered by Behavioral Health and Recovery Services fund balance in 2019-2020.
  - ◆ Stanislaus Recovery Center has a total fund balance of \$689,542, of which nothing is budgeted for use.

## Budget and Operations

- ◆ Gross Costs in the 2019-2020 Final Budget total \$139.8 million, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$139.8 million, an increase of \$10.1 million from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget:
    - ◆ 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%
      - ◆ Services and Supplies 3.5%
      - ◆ Other Charges 3.5%
- ◆ The Proposed Budget includes \$5.7 million to accommodate the increased costs associated with an increase in behavioral health services to Stanislaus County residents diagnosed with a serious mental illness, serious emotional disturbance, or substance use disorder (SUD), requiring no additional General Fund Contribution.
  - ◆ \$2.5 million decrease in Behavioral Health and Recovery Services
    - ◆ \$496,593 due to negotiated wage increases for American Federation of State County and Municipal Employees (AFSCME) and the Service Employees International Union (SEIU) employees and management staff, offset by the transfer out of positions to other funds as a result of the discontinuation of Educationally Related Mental Health Services (ERMHS) and the 0-5 Early Intervention Program.
    - ◆ \$2.2 million decrease due to the discontinuation of ERMHS and the Ages 0-5 Early Intervention Program, and a decrease in adult transitional board and care placements. The decrease is partially offset by a shift in placements from Managed Care for adults in residential mental health treatment facilities, an increase in adult mental health triage services, and an increase in homeless mentally ill outreach services.
    - ◆ \$881,367 decrease due to a decrease in internal cost allocation plan charges.
  - ◆ \$2.7 million increase in Alcohol and Drug
    - ◆ \$574,555 increase due to negotiated wage increases for AFSCME and SEIU employees and management staff, new positions, and the transfer in of positions from other funds to support an increase in substance use disorder (SUD) services under the Drug Medi-Cal Organized Delivery System (DMC-ODS).
    - ◆ \$2.3 million increase due to an increase in SUD services under DMC-ODS.
    - ◆ \$183,159 decrease due to a decrease in internal cost allocation plan charges.
  - ◆ \$112,111 increase in Public Guardian
    - ◆ \$76,950 increase due to negotiated wage increases for AFSCME and SEIU employees and management staff.
    - ◆ \$50,001 increase in the provision of support services funds for probate clients (those not able to access funds designated for clients with a serious mental illness)
  - ◆ \$824,829 decrease in Managed Care
    - ◆ \$911,904 decrease due to a shift in placements to Behavioral Health and Recovery Services for adults in residential mental health treatment facilities.
    - ◆ \$121,421 increase due to an increase in internal cost allocation plan charges.
  - ◆ \$1.1 million increase in Stanislaus Recovery Center

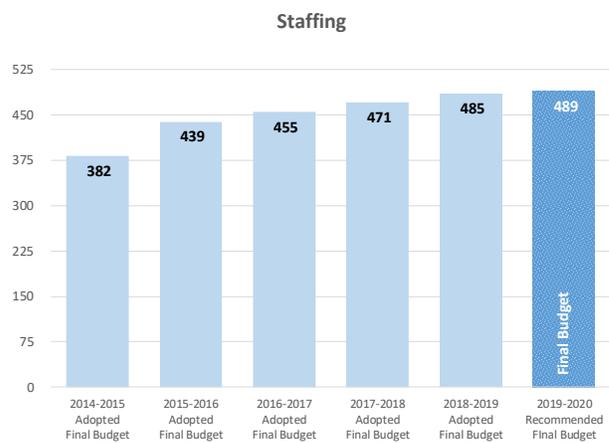
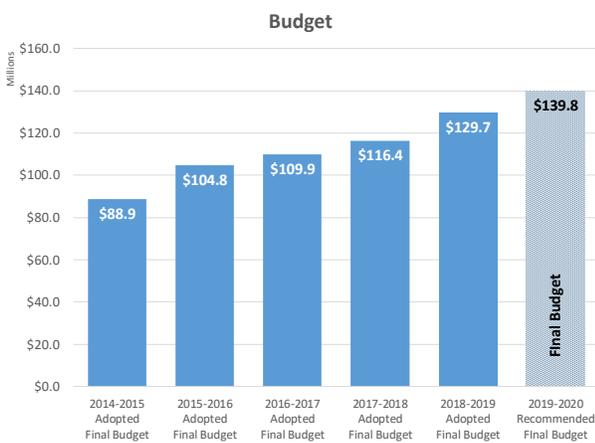
- ◆ \$138,696 increase due to negotiated wage increases and the transfer in of positions from other funds, offset by a reduction in the use of extra help staff.
- ◆ \$77,682 increase due to an increase in the cost of security services.
- ◆ \$835,118 increase due to a decrease in the amount of funding transfers received from Mental Health Services Act for residential services to clients with co-occurring disorders.
- ◆ \$5.2 million increase in Mental Health Services Act
  - ◆ \$895,110 increase due to negotiated wage increases for AFSCME and SEIU employees and management staff.
    - ◆ \$4.2 million increase due to: Expansion of adult transitional board and care placement options; expected start of several new innovations programs; increase in short term residential therapeutic programs (STRTPs) operating in the County and an increase in the number of services being provided; expansion of services offered under the Community Assessment Response and Engagement (CARE) program; increase in children’s mental health triage services; and expansion of prevention and early intervention services.
  - ◆ \$111,028 increase due to an increase in internal cost allocation plan charges
- ◆ These costs are ongoing.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 489, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The Final Budget includes technical adjustment recommendations that do not affect the position allocation.
  - ◆ One Manager II position was recommended for a classification study in the 2019-2020 Proposed Budget. The study has been completed and it is recommended that the position be reclassified upward to a block-budgeted Manager II/III.
  - ◆ One Mental Health Clinician I/II position is recommended to be reclassified downward to Staff Services Coordinator to right-size the position.
- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 489, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 489, an increase of four from the 2018-2019 Adopted Final Budget allocation.
- ◆ The Proposed Budget includes a recommendation for an increase of four to total allocated positions.
  - ◆ One new Behavioral Health Coordinator position is recommended to be added to oversee the substance use disorder services provided to individuals involved in the criminal justice system;
  - ◆ Two new Licensed Vocational Nurse III positions are recommended to be added to dispense medication in the Genesis Narcotic Treatment Program; and
  - ◆ One new block-budgeted Manager I/II position is recommended to administer discipline, investigations, performance management, and injury management.
- ◆ The Proposed Budget includes technical adjustment recommendations that do not affect the position allocation.
  - ◆ One Administrative Clerk III position is recommended to be transferred from the Behavioral Health and Recovery Services to the Alcohol and Drug unit to provide administrative support for the Substance Use Disorder (SUD) coordination team;
  - ◆ Two Mental Health Clinician II positions are recommended to be transferred from the Behavioral Health and Recovery Services to the Alcohol and Drug to perform substance use disorder quality services functions required under the Drug Medi-Cal Organized Delivery System (DMC-ODS);

- ◆ One Mental Health Clinician II position is recommended to be transferred from the Behavioral Health and Recovery Services to the Stanislaus Recovery Center unit to act as a Licensed Practitioner of the Healing Arts and to document necessity as required by DMC-ODS;
- ◆ One Behavioral Health Specialist II position is recommended to be transferred from the Behavioral Health and Recovery Services Department to the Mental Health Services Act unit to provide services for the Co-Occurring Disorders Full Services Partnership program;
- ◆ One Clinical Services Technician II position is recommended to be transferred from the Alcohol and Drug unit to the Stanislaus Recovery Center unit to perform substance use disorder residential treatment functions as required by DMC-ODS;
- ◆ One Mental Health Coordinator position is recommended to be transferred from the Stanislaus Recovery Center unit to the Alcohol and Drug unit to be allocated to the SUD team; and
- ◆ One Manager II position and one Medical Records Coordinator position in Behavioral Health and Recovery Services, and one Staff Services Technician position in Managed Care, are recommended for study to determine if current duties and level of responsibilities are in alignment with current classifications.

### Five-Year Historical Trends



### Key Challenges and Opportunities

- ◆ Medicaid Managed Care Final Rule Network Adequacy Requirements - On February 13, 2018, the California Department of Health Care Services (DHCS) issued its network adequacy standards for mental health plans to ensure the provision of an appropriate range of services and a network of providers adequate for the anticipated number of beneficiaries. DHCS developed a Network Adequacy Compliance Tool (NACT) and on April 4, 2019, DHCS notified Stanislaus County that it was out of compliance with the standards. DHCS also advised BHRS that starting June 5, 2019, 50% of the monthly average of Medi-Cal Federal Financial Participation (FFP) revenue payments to Stanislaus County would be withheld (approximately \$930,000 per month) until the County becomes compliant. Additionally, DHCS informed BHRS that if the County is still out of compliance by July 1, 2019, civil penalties in the amount of approximately \$488,000 would be assessed. The Department is diligently working towards compliance. On August 21, 2019, BHRS was notified by the State Department of Health Care Services that the Department is now in compliance for 2018.
- ◆ Assembly Bill (AB) 403 (Chapter 773, Statutes of 2015) Continuum of Care Reform (CCR) - CCR of California’s foster care system became effective January 1, 2017. It 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 impacts from this new legislation as well as develop an implementation plan in a phased approach. Analysis indicates that there still may be infrastructure needs associated with the new mandates; however, State funding still has not been identified.

- ◆ Assembly Bill (AB) 1299 (Ridley-Thomas, Chapter 603, Statutes of 2016) Presumptive Transfer - On June 22, 2018, DHCS released guidance regarding implementation of presumptive transfer of specialty mental health services (SMHS) for children, youth, and non-minor dependents (NMD) in foster care. AB 1299 established the prompt transfer of responsibility for providing or arranging and paying for SMHS from the county of original jurisdiction to the county in which the child or youth resides. Foster children from other counties are often placed in Stanislaus County due to the number of available placement options [group homes and short term residential therapeutic programs (STRTPs)]. BHRS has implemented a new system to continuously collect data on how many children and youth from other counties are placed in Stanislaus County and what type and level of SMHS services are being provided. County Behavioral Health Directors have tentatively agreed to “do no harm” to other counties (i.e, reimburse other counties for services for children placed there), but there is nothing in statute that memorializes this agreement. The Department is in the process of analyzing service data. Preliminary findings indicate that there is insufficient 2011 Realignment revenue to support all of the mandated programs.
- ◆ Possible Repeal/Replacement of the Affordable Care Act (ACA) - Federal health policy changes to repeal or replace the Affordable Care Act (ACA) could have widespread consequences for California’s health insurance if implemented at the Federal level. If portions of the ACA are repealed, California budget analysts believe the State does not have the financial capacity to backfill funding to maintain the provisions of the adopted Medicaid expansions. Representatives from the California Department of Health Care Services have stated that operations are continuing “status quo” until more information becomes available. The December 2017 passage of the tax bill that included the repeal of the ACA Individual Mandate (that became effective January 2018) has increased the number of those uninsured since there is no longer a tax penalty for not maintaining continuous health insurance coverage. To ensure that Stanislaus County residents receive behavioral health services for a serious mental illness, serious emotional disturbance, or substance use disorder, the Department is continuing to facilitate Medicaid enrollment to eligible individuals. There are potential fiscal ramifications from the passage of this legislation. The Department receives limited revenue to support services to uninsured individuals [1991 Realignment for community mental health services and Substance Abuse Block Grant (SABG) for substance abuse disorder services]. Pursuant to the “No Back-Fill Policy”, if available funding is exhausted, services to the uninsured population will be capped. If individuals are unable to receive timely treatment in an outpatient setting, it could have a negative impact on volume of calls to first responders (911, ambulance, police, and fire) and the County could see a spike in hospital emergency room visits.
- ◆ Impacts to 1991 Mental Health Realignment Funding - 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 (MOE) and reinstated the 35% 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 all 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 any future Realignment growth funding that will be received by mental health programs. 1991 Realignment growth was not included in the Fiscal Year 2019-2020 Final Budget.
- ◆ California’s Drug Medi-Cal Organized Delivery System (DMC-ODS) Waiver - On August 13, 2015 the Department of Health Care Services (DHCS) announced the Center for Medicare and Medicaid Services (CMS) approved the DMC-ODS Waiver amendment which provides a continuum of care for substance use disorder

treatment services. Behavioral Health and Recovery Services received Board approval on July 12, 2016, to opt in to the DMC-ODS Waiver amendment. The Department started to provide DMC-ODS services on April 1, 2019.

- ◆ Increase in Public Guardian Caseloads – The number of individuals referred for conservatorship assessment and being placed on conservatorship has grown dramatically. Several factors have led to the increase in individuals conserved has resulted in an increased workload for Behavioral Health and Recovery Services, and the partner agencies including County Counsel, the Courts, and the Public Defender. This workload is a growing challenge for the Public Guardian division to coordinate care for gravely disabled individuals who are conserved under the Lanterman-Petris-Short (LPS) Act. This challenge will be important to address from a policy and resource perspective as the complexities of individuals in serious crisis due to mental illness in our community is addressed. The Department will present an analysis and report on Conservatorship challenges during Fiscal Year 2019-2020.
- ◆ Pre-Trial Mental Health Diversion Program - BHRS, criminal justice, and protective services partners are studying the feasibility of applying for funding available from the California Department of State Hospitals to develop and implement a mental health diversion program in Stanislaus County. The Department will report back to the Chief Executive Office and Board of Supervisors if there is a decision to move forward once the study is complete.
- ◆ Assisted Outpatient Treatment (AOT/Laura’s Law) - The Board of Supervisors, on April 24, 2018, approved the AOT/Laura’s Law pilot program and associated staffing and infrastructure needs. The pilot provides 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 had identified MHSA Community Services and Supports (CSS) funding to support the pilot program. Appropriations and estimated revenue for the staffing and infrastructure are included in the Fiscal Year 2019-2020 Final Budget. The AOT pilot program opened for services on October 29, 2018 and began receiving referrals from Qualified Referring Parties (QRPs) on opening day via the Warm Line and the identified online referral process. As of July 2019, the AOT Team has received 105 referrals from QRPs. Over half (62%) of the referrals have been made via a family member. An update to the Board of Supervisors regarding the pilot programs progress and staff report will be made during the Mental Health Services Act (MHSA) 2019-2020 Final Budget report.
- ◆ Long Range Strategic Business and Facility Master Plan - A Long Range Strategic Business and Facility Master Plan began in Fiscal Year 2018-2019. A specific plan and schedule for a strategic approach will be initiated during the 2019-2020 Fiscal Year.

## **Budgets Contained within the Department**

- ◆ **Behavioral Health and Recovery Services (Special Revenue Fund)**
  - ◆ This budget funds mental health and rehabilitation services, group and family counseling, and case coordination for seriously mentally ill adults and emotionally disturbed children and teens. Behavioral Health and Recovery Services (BHRS) also provides assessment and appropriate referral for inpatient mental health services.
- ◆ **Alcohol and Drug (Special Revenue Fund)**
  - ◆ This budget funds specialized alcohol and drug treatment and prevention services to Stanislaus County residents including: Narcotic replacement (Methadone) detoxification and maintenance therapy; alcohol and drug treatment to persons incarcerated in jail facilities; Adult Drug Court alcohol and drug treatment; treatment services for persons with substance use disorders, including persons with co-occurring substance use and mental health issues; and alcohol and drug prevention services for youth.

- ◆ **Managed Care** (Special Revenue Fund)
  - ◆ This budget funds the oversight of Specialty Mental Health Managed Care functions for BHRS, including service authorization, utilization management, and Medi-Cal contract compliance; access to services; and Federal and State regulatory compliance monitoring. Managed Care funding also pays claims for services to providers for Medi-Cal beneficiaries needing specialty mental health services, including acute psychiatric hospitalization.
- ◆ **Mental Health Services Act** (Special Revenue Fund)
  - ◆ This budget funds services to individuals with serious mental illness and is funded through Mental Health Services Act (MHSA) funding.
- ◆ **Public Guardian** (Special Revenue Fund)
  - ◆ This budget funds programs mandated by Government Code Sections 24000, 27430 - 27436 and County Code 2.20. As the court-appointed substitute decision maker, the Public Guardian provides assistance to individuals who are gravely disabled as a result of mental disorder and are unable to properly provide for themselves or individuals who are substantially unable to manage their own financial resources. Other services provided include: conservatorship investigation for individuals who are believed to be unable to provide for their own food, clothing, and shelter due to their mental illness; case management for individuals placed on conservatorship by the courts; management of conservatee assets; and coordination of investigation and casework services with elder and dependent adult protection agencies.
- ◆ **Stanislaus Recovery Center** (Special Revenue Fund)
  - ◆ This budget funds residential detoxification services, outpatient, and day treatment alcohol and drug services. Stanislaus Recovery Center (SRC) also provides residential and day co-occurring treatment services for individuals with dual substance use disorders and mental health issues.

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.

## CEO – Stanislaus Veterans Center

	FY 2018-2019 Adopted Final Budget	FY 2019-2020 Final Budget
<b>Budget in Brief:</b>		
Total Revenue	\$599,200	\$439,244
Use of Fund Balance/ Retained Earnings	\$100,000	\$100,000
Gross Costs	\$799,200	\$834,937
<b>General Fund Contributions</b>	<b>\$100,000</b>	<b>\$295,693</b>
% Funded by General Fund	12.5%	35.4%
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 2018-2019

### 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - Stanislaus Veterans Center</b>							
<b>1665 0016600 Special Revenue Fund</b>							
Total Revenue	\$0	\$0	\$266,326	\$521,042	\$435,087	\$427,712	101.72%
Use of Fund Balance	\$0	\$0	(\$1,073,118)	\$6,931	\$15,852	\$100,000	15.85%
Gross Costs	\$0	\$0	\$293,208	\$627,973	\$752,427	\$829,200	90.74%
Net County Cost	\$0	\$0	\$1,100,000	\$100,000	\$301,488	\$301,488	100.00%

- ◆ The budget was established in Fiscal Year 2016-2017 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 County committed a \$200,000 annual commitment to the Veterans Center for this period. Of this amount \$100,000 is appropriated from Net County Cost and \$100,000 comes from Department Fund Balance, which originated from \$1 million in proceeds from the sale of the Medical Arts Building in Modesto.
- ◆ The budget expenditures are trending as anticipated; however, the County has taken on an increased proportion of the cost of the facility due to the Board of Supervisors’ approval to reduce the Foundation of Stanislaus County’s financial obligations in December 2018. It is anticipated that the County contribution will decline over time to the target to the original \$200,000 contribution per year, as the Foundation fund-raising revenue capacity increases, and revenue is received from the private rental of the facility.

### 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, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
Chief Executive Office - Stanislaus Veterans Center	\$0	\$0	\$0	\$1,073,118	\$1,066,187
<b>Total Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,073,118</b>	<b>\$1,066,187</b>

\*Note: Only Listed for Non-General Fund Units

- ◆ The Veterans Center opened in April 2017. The fund balance is trending as anticipated and consistent with a 10-year program plan to draw down \$100,000 annually for budget balancing.

### Department Summary

CEO - Stanislaus Veterans Center						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$151,804	\$45,592	\$210,231	\$44,538	\$44,538	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$288,315	\$309,495	\$308,969	\$314,706	\$314,706	\$0
Miscellaneous Revenue	\$80,923	\$80,000	\$80,000	\$80,000	\$80,000	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$521,042</b>	<b>\$435,087</b>	<b>\$599,200</b>	<b>\$439,244</b>	<b>\$439,244</b>	<b>\$0</b>
Use of Fund Balance/Retained Earnings	\$6,931	\$15,852	\$100,000	\$100,000	\$100,000	\$0
<b>Total Funding Sources</b>	<b>\$527,973</b>	<b>\$450,939</b>	<b>\$699,200</b>	<b>\$539,244</b>	<b>\$539,244</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$15,000	\$15,000	\$0
Services and Supplies	\$533,809	\$643,255	\$635,296	\$650,296	\$650,296	\$0
Other Charges	\$94,164	\$109,172	\$163,904	\$169,641	\$169,641	\$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
<b>Gross Costs</b>	<b>\$627,973</b>	<b>\$752,427</b>	<b>\$799,200</b>	<b>\$834,937</b>	<b>\$834,937</b>	<b>\$0</b>
General Fund Contribution	\$100,000	\$301,488	\$100,000	\$295,693	\$295,693	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Operating Plan: 2019-2020 Final Budget

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### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$439,244, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$439,244, a decrease of \$159,956 from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed by applying the following escalators to the 2018-2019 Adopted Final Budget: Budgeted Increase in rental revenue due to increased utility and janitorial costs.
- ◆ The Proposed Budget includes an adjustment decreasing the 2019-2020 Spending Plan by a total of \$165,693 due to the loss of revenue from the non-profit Veterans Foundation of Stanislaus County that ended their contractual arrangements with the County in Fiscal Year 2018-2019, transferring the management of the Center fully to the County.
- ◆ This revenue decrease is ongoing.
- ◆ The Department has available fund balance of \$1,050,335 as of July 1, 2019, of which \$100,000 is budgeted for use in Fiscal Year 2019-2020.

### Budget and Operations

- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$834,937, consistent with] the 2019-2020 Adopted Proposed Budget.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$834,937, an increase of \$35,737 from the 2018-2019 Adopted Final Budget.
- ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget: 3.5% Increase cost for utility and janitorial services.
- ◆ The Proposed Budget includes an adjustment increasing the 2019-2020 Spending Plan by a total of \$30,000 due to ongoing costs associated with Board approved adjustments in Fiscal Year 2018-2019, requiring an additional General Fund Contribution of \$30,000.
  - ◆ These costs are ongoing.

### Staffing Allocation

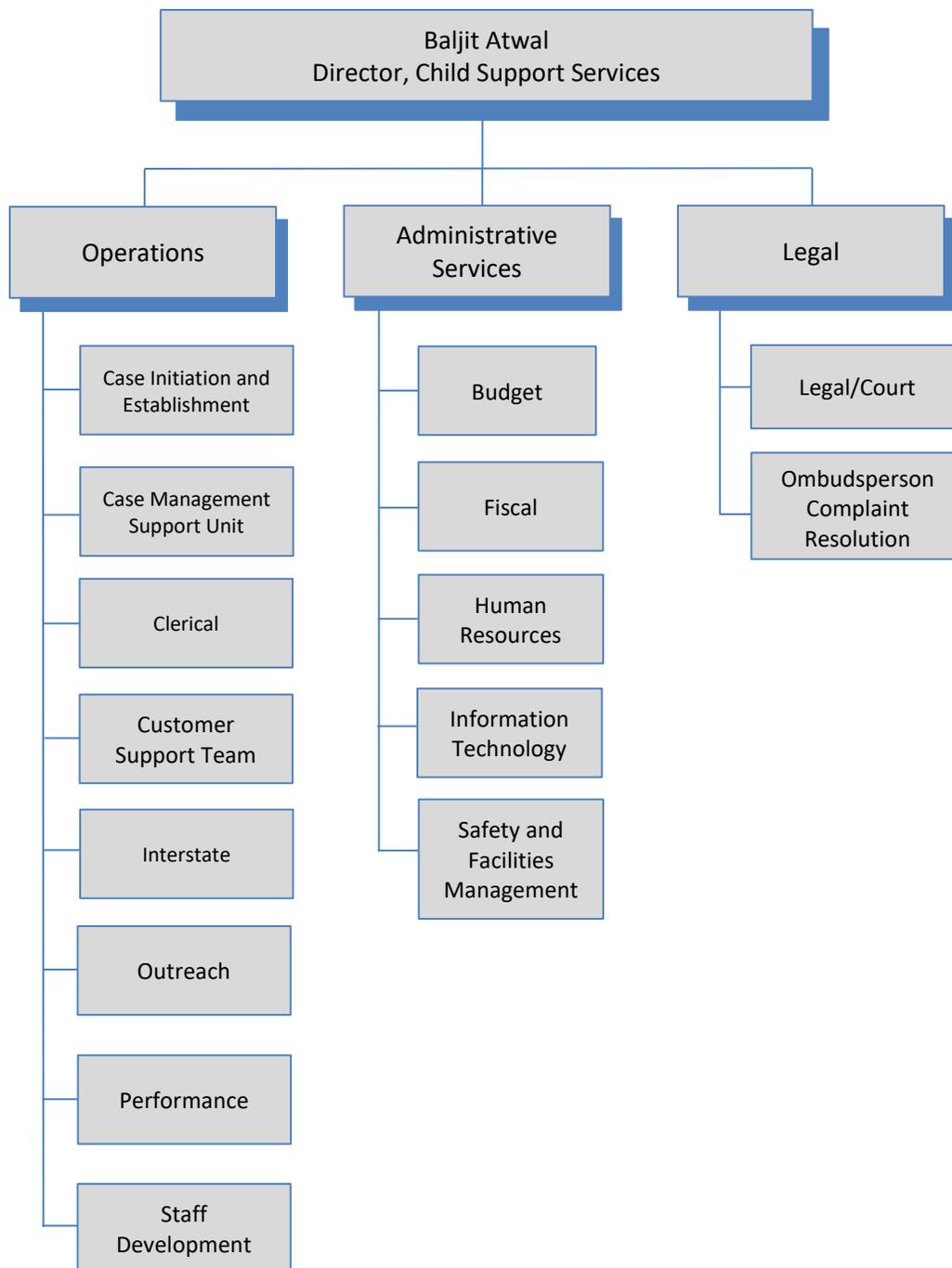
- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of zero, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of zero, consistent with the 2018-2019 Adopted Final Budget allocation.

## Budgets Contained within the Department

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- ◆ **CEO – Stanislaus Veterans Center (Special Revenue Fund)**
  - ◆ This budget funds the County share of Costs for the Stanislaus Veterans Center Banquet Hall and Conference 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.



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## Child Support Services

### Department Services and Programs

	FY 2018-2019 Adopted Final Budget	FY 2019-2020 Final Budget
Budget in Brief:		
Total Revenue	\$15,452,111	\$16,520,657
Use of Fund Balance/ Retained Earnings	\$0	\$1,469,544
Gross Costs	\$15,452,111	\$17,990,201
General Fund Contributions	\$0	\$0
% Funded by General Fund	0.0%	0.0%
Total Allocated Positions	161	161

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 **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; payroll; accounts payable and receivable; contract administration; personnel administration, training; safety and injury management; management and long-range workforce planning. This division is also responsible for facilities maintenance and equipment.

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 **Legal** division oversees all 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 that DCSS complies with 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 provides guidance for 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 work 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 endeavor to resolve issues before they become formal complaints. If a complaint is filed, Complaint Resolution staff independently investigate and review customers' cases and provide a resolution in writing.

## 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 parentage 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

## Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> <li>◆ Maintain collection and distribution of \$52.6 million of child support to families</li> <li>◆ Collect 68% of current court ordered support</li> <li>◆ Continue to obtain support orders on 95.3% of cases</li> <li>◆ Continue to offer enhanced services through the Sustainability Plan to non-grant customers including elements of employment and parenting services</li> </ul>

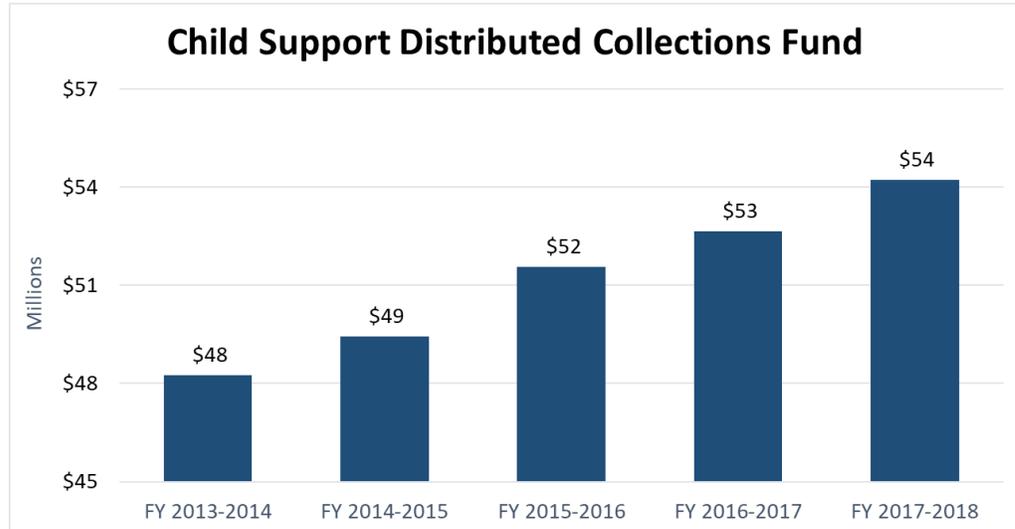
## Annual Report on Results: Fiscal Year 2018-2019

Fiscal Year 2018-2019 Accomplishments
<ul style="list-style-type: none"> <li>◆ Exceeded goal to maintain collection and distribution of \$52.6 million in child support to families by collecting and distributing \$54.2 million</li> <li>◆ Exceeded support order goal by obtaining orders on 95.7% of cases</li> <li>◆ Maintained a cost effectiveness of \$3.73 collected for every dollar spent on program</li> <li>◆ August 2, 2018, successfully hosted Second Annual Kids Connect Community Celebration for children and families by partnering with over 30 local family centered agencies, resulting in a 50% increase in attendance from prior year</li> <li>◆ Awarded a Letter of Appreciation by the California Child Support Services Director for increasing the total distributed collections by \$1.5 million</li> </ul>

### Department Success Measures

A five-year history of distributed collections shows the Department continues to maintain a high level of funds collected with an all-time high of \$54 million in child support payments collected for Fiscal Year 2018-2019. Families directly received 77% of the money distributed. The money distributed assists families as they move toward or continue to maintain self-sufficiency, potentially reducing the number of families relying upon other County public assistance programs or similar services. The remaining 23% of 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 has been an enduring concern to the



Department. The additional \$1 million to Stanislaus County included in the 2019 Budget Bill for Fiscal Year 2019-2020 will allow the Department to fill some of the positions that had to be left vacant in order to balance the budget in past years.

### 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Child Support Services</b>							
1071 0240000 Special Revenue Fund							
Total Revenue	\$ 14,089,028	\$ 14,620,295	\$ 14,439,913	\$ 15,342,904	\$ 14,977,261	\$ 15,580,987	96.13%
Use of Fund Balance	(\$ 12,796)	\$ 150,043	(\$ 2,508)	(\$ 45,623)	(\$ 82,808)	(\$ 878)	9431.44%
Gross Costs	\$ 14,076,232	\$ 14,770,338	\$ 14,437,405	\$ 15,297,281	\$ 14,894,453	\$ 15,580,109	95.60%
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

- ◆ The total fund allocation for the Department has remained primarily flat since 2002. The slight increase in the last few years has been due to federal funding received for the National Child Support Parent Employment Demonstration (CSPED) Grant, which ceased funding effective September 30, 2018. Additional funding in Fiscal Year 2018-2019 of \$159,924 was allocated to the Department.

**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, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
Child Support Services	\$1,564,541	\$1,571,018	\$1,422,394	\$1,424,849	\$1,469,544
<b>Total Fund Balance</b>	<b>\$1,564,541</b>	<b>\$1,571,018</b>	<b>\$1,422,394</b>	<b>\$1,424,849</b>	<b>\$1,469,544</b>

\*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 past insignificant use of fund balance is the ongoing result of changes in the amount of prior year encumbrances rolled forward. The Department has submitted a Fiscal Year 2019-2020 Spending Plan to the California Department of Child Support Services in order to use the \$1.5 million fund balance to fulfill Department staffing and purchasing needs. The expected outcomes of using the fund balance are: 1) sustained high quality customer service levels with positive impacts to the customers we serve which supports the Board priorities, and 2) safety, prevention of Workers Compensation claims, confidentiality, effectiveness, efficiency, and continued security of the IT network.

**Department Summary**

Child Support Services						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$30,708	\$55,460	\$25,000	\$32,000	\$32,000	\$0
Intergovernmental Revenue	\$15,303,981	\$14,921,439	\$15,427,111	\$16,488,657	\$16,488,657	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$362	\$0	\$0	\$0	\$0
Other Financing Sources	\$8,215	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$15,342,904</b>	<b>\$14,977,261</b>	<b>\$15,452,111</b>	<b>\$16,520,657</b>	<b>\$16,520,657</b>	<b>\$0</b>
<b>Use of Fund Balance/Retained Earnings</b>	<b>(\$45,623)</b>	<b>(\$82,808)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,469,544</b>	<b>\$1,469,544</b>
<b>Total Funding Sources</b>	<b>\$15,297,281</b>	<b>\$14,894,453</b>	<b>\$15,452,111</b>	<b>\$16,520,657</b>	<b>\$17,990,201</b>	<b>\$1,469,544</b>
Salaries and Benefits	\$12,243,334	\$12,327,913	\$13,338,067	\$14,484,170	\$14,833,404	\$349,234
Services and Supplies	\$887,352	\$993,613	\$960,832	\$1,000,028	\$1,255,338	\$255,310
Other Charges	\$1,210,786	\$1,041,615	\$1,073,212	\$1,036,459	\$1,086,459	\$50,000
Fixed Assets						
Buildings & Improvements	\$4,999	\$99,000	\$0	\$0	\$100,000	\$100,000
Equipment	\$950,810	\$432,312	\$80,000	\$0	\$715,000	\$715,000
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
<b>Gross Costs</b>	<b>\$15,297,281</b>	<b>\$14,894,453</b>	<b>\$15,452,111</b>	<b>\$16,520,657</b>	<b>\$17,990,201</b>	<b>\$1,469,544</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>161</b>	<b>161</b>	<b>161</b>	<b>0</b>

## Operating Plan: 2019-2020 Final Budget

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$16.5 million, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$16.5 million, an increase of approximately \$1.1 million from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan is estimated at \$14.7 million in administrative funding, \$620,042 in Electronic Data Processing (EDP) and Maintenance and Operations (M&O) funding.
  - ◆ Estimated revenue for the 2019-2020 Spending Plan is determined by the allocation of funds from the California Department of Child Support Services (CADCSS).
  - ◆ \$25,000 increase in revenue received from use of assets is earmarked to lessen quarterly expenses.
  - ◆ \$99,161 decrease in revenue due to the completion of the Pathways to Self-Sufficiency (PASS) grant.
- ◆ The Proposed Budget included an increase of \$1.1 million in estimated revenue due to anticipated State funding and increased revenue from use of assets.
  - ◆ This revenue represents one-third of an estimated \$3 million increase, to be received over three years.
- ◆ The Department has a total of \$1.5 million in available fund balance as of July 1, 2019, of which of which \$1.5 million is budgeted for use in Fiscal Year 2019-2020.
- ◆ Total estimated revenue for the Proposed Budget represents a 6.9% increase over the 2018-2019 Adopted Final Budget. This anticipated increase is in association with the current child support funding request before the legislature.

### Budget and Operations

- ◆ Gross Costs in the 2019-2020 Final Budget total \$18 million, an increase of \$1.4 million from the 2019-2020 Adopted Proposed Budget.
  - ◆ Costs for the 2019-2020 Final Budget of \$1.4 million will use fund balance to fund Department staffing and purchasing needs. The expected outcomes of using the fund balance are: 1) sustained high quality customer service levels with positive impacts to the customers we serve which supports the Board priorities, and 2) safety, prevention of Workers Compensation claims, confidentiality, effectiveness, efficiency, and continued security of the IT network.
- ◆ The Final Budget includes \$715,000 in total fixed assets, an increase of \$715,000 from the 2019-2020 Adopted Proposed Budget.
  - ◆ \$120,000 increase for the replacement of four vehicles for Fiscal Year 2019-2020
  - ◆ \$595,000 increase for furniture replacement to replace various aged items
- ◆ The Final Budget includes the replacement of four vehicles which are used to provide transportation for staff to court hearings, the U.S. Post Office, training events, outreach activities, and State Child Support meetings. The total cost is estimated to be \$120,000, funded by department fund balance.
- ◆ The Child Support Services has a total of seven fleet vehicles; of those, 4 meet the minimum age and/or mileage requirements to be considered for replacement under the Fleet Services Policy.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget totaled \$16.5 million, an increase of \$1.1 million from the 2018-2019 Adopted Final Budget.
- ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget: an increase of 3.5% in Salaries and Benefits, Services and Supplies, and Other Charges and an increase of 5% in Group Health Insurance costs.
- ◆ The Proposed Budget included \$662,689 to accommodate the increased costs associated with Cost-of-living adjustments (COLAs) and equity increases, filling vacant positions, and reestablishing partnerships in the

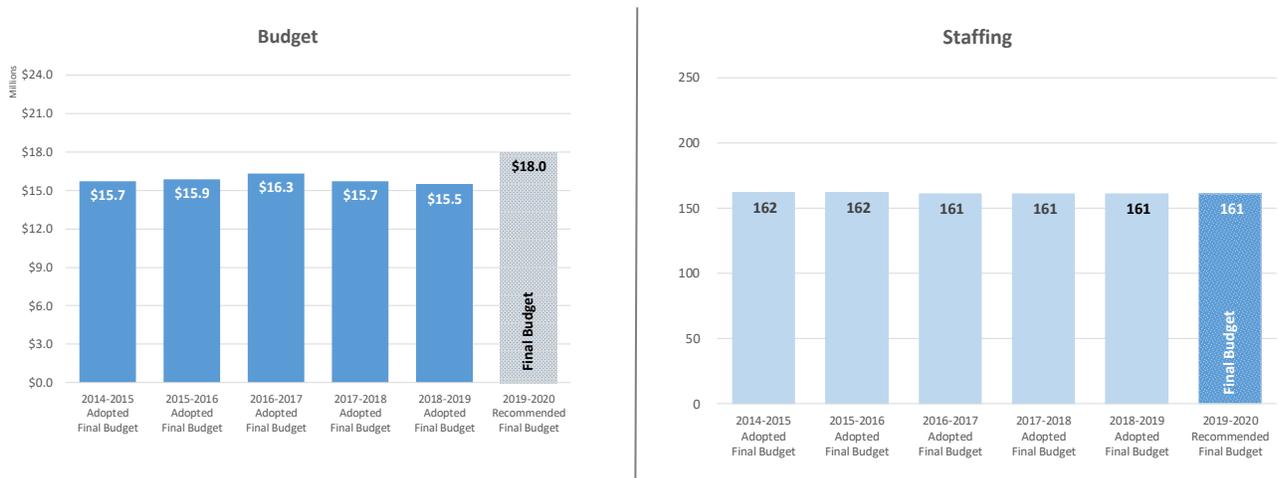
County, where possible, to assist parents in paying their support, requiring no General Fund Contribution in Budget Year 2019-2020.

- ◆ An adjustment of \$635,185 to fund vacant positions as new funding is received.
- ◆ An adjustment of \$27,504 to fund increased security costs due to a new vendor.
- ◆ These costs are ongoing.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 161, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 161, consistent with the 2018-2019 Adopted Final Budget allocation.

### Five-Year Historical Trends



### Key Challenges and Opportunities

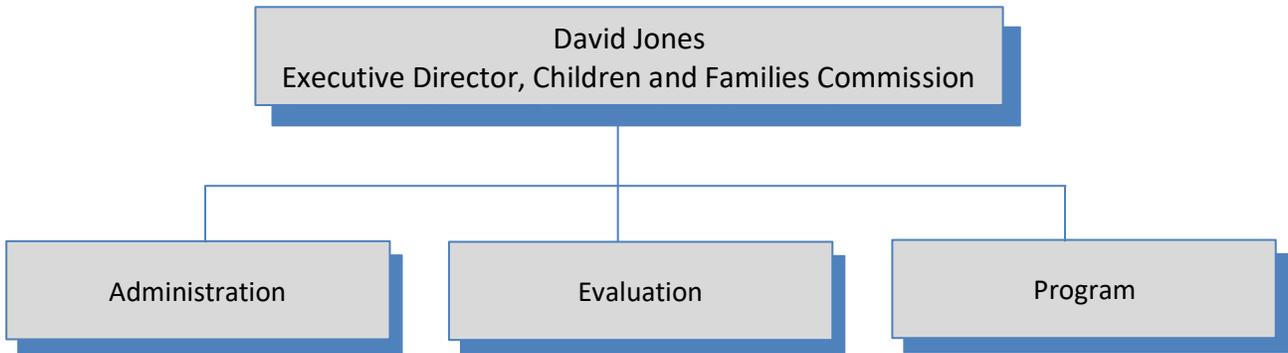
- ◆ The Department of Child Support Services has been flat funded since Fiscal Year 2002-2003. On May 9, 2019, the Governor signed the 2019 Budget Bill which includes an increase of \$56 million for 21 Local Child Support Agencies (LCSAs) in California. The Stanislaus County Department of Child Support Services will receive \$1 million for Fiscal Year 2019-2020. The new funding will support an increase in staffing to assist the Department with improving collections. The increase to staffing will ensure that high quality customer service levels are sustained with positive impacts to the customers we serve which supports the Board priorities.
- ◆ The Department is exploring opportunities to reestablish partnerships with county agencies to reach out to Non-Custodial Parents, identify barriers, and refer them to available resources. This holistic approach increases the chance of these parents, our shared customers, becoming more self-sufficient and enables them to support their families and children.

### Budgets Contained within the Department

- ◆ **Child Support Services (Special Revenue Fund)**
  - ◆ This budget funds the Department of Child Support Services (DCSS) program, whose efforts result in families receiving reliable support, thus improving the lives of California’s children and families. The major services provided by DCSS are the collection and distribution of child support, location of parents and employers, establishment of paternity and child support orders, and enforcement of child

support orders; legal representation of the County in child support matters, establishment and enforcement of medical support; and child support services for cases when a parent resides out of State.

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.



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## Children and Families Commission

	FY 2018-2019 Adopted Final Budget	FY 2019-2020 Final Budget
<b>Budget in Brief:</b>		
Total Revenue	\$4,889,108	\$4,681,650
Use of Fund Balance/ Retained Earnings	\$1,499,085	\$257,964
Gross Costs	\$6,388,193	\$4,939,614
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 the 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 adopted a Strategic Plan in December 2018 that will guide the organization over the next five years. As a result of the planning process, the Commission updated its mission and vision statements, created a values statement and authored strategic principles for the organization. The Commission continued with its core goals 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 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
  - ◆ Increase parental and caregiver knowledge, skills, and access to resources to support their child’s development (including multiple sub-goals for this topic)
  - ◆ Improve a sense of community in the lives of families (connections, supports, etc.) by increasing connections, relationships and concrete support for parents and caregivers
- ◆ Children are eager and ready learners
  - ◆ Increase the number of children that are read to daily
  - ◆ Increase access to opportunities for professional growth for Family, Friend, and Neighbor childcare providers
  - ◆ Increase the number of children who are “ready to go” when they enter kindergarten (as measured by the Kindergarten Student Entrance Profile/KSEP)

- ◆ Children are born healthy and stay healthy
  - ◆ Increase the rate of healthy births (including multiple sub-goals for this topic)
  - ◆ Increase children’s access to and utilization of health insurance benefits
- ◆ Sustainable and coordinated systems are in place that promote the well-being of children 0-5
  - ◆ Increase funding and/or alignment of funding for a coordinated system of support for children and families
  - ◆ Increase the level of county data integration/alignment of indicators, associated monitoring, and use of data to inform course-correction as needed to improve outcomes for children and families
  - ◆ Increase the knowledge of individuals serving young children about available resources (including professional development), services, and referral opportunities

of the Commission’s budget and support contracts executed with nearly a dozen 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 1% of the Commission’s budget, are used to compare actual results of contractors to planned results and evaluation findings are used to develop recommendations involving program changes and funding allocations. **Administrative** expenditures make up approximately 10% of the Commission’s budget and represent expenses incurred but not directly tied to programs and evaluation. These expenses go to support the ongoing work of the organization in areas such as accounting, payroll, certain accounts payable, strategic planning, a percentage of utilities, rent, insurance, etc.

The Commission’s budget has three main components: program expenditures, administrative expenditures, and evaluation expenditures. **Program** expenditures make up approximately 89%

It should be noted government code mandates the Children and Families Commission to have independent jurisdiction over planning and funding decisions separate from the Board of Supervisors. Therefore, the budget adopted by the Commission is included in the County budget for informational purposes.

## 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	<i>Be a catalyst to help give children and families the best start.</i>

## Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> <li>◆ Creation and implementation of a Strategic Plan</li> <li>◆ Creation and implementation of a pilot project for training of community partners</li> <li>◆ Creation and implementation of updated outcomes metrics for funded programs</li> </ul>

## Annual Report on Results: Fiscal Year 2018-2019

### Fiscal Year 2018-2019 Accomplishments

- ◆ The Commission completed a Strategic Direction/Planning process in Fiscal Year 2018-2019 that has established priorities and strategies for the Commission for the next five years; staff have begun the process of realigning to new strategies, but this will be a multi-year effort, and new Strategic Plan provides significant opportunities to continue with community partnerships and advance collaborative efforts seeking long-term, positive community outcomes
- ◆ The pilot project for training of community partners was successfully implemented during Fiscal Year 2018-2019 and will continue into Fiscal Year 2019-2020
- ◆ New program outcome metrics were created, or are under development, during Fiscal Year 2018-2019 and Fiscal Year 2019-2020

### 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Children and Families Commission</b>							
<b>1755 0016140 Special Revenue Fund</b>							
Total Revenue	\$5,360,028	\$5,397,749	\$4,882,050	\$4,631,126	\$4,302,035	\$4,889,108	87.99%
Use of Fund Balance	\$1,110,542	\$888,877	\$1,421,736	\$1,797,912	\$867,476	\$1,556,166	55.74%
Gross Costs	\$6,470,570	\$6,286,626	\$6,303,786	\$6,429,038	\$5,169,511	\$6,445,274	80.21%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Gross Costs declined in Fiscal Year 2018-2019 as part of a planned strategy to reduce organizational expenses and create greater alignment with projected revenues.

### 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, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
Children and Families Commission	\$11,792,222	\$10,681,680	\$9,792,803	\$8,371,068	\$6,573,156
<b>Total Fund Balance</b>	<b>\$11,792,222</b>	<b>\$10,681,680</b>	<b>\$9,792,803</b>	<b>\$8,371,068</b>	<b>\$6,573,156</b>

\*Note: Only Listed for Non-General Fund Units

- ◆ Total Fund Balance continued to decrease in Fiscal Year 2018-2019 as part of a planned Gross Costs reduction strategy.

## Department Summary

Children and Families Commission						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$73,889	\$131,930	\$75,000	\$43,750	\$102,000	\$58,250
Intergovernmental Revenue	\$4,482,154	\$4,133,724	\$4,814,108	\$4,847,124	\$4,559,650	(\$287,474)
Charges for Service	\$0	\$36,000	\$0	\$0	\$20,000	\$20,000
Miscellaneous Revenue	\$75,083	\$381	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$4,631,126</b>	<b>\$4,302,035</b>	<b>\$4,889,108</b>	<b>\$4,890,874</b>	<b>\$4,681,650</b>	<b>(\$209,224)</b>
Use of Fund Balance/Retained Earnings	\$1,797,912	\$867,476	\$1,499,085	\$1,526,471	\$257,964	(\$1,268,507)
<b>Total Funding Sources</b>	<b>\$6,429,038</b>	<b>\$5,169,511</b>	<b>\$6,388,193</b>	<b>\$6,417,345</b>	<b>\$4,939,614</b>	<b>(\$1,477,731)</b>
Salaries and Benefits	\$456,323	\$504,810	\$540,588	\$560,300	\$560,300	\$0
Services and Supplies	\$3,440,232	\$2,848,464	\$3,492,027	\$3,499,862	\$3,318,305	(\$181,557)
Other Charges	\$2,832,483	\$1,816,237	\$2,355,578	\$2,357,183	\$1,061,009	(\$1,296,174)
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
<b>Gross Costs</b>	<b>\$6,429,038</b>	<b>\$5,169,511</b>	<b>\$6,388,193</b>	<b>\$6,417,345</b>	<b>\$4,939,614</b>	<b>(\$1,477,731)</b>
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$4.7 million, a decrease of \$209,224 from the 2019-2020 Adopted Proposed Budget.
  - ◆ Final Budget includes a decrease to the 2019-2020 Proposed Budget by a total of \$209,224 in estimated revenue, primarily as a result of projected decreases to State tobacco tax revenue.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$4.9 million, an increase of \$1,766 from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Final Budget was developed by using revenue projections provided by the State of California.
- ◆ The Department has a total of \$5.7 million in available fund balance as of July 1, 2019, of which \$257,964 is budgeted for use in Fiscal Year 2019-2020
- ◆ The Department has identified projected decreases in State tobacco tax revenue and will make any necessary adjustments in the 2019-2020 Final Budget.

### Budget and Operations

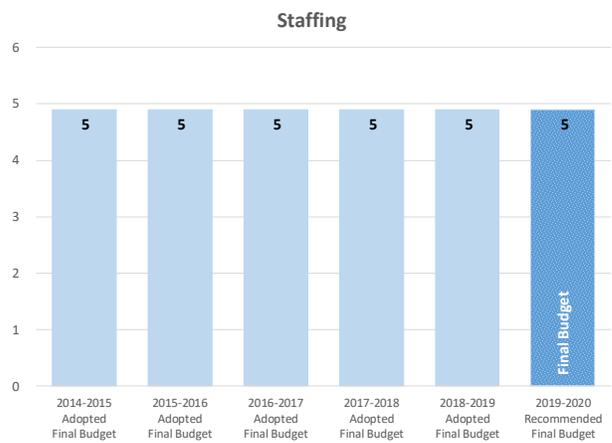
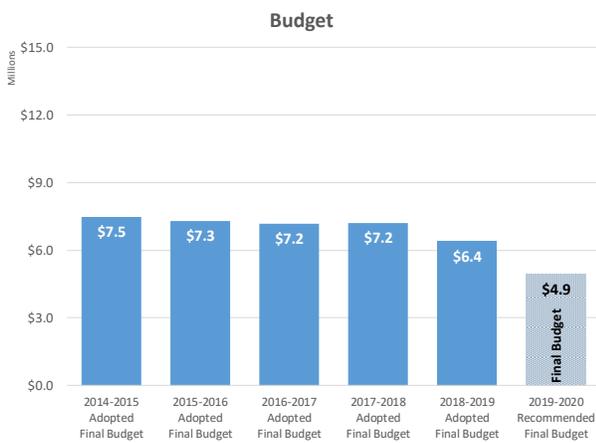
- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$4.9 million, a decrease of \$1.5 million from the 2019-2020 Adopted Proposed Budget.
  - ◆ Costs for the 2019-2020 Final Budget reflect the Commission’s new Strategic Direction/Planning process including; funding for grant writing projects to enhance and identify additional revenue; programs advancing parenting strategies; enhanced online community resources; support of early childhood reading; facilitation of systems improvement efforts; a new contract with Matrix Outcomes Model for Family Development Matrix services and training; and funding to procure a new outside audit firm.

- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$6.4 million, an increase of \$29,152 from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget provided by the Chief Executive Office: an increase of 3.5% in Salaries and Benefits; an increase of 4% in Retirement; an increase of 5% in Group Health Insurance costs; and an increase of 3.5% in Services and Supplies and Other Charges.
- ◆ The Department has identified reductions to the Spending Plan based on the Commission’s new Strategic Plan, program priorities, and changes in contracts and intergovernmental spending; adjustments will be made in the 2019-2020 Final Budget.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of five, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of five, consistent with the 2018-2019 Adopted Final Budget allocation.

### Five-Year Historical Trends



### Key Challenges and Opportunities

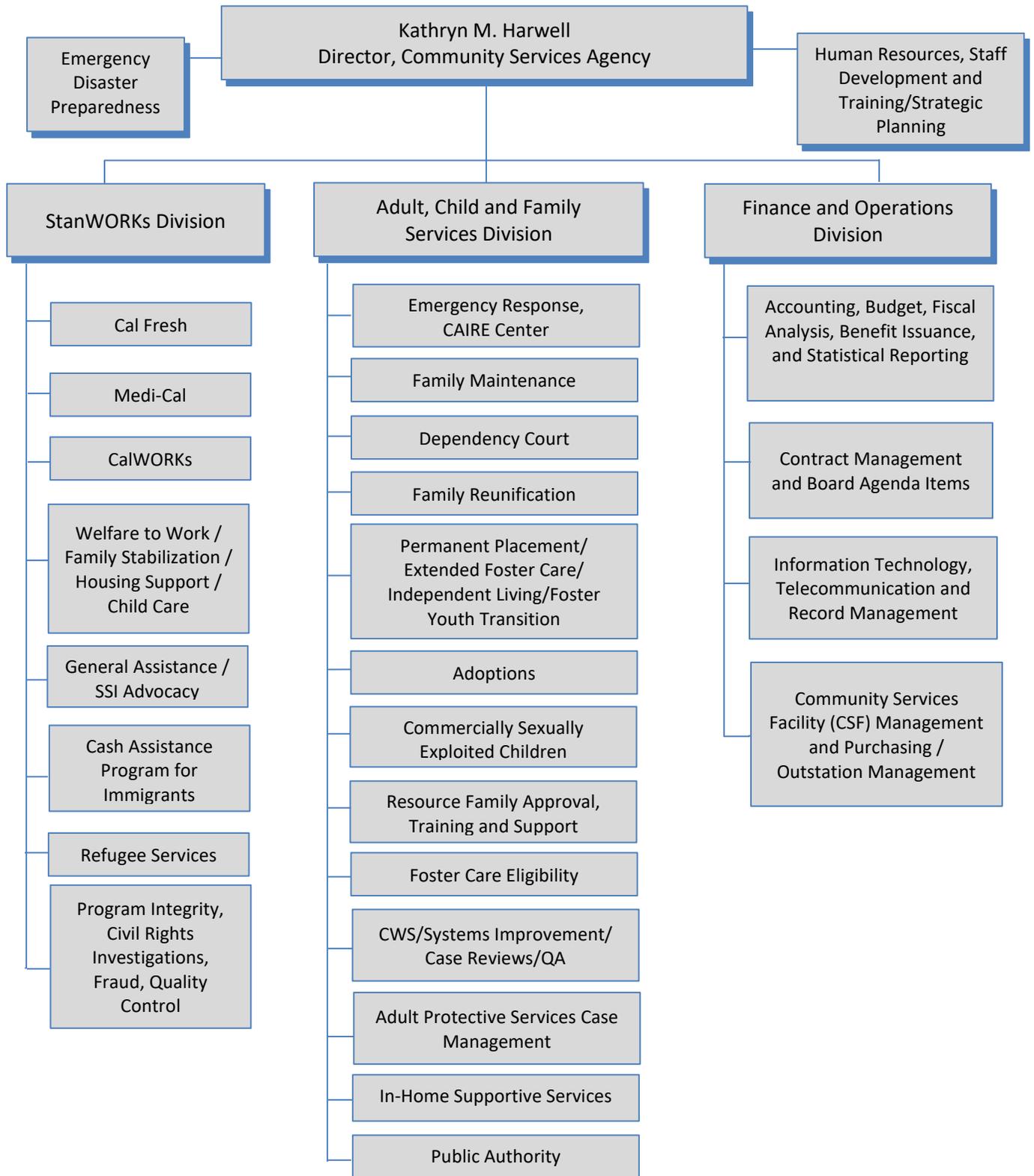
- ◆ The Commission will continue to face a decline in State tobacco tax revenue as fewer people smoke and purchase tobacco products in the State. Commission revenue is now approximately 50% less than the peak experienced in Fiscal Year 2005-2006.
- ◆ The Commission is decreasing expenses by more than 22% to reflect a decreased use of fund balance strategy into the future.
- ◆ The Commission completed a Strategic Direction/Planning process in Fiscal Year 2018-2019 that has established priorities and strategies for the Commission for the next five years. Staff have begun the process of realigning to new strategies, but this will be a multi-year effort.
- ◆ The new Strategic Plan provides significant opportunities to continue with community partnerships and advance collaborative efforts seeking long-term, positive community outcomes.

## **Budgets Contained within the Department**

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- ◆ **Children and Families Commission – Proposition 10 (Special Revenue Fund)**
  - ◆ This budget funds the Program, Evaluation, and Administration Divisions of the Children and Families Commission. The Stanislaus County Children and Families Commission promotes the development of Countywide integrated and comprehensive services that enhance the intellectual, social, emotional, and physical development of children 0 through age 5. Integrated services include health care, quality childcare, parental education, and effective prevention 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.



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## Community Services Agency

	FY 2018-2019 Adopted	FY 2019-2020 Final
Budget in Brief:	Final Budget	Budget
Total Revenue	\$376,943,309	\$401,208,773
Use of Fund Balance/ Retained Earnings	\$0	\$2,136,986
Gross Costs	\$387,535,250	\$412,962,700
General Fund Contributions	\$10,591,941	\$9,616,941
% Funded by General Fund	2.7%	2.3%
Total Allocated Positions	1138	1144

## 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** (ACFSD) Division include the Adult Services Program and Child and Family Services (CFS) 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, CFS oversees the financial assistance programs for resource families caring for foster youth and non-minor dependents.

One of the priorities in CFS 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.

CFS has been tasked legislatively to serve Commercially Sexually Exploited Children (CSEC) and

provide services to their families. Currently CFS 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, CFS is identifying resources and providing interventions that best meet their needs. Lastly, CFS 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 CFS. 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

## Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> <li>◆ 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</li> <li>◆ 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 330 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</li> <li>◆ 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</li> <li>◆ 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</li> <li>◆ 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</li> </ul>

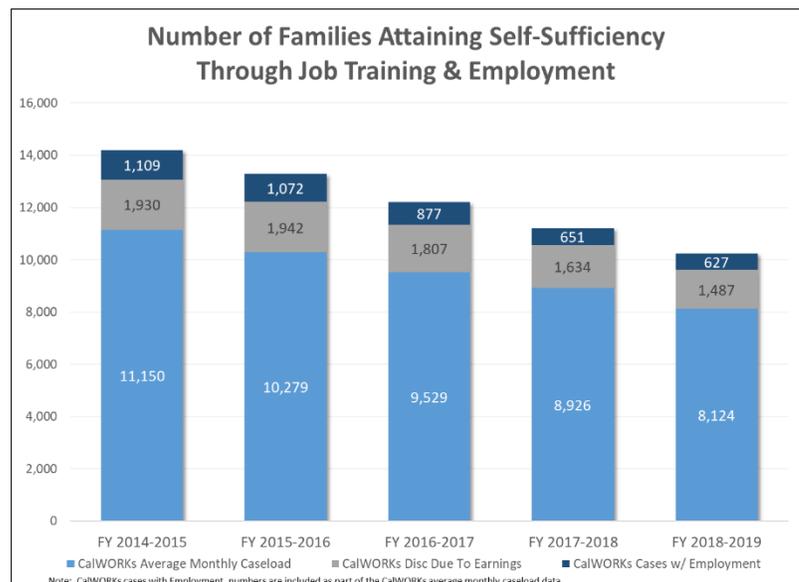
## Annual Report on Results: Fiscal Year 2018-2019

### Fiscal Year 2018-2019 Accomplishments

- ◆ Decreased the percentage of children who are victims of abuse or neglect who experienced a reoccurrence of abuse or neglect within the following 12 months; in Fiscal Year 2017-2018 Stanislaus County had 1,716 children who were victims of abuse or neglect, of those 9.9% experienced a reoccurrence within the following 12 months, a 1.1% improvement from the prior year
- ◆ The Department continues to work to increase the percentage of youth who transition to a permanent family home within 12 months of entering Foster Care, seeking to meet the California State Child Welfare Compliance Standard of at least 40.5%; in Fiscal Year 2016-2017 approximately 36% transitioned to permanency within 12 months of entering Foster Care by either reunifying with their parents, through adoption, or through guardianship
- ◆ The Department’s Fiscal Year 2018-2019 reassessment compliance rate for In-Home Supportive Services (IHSS) applications and annual reassessments was 80.5%, slightly over the requirement from the State, and significant progress in addressing backlogged applications with 218 being processed to increase the number of individuals waiting for service to 818 through implementation of internal strategy to retain skilled Social Worker staff
- ◆ Increased the number of individuals and families attaining self-sufficiency with 193 adults participating in the subsidized employment program in Fiscal Year 2018-2019; an average of 20% of CalWORKs cases across all programs were discontinued due to income earnings
- ◆ In partnership with the Chief Executive Office (CEO), the Department continue to address Americans with Disabilities Act (ADA) compliance projects at all the Department’s Community Office sites and the Community Services Facility
- ◆ Increased the number of individuals and families gaining access to stabilized housing who have experiencing housing insecurity or episodes of homelessness through temporary, transitional, and permanent housing, with a total of 2,092 families and individuals receiving support through various programs in Fiscal Year 2018-2019
- ◆ The Department continues to explore opportunities to open a new expanded Child Visitation Center and will provide an update in future budget cycle as more information is known

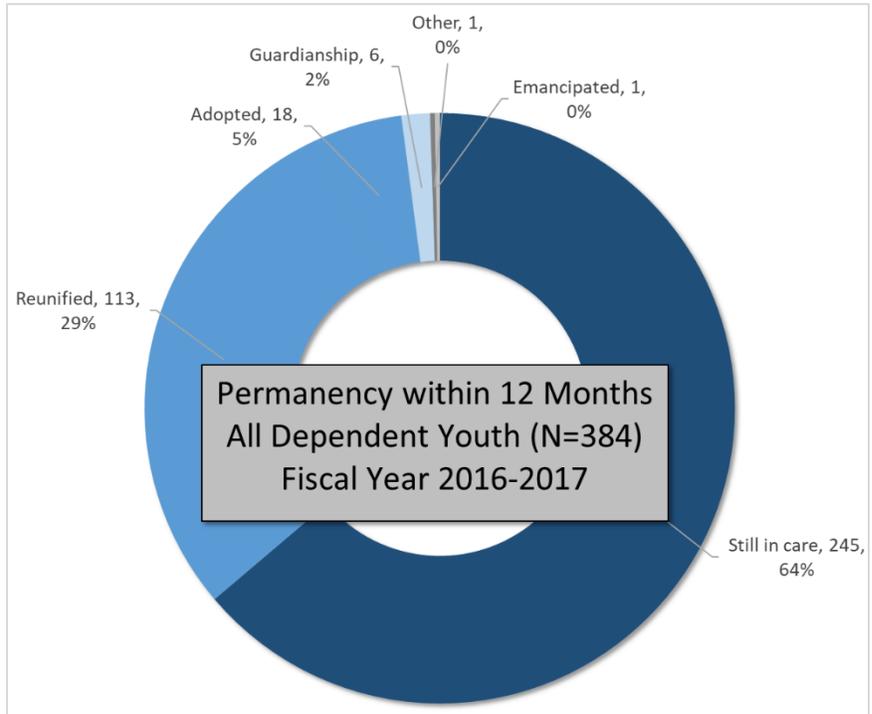
### Department Success Measures

Acquiring a job is the first, critical step on the pathway to self-sufficiency. This chart measures the number of families who transition to self-sufficiency who are no longer eligible to receive benefits through CalWORKs, because of an increase in their monthly income. As the economy continues to improve, the number of cases continue to decline, as individuals find employment. As a result of this continued improvement, an average of 18% of CalWORKs cases were discontinued due to earnings in Fiscal Year 2018-2019. The goal of this measure to



increase that number so individuals and families can become financially self-sufficient.

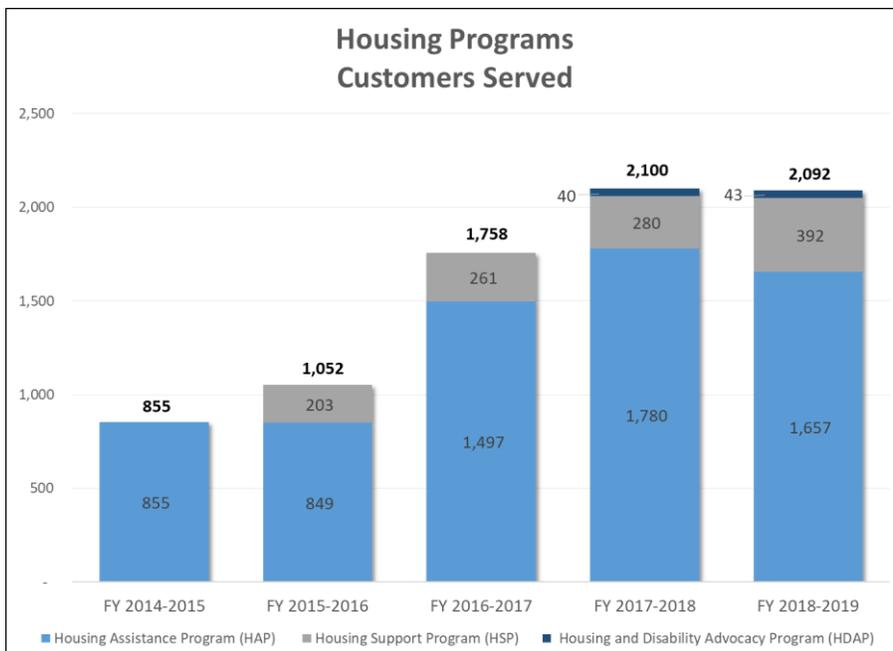
With a focus on the health and well-being of families served by the Department, ensuring that foster children transition to a permanent, stable family home is a top priority for the Community Services Agency. The goal in measuring permanency is to ensure this critical transition occurs within 12 months of a child entering Foster Care by reunifying them either with their parents, through adoption, or through guardianship. The State of California has set child welfare compliance standards such that at least 40.5% of youth transition to permanent homes within 12 months of entering into Foster Care.



The adjacent chart shows the number of youth eligible to transition to permanency in Fiscal Year 2016-2017, the most recent year for available statistical data, along with their status. Of the 384 children eligible for transition to permanency in Stanislaus County in that fiscal year, 113 were reunified with their parents, 18 were adopted, and

six obtained guardianship. In all, 36% of the children transitioned to permanency during the 12-month time period. The Department’s goal is to continue increasing this percentage while building a vitally important pathway to resilience for foster care 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 chart to the left shows the number of customers served by various housing programs over the past five years. As the chart indicates, the number of customers served in Fiscal Year 2018-2019 is consistent with those served the previous



fiscal year following years of steady increase. In Fiscal Year 2017-2018, a total of 2,100 individuals and families received housing support through one of three programs; the Housing Assistance Program (HAP), the Housing Support Program (HSP), and the Housing

and Disability Advocacy Program (HDAP). Fiscal Year 2018-2019 totals were very similar, with 2,092 families and individuals receiving housing support through these three different 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>CSA - Program Services and Support</b>							
<b>1631 0045050 Special Revenue Fund</b>							
Total Revenue	\$ 120,249,182	\$ 130,759,159	\$ 132,980,351	\$ 141,909,037	\$ 148,036,141	\$ 162,521,086	91.09%
Use of Fund Balance	\$ 3,777	(\$ 5,326)	(\$ 31,560)	\$ 0	\$ 0	\$ 28,546	0.00%
Gross Costs	\$ 123,593,751	\$ 134,198,122	\$ 136,804,408	\$ 145,717,968	\$ 151,047,705	\$ 166,188,051	90.89%
Net County Cost	\$ 3,340,792	\$ 3,444,289	\$ 3,855,617	\$ 3,808,931	\$ 3,011,564	\$ 3,638,419	82.77%

- ◆ Program Services and Support Gross Costs and corresponding Total Revenue have increased by an average of 5% over the past five years. The increase is primarily due to the cost of doing business, increased costs in support of the administration of mandated programs, and mandated services levels.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>CSA - County Childrens Fund</b>							
<b>1637 0045961 Special Revenue Fund</b>							
Total Revenue	\$ 151,433	\$ 138,005	\$ 159,285	\$ 174,041	\$ 183,805	\$ 169,516	108.43%
Use of Fund Balance	\$ 92,195	(\$ 28,005)	(\$ 49,285)	(\$ 41,169)	(\$ 33,951)	\$ 0	0.00%
Gross Costs	\$ 243,628	\$ 110,000	\$ 110,000	\$ 132,872	\$ 149,854	\$ 169,516	88.40%
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

- ◆ County Children's Fund Gross Costs and corresponding Total Revenue have decreased by an average of 5% over the past five years. The decrease is primarily due to the Child Abuse Prevention Council (CAPC) electing to eliminate the expenditures dedicated towards Sober Living Environment County Match. Total Revenue had a minimal change until Fiscal Year 2015-2016 when a decrease due to a national paper shortage impacted birth certificate revenue which has since recovered with an average increase of 5%.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>CSA - General Assistance</b>							
<b>1633 0045901 Special Revenue Fund</b>							
Total Revenue	\$ 105,790	\$ 152,083	\$ 199,655	\$ 245,296	\$ 232,302	\$ 175,049	132.71%
Use of Fund Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1	\$ 0	0.00%
Gross Costs	\$ 572,783	\$ 587,394	\$ 688,532	\$ 984,991	\$ 1,278,451	\$ 1,516,549	84.30%
Net County Cost	\$ 466,993	\$ 435,311	\$ 488,877	\$ 739,695	\$ 1,046,148	\$ 1,341,500	77.98%

- ◆ General Assistance Gross Costs have increased by an average of 23% over the past five years due primarily to costs associated with High Needs Youth placements. The Revenue trend has fluctuated with the improving economy with increased client repayments and Social Security reimbursements. The Net County Cost has increased an average of 25% over the past five years in correlation to the increase in Gross Costs and has been redirected from that previously provided in Program Services and Support.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>CSA - Homeless Emergency Aid Program</b>							
1638 0045860 Special Revenue Fund							
Total Revenue	\$0	\$0	\$0	\$0	\$7,259,406	\$7,236,986	100.31%
Use of Fund Balance	\$0	\$0	\$0	\$0	(\$2,159,406)	\$0	0.00%
Gross Costs	\$0	\$0	\$0	\$0	\$5,100,000	\$7,236,986	70.47%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Homeless Emergency Aid Program (HEAP) Fund was established in February 2019 by Board of Supervisors action and was reported in the budget for the first time in the 2018-2019 Third Quarter Financial Report, identifying special State revenue received for HEAP projects only. A total of \$5.1 million was transferred out of the fund to Capital Projects while \$22,420 in interest was added to the fund in Fiscal Year 2018-2019; all HEAP funds distributed in Fiscal Year 2018-2019 must be fully expended by June 2021. The HEAP Fund is interest bearing with revenue designated for HEAP-related costs. The fund balance of \$2.2 million will be available for use in Fiscal Year 2019-2020.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>CSA - IHSS Public Authority - Administration</b>							
1640 0045980 Special Revenue Fund							
Total Revenue	\$448,782	\$523,696	\$949,502	\$556,807	\$588,464	\$614,885	95.70%
Use of Fund Balance	\$1	\$0	(\$1)	\$0	\$0	\$0	0.00%
Gross Costs	\$448,783	\$544,599	\$954,147	\$571,587	\$611,617	\$659,114	92.79%
Net County Cost	\$0	\$20,903	\$4,646	\$14,780	\$23,153	\$44,229	52.35%

- ◆ Public Authority Administration Gross Costs and corresponding Total Revenue have increased by an average of less than 16% with a General Fund Contribution increase of 66% over the past five years. The increase is primarily attributed to the 5% inflation factor applied to the In-Home Supportive Services (IHSS) Maintenance of Effort (MOE), the cost of doing business in support of the administration of mandated programs, and maintaining current service levels in Fiscal Year 2018-2019.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>CSA - IHSS Public Authority - Benefits</b>							
1641 0045990 Special Revenue Fund							
Total Revenue	\$216,226	\$241,408	\$589,364	\$599,854	\$602,109	\$1,048,801	57.41%
Use of Fund Balance	\$6	\$0	\$1	\$0	\$0	\$0	0.00%
Gross Costs	\$306,469	\$254,431	\$656,106	\$689,660	\$696,405	\$1,143,097	60.92%
Net County Cost	\$90,237	\$13,023	\$66,741	\$89,806	\$94,296	\$94,296	100.00%

- ◆ Public Authority Benefits Administration Gross Costs have increased by an average of 37%, with an increase in Total Revenue averaging 40% and an average increase in General Fund Contribution of 151% over the past

five years. This increase reflects the agreement in place with the United Domestic Workers of America (UDWA) which has seen an increase in provider benefits and premiums.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>CSA - IHSS Provider Wages</b>							
1642 0045992 Special Revenue Fund							
Total Revenue	\$64,874,541	\$73,337,061	\$82,603,746	\$95,265,774	\$106,338,735	\$106,975,421	99.40%
Use of Fund Balance	\$101	\$0	\$0	\$0	\$0	\$0	0.00%
Gross Costs	\$66,828,904	\$75,320,674	\$83,934,898	\$98,878,832	\$110,048,247	\$110,684,933	99.42%
Net County Cost	\$1,954,262	\$1,983,613	\$1,331,152	\$3,613,058	\$3,709,512	\$3,709,512	100.00%

- ◆ In-Home Supportive Services (IHSS) Provider Wages Gross Costs and corresponding Total Revenue trends have increased an average of 13% with a General Fund Contribution increase of 47% over the past five years. This reflects the agreement in place with the United Domestic Workers of America (UDWA), State mandated minimum wage increase from \$11 to \$12 effective January 1, 2019, and a 6.7% increase in paid provider hours over Fiscal Year 2017-2018.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>CSA - Public Economic Assistance</b>							
1632 0045801 Special Revenue Fund							
Total Revenue	\$95,955,806	\$91,896,466	\$95,212,381	\$96,655,573	\$97,404,071	\$106,077,400	91.82%
Use of Fund Balance	\$422	\$0	\$0	\$0	\$0	\$0	0.00%
Gross Costs	\$99,086,880	\$94,142,471	\$97,028,182	\$98,577,391	\$99,168,056	\$107,841,385	91.96%
Net County Cost	\$3,130,652	\$2,246,005	\$1,815,801	\$1,921,818	\$1,763,985	\$1,763,985	100.00%

- ◆ Public Economic Assistance Gross Costs and corresponding Total Revenue have increased by an average of less than 1% over the past five years. The slight increase is due to increased costs in Foster Care, Extended Foster Care, Adoptions, and Kinship Guardianship which have a 40% County share responsibility. These were offset by declining caseloads in CalWORKs which has a 2.5% County share responsibility. Should these trends continue, the Department would anticipate an increase in Net County Cost due to the higher County share responsibility in Foster Care.

### 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, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
CSA - Program Services and Support	\$96,550	\$92,774	\$98,100	\$129,660	\$129,660
CSA - County Childrens Fund	\$171,634	\$79,440	\$107,445	\$156,730	\$197,899
CSA - General Assistance	\$0	\$0	\$0	\$0	\$0
CSA - Homeless Emergency Aid Program	\$0	\$0	\$0	\$0	\$0
CSA - IHSS Public Authority - Administration	\$2	\$0	\$0	\$0	\$0
CSA - IHSS Public Authority - Benefits	\$6	\$0	\$0	\$0	\$0
CSA - IHSS Provider Wages	\$101	\$0	\$0	\$0	\$0
CSA - Public Economic Assistance	\$423	\$0	\$0	\$0	\$0
<b>Total Fund Balance</b>	<b>\$268,716</b>	<b>\$172,214</b>	<b>\$205,545</b>	<b>\$286,390</b>	<b>\$327,559</b>

\*Note: Only Listed for Non-General Fund Units

- ◆ Program Services and Support fund balance has increased slightly over the past five years in anticipation of any post-closing adjustments required to end the fiscal year in a positive position.
- ◆ County Children’s Fund has increased its fund balance since Fiscal Year 2016-2017 due to the Child Abuse Prevention Council’s (CAPC) decision to start growing the fund balance again in preparation for a future economic downturn, whereas Fiscal Years 2013-2014 to 2015-2016 included spend down of fund balance.
- ◆ General Assistance has consistently maintained a zero fund balance over the past five years.
- ◆ The Homeless Emergency Aid Program was created in Fiscal Year 2018-2019 and does not reflect a fund balance prior to February 2019; approximately \$2.2 million is available as of July 1, 2019 for utilization in Fiscal Year 2019-2020 according to the grant performance period continuing through June 2021.
- ◆ IHSS Public Authority - Administration has consistently maintained a zero or immaterial fund balance over the past five years.
- ◆ IHSS Public Authority - Benefits has consistently maintained a zero or immaterial fund balance over the past five years.
- ◆ IHSS Provider Wages, has consistently maintained a zero or immaterial fund balance over the past five years.
- ◆ Public Economic Assistance has consistently maintained a zero or immaterial fund balance over the past five years.

## Department Summary

Community Services Agency						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$101,785	\$84,873	\$96,600	\$96,600	\$96,600	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$77,441	\$120,391	\$133,462	\$126,369	\$126,369	\$0
Intergovernmental Revenue	\$311,179,176	\$333,140,781	\$354,664,102	\$376,060,590	\$376,060,590	\$0
Charges for Service	\$1,582,822	\$1,668,016	\$2,319,116	\$2,611,586	\$2,611,586	\$0
Miscellaneous Revenue	\$100,278	\$89,350	\$321,602	\$295,192	\$295,192	\$0
Other Financing Sources	\$22,364,880	\$25,541,622	\$19,408,427	\$22,018,436	\$22,018,436	\$0
<b>Total Revenue</b>	<b>\$335,406,382</b>	<b>\$360,645,033</b>	<b>\$376,943,309</b>	<b>\$401,208,773</b>	<b>\$401,208,773</b>	<b>\$0</b>
Use of Fund Balance/Retained Earnings	(\$41,169)	(\$2,193,356)	\$0	\$2,136,986	\$2,136,986	\$0
<b>Total Funding Sources</b>	<b>\$335,365,213</b>	<b>\$358,451,677</b>	<b>\$376,943,309</b>	<b>\$403,345,759</b>	<b>\$403,345,759</b>	<b>\$0</b>
Salaries and Benefits	\$88,778,829	\$94,000,160	\$99,279,184	\$101,210,016	\$101,210,016	\$0
Services and Supplies	\$25,462,622	\$25,017,588	\$31,135,743	\$34,652,142	\$34,652,142	\$0
Other Charges	\$230,710,068	\$243,305,174	\$255,868,666	\$275,881,730	\$275,881,730	\$0
Fixed Assets						
Equipment	\$601,782	\$677,413	\$1,000,000	\$1,000,000	\$1,000,000	\$0
Other Financing Uses	\$0	\$5,100,000	\$251,657	\$218,812	\$218,812	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$345,553,301</b>	<b>\$368,100,335</b>	<b>\$387,535,250</b>	<b>\$412,962,700</b>	<b>\$412,962,700</b>	<b>\$0</b>
General Fund Contribution	\$10,188,088	\$9,648,658	\$10,591,941	\$9,616,941	\$9,616,941	\$0
<b>Total Allocated Positions</b>	-	-	1138	1144	1144	0

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$401.2 million, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$401.2 million, an increase of \$24.3 million from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed using the 2018-2019 Proposed Budget as a base on which escalators were applied using analysis of historical trends and projections from the Long-Range Model.
    - ◆ Revenue for the 2019-2020 Spending Plan was held consistent with that identified in the 2018-2019 Adopted Final Budget for General Assistance, In-Home Supportive Services (IHSS) – Administration, and Public Economic Assistance; was increased using an escalator of 4.1% in County Children’s Fund; was increased by 11.1% in IHSS Provider Wages based on early projections related to the IHSS Maintenance of Effort (MOE); and was decreased by 3% in IHSS Public Authority - Benefits and negligibly in Program Services and Support.
- ◆ The Proposed Budget includes an increase of \$12.5 million in estimated revenue due to updated projections.
  - ◆ IHSS Provider Wages Proposed Budget includes a decrease of \$2.2 million in estimated revenue primarily due to the State rebasing the IHSS Maintenance of Effort (MOE) per the Governor’s Proposed Budget updates.
    - ◆ The MOE would be rebased by reducing \$200 million for what was previously State General Fund offset funding and an additional \$241 million State General Fund for a combined overall, now proposed, permanent reduction of \$441 million Statewide to the MOE. The redirection of 1990-1991 Realignment Growth and Accelerated Realignment will also end with the new rebased MOE structure.
  - ◆ IHSS Public Authority – Administration Proposed Budget includes an increase of \$73,533 in estimated revenue due to State and Federal impacts, the redirected and rebase of the IHSS MOE, and historical trends.
  - ◆ IHSS Public Authority – Benefits includes an increase of \$21,196 in estimated revenue, adjusting to the updated projection for the Provider Premium balance; use of the IHSS Provider Premium Reserve funds will be the subject of future meet and confer topics.
  - ◆ Program Services and Support Proposed Budget includes an increase of \$5.2 million in estimated revenue and was determined by an analysis of historical trends and information provided by the State on program funding.
  - ◆ Public Economic Assistance includes an increase of \$9.4 million in estimated revenue from increases due to Maximum Aid Payments (MAP) and the California Necessities Index (CNI), commonly referred to as Cost of Living Adjustments (COLA). A 4% increase for the CNI amounts to \$5.5 million, with additional MAP increases of 10% identified in the All County Letter 18-124 (effective April 1, 2019) and 13.1% identified in the 2019-2020 Governor’s Proposed Budget (effective October 1, 2019) making up the remainder of the increase.
    - ◆ This revenue is ongoing.
- ◆ The Department has a total of \$2.4 million in available fund balance as of July 1, 2019, of which \$2.1 million is budgeted for use in Fiscal Year 2019-2020.
  - ◆ County Children’s Fund has a total of \$231,850 in restricted fund balance as of July 1, 2019. None of these funds are budgeted for use in Fiscal Year 2019-2020.

- ◆ Homeless Emergency Aid Program has a total of \$2.2 million in restricted fund balance as of July 1, 2019, of which \$2.1 million is budgeted for use in Fiscal Year 2019-2020 and can only be used for HEAP programs and services.
  - ◆ On February 26, 2019, the Board of Supervisors approved Resolution #2019-0115 establishing revenue and expenditures of \$7.2 million in a new budget unit for Statewide Homeless Emergency Aid Program (HEAP) funding. This is an interest-bearing Special Revenue Fund with State dollars allocated for HEAP. The Chief Executive Office and the Board of Supervisors has designated the Community Services Agency (CSA) to be the fiscal agent for the HEAP funds, with the use of these funds to be determined by the Chief Executive Office. The State revenue was received in Fiscal Year 2018-2019; the Department will rely on the use of the resulting fund balance to cover costs in Fiscal Year 2019-2020.
- ◆ Program Services and Support has a total of \$129,660 in available fund balance as of July 1, 2019, of which \$25,650 is non-spendable for impress cash and \$58,607 is restricted; the balance is anticipated to be used for post-closing adjustments in order to end Fiscal Year 2018-2019 in a positive position.
- ◆ Meaningful variances in revenue between the 2018-2019 Final Budget and 2019-2020 Proposed Budget are a result of State implemented changes.
  - ◆ For Public Economic Assistance, the variance in revenue is primarily attributed to the increase in the MAP and COLA changes.
  - ◆ For IHSS Public Authority – Administration, the Governor’s Proposed Budget updates include the administration portion of the IHSS MOE being redirected and rebased to the services portion of the MOE. IHSS Administration will no longer contain a MOE and will be absorbed at the State level.
  - ◆ For IHSS Provider Wages, the variance in revenue is primarily due to the State minimum wage increase from \$12 to \$13 per hour, effective January 1, 2020, and the addition of eight hours of sick leave per Provider being factored into the Proposed Budget projections.

### Budget and Operations

- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$413 million, consistent with the 2018-2019 Adopted Final Budget.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$413 million, an increase of \$25.4 million from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by applying escalators based on trends, projected Federal and State impacts, and the rebased IHSS MOE to the 2018-2019 Proposed Budget.
    - ◆ Costs for the 2019-2020 Spending Plan were held consistent with that identified in the 2018-2019 Adopted Final Budget for IHSS Public Authority – Administration, Program Services and Support, and Public Economic Assistance; were increased using an escalator of 4.1% in County Children’s Fund; were increased using an escalator of 10.8% in IHSS Provider Wages; and were decreased by 2.4% in IHSS Public Authority – Benefits and minimally in General Assistance.
- ◆ The Proposed Budget includes an adjustment increasing the 2019-2020 Spending Plan by a total of \$2.5 million due to ongoing costs associated with Board approved adjustments in Fiscal Year 2018-2019.
- ◆ The Proposed Budget includes \$11 million to accommodate increased costs due to the normal cost of doing business, changes in mandated program activities, and the creation of the Homeless Emergency Aid Program budget; the Department implemented balancing strategies to mitigate any unmet needs along with the removal of overmatch funding for IHSS Administration, resulting in a reduction in the reliance on General Fund Contribution of \$975,000.
  - ◆ Program Services and Support includes \$3.7 million to accommodate increased costs associated with the normal cost of doing business including COLA and equity wage increases, services and supplies to maintain critical support of mandated program activities, the addition of the CalWORKs Home Visiting

Initiative, and implementation of the reversal of the CalFresh eligibility policy known as cash-out. To maintain the existing General Fund Contribution level, the Department implemented balancing strategies to mitigate any unmet need by redirecting \$377,000 in General Fund Contribution to the General Assistance budget. Additionally, overmatch for IHSS Administration is being eliminated, resulting in a decrease of \$975,000.

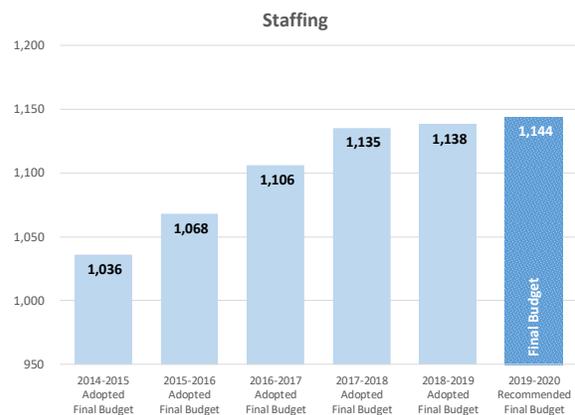
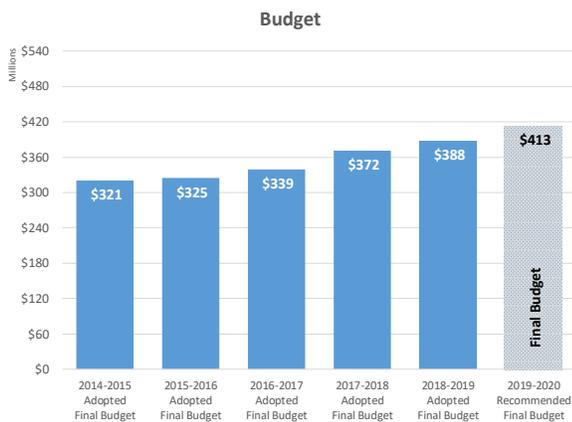
- ◆ Consistent with Fiscal Year 2018-2019 Midyear Financial Report, a \$377,000 General Fund Contribution and costs was redirected from IHSS Administration to General Assistance for increased costs for General Assistance– High Needs Youth Foster Care cases.
- ◆ A Child Welfare Services Administration increase of \$817,838 will be supported by 1990-1991 Realignment previously allocated to CalFresh Administration.
- ◆ A CalFresh Administration increase of \$1 million is primarily attributed to the elimination of the CalFresh waiver in Fiscal Year 2018-2019. The County is now responsible for the 15% County share of the nonfederal costs above the CalWORKs MOE. This exposure will be supported by County General Fund previously allocated to IHSS Administration which no longer requires County General Fund to support the MOE moving into Fiscal Year 2019-2020.
- ◆ The Governor’s Proposed Budget included the elimination of the IHSS Administration MOE with a corresponding shift to the IHSS Services MOE. The allocation methodology is under review by the State for Fiscal Year 2019-2020.
  - ◆ The Department is currently budgeting over the projected allocation by approximately \$650,000 in order to maintain the current State mandated service levels, of which the County responsibility is approximately \$325,000 with the other \$325,000 funded with Federal dollars. Proposed Budget 2019-2020 offsets the County’s responsibility with 1990-1991 Realignment.
- ◆ Public Economic Assistance Proposed Budget includes \$9.4 million to accommodate the increased costs associated with MAP and CNI increases, relying on Realignment Growth funding and requiring no additional General Fund Contribution.
- ◆ General Assistance Proposed Budget includes \$44,229 to accommodate the increased costs associated with the supervision of High Needs Youth in foster care to maintain mandated services requiring the redirection of General Fund Contribution of \$44,229 from IHSS Public Authority Administration.
- ◆ IHSS Public Authority – Administration Proposed Budget includes \$29,304 to accommodate the increased costs associated with the administration of Public Authority. This fund no longer requires a General Fund Contribution due to the IHSS MOE redirection to the services portion of the MOE and \$44,229 in General Fund Contribution is being redirected to General Assistance.
- ◆ IHSS Public Authority – Benefits Proposed Budget includes \$21,196 to accommodate the increased projected available Provider Premium balance of \$28,590 and reduction in Provider benefits of \$7,394 based on current paid hours trends.
- ◆ IHSS Provider Wages Proposed Budget includes a reduction of approximately \$2.2 million due to the decreased costs associated with the rebased IHSS MOE and the elimination of the mitigation (formerly State General Fund Offset) to permanently decrease the ongoing MOE, requiring no additional General Fund Contribution.
- ◆ The adjustment includes \$2.1 million in one-time costs and \$11.4 million in ongoing costs.
- ◆ The Proposed Budget includes the replacement of 13 vehicles which are used to provide mandated transportation services to clients, complete home visits, and conduct other agency business. Mandated client transportation includes, but is not limited to, transporting clients to doctor appointments, parental visits, and client removal. The total cost is estimated to be \$333,500, funded by Federal, State, and County funds.

- ◆ The Community Services Agency has a total of 86 fleet vehicles; of those, 13 meet the minimum age and mileage requirements to be considered for replacement under the Fleet Services Policy.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 1,144, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The Final Budget includes technical adjustment recommendations that do not affect the position allocation.
  - ◆ Nine Stock/Delivery Clerk II positions were recommended for study in the 2019-2020 Proposed Budget. The study has been completed and it is recommended that the positions be reclassified upward to Social Services Assistants with revised job specifications.
  - ◆ One Manager II position was recommended for study in the 2018-2019 Proposed Budget. The study has been completed and it is recommended that the position be reclassified upward to a block-budgeted Manager II/III.
  - ◆ One Family Services Specialist III position is recommended for study to determine if current duties and responsibilities are in alignment with the current classification.
  - ◆ Two Storekeeper II positions are recommended to be block-budgeted Storekeeper I/II for consistency with Countywide block-budgeting of the classification.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 1,144, an increase of six over the 2018-2019 Adopted Final Budget allocation.
- ◆ Subsequent to the 2018-2019 Adopted Final Budget, three positions have been added to the Department staffing allocation.
- ◆ The Proposed Budget includes a recommendation for an increase of three to total allocated positions.
  - ◆ One new Administrative Clerk II position is recommended to be added to provide support to the Continuous Quality Improvement unit within Child Welfare;
  - ◆ One new Staff Services Coordinator position is recommended to be added to the Child Welfare unit to provide oversight of data collection and analyze child welfare data as prescribed by regulations; and
  - ◆ One new block-budgeted Manager I/II position is recommended to be added to support the CalFresh Quality Improvement program to improve service delivery.
- ◆ The Proposed Budget includes technical adjustment recommendations that do not affect the position allocation.
  - ◆ One Manager I position is recommended to be reclassified upward to a block-budgeted Manager I/II position in the StanWORKs unit to better align with other comparable duties/responsibilities in other agencies throughout the State for this California Automated Consortium Eligibility System (CalACES) Regional Project Manager position; and
  - ◆ Nine Stock/Delivery Clerk II positions are recommended for study to determine if its current duties and responsibilities align with the current classification.

## Five-Year Historical Trends



## Key Challenges and Opportunities

- ◆ **Housing and Homeless Services**
  - ◆ The Community Services Agency (CSA) remains committed to reducing homelessness and housing insecurity. In partnership with the Chief Executive Office, Focus on Prevention, and Community Corrections Partnership, CSA has assigned staff to several projects focused on reducing homelessness, including Outreach and Engagement, Modesto Outdoor Emergency Shelter and the CARE team.
  - ◆ Homeless Emergency Aid Program (HEAP) - The Department is the fiscal agent for the HEAP funds in coordination with the County Chief Executive Office to administer funds to various programs, local agencies, and cities within the County that have opted-in to receive these funds. The program funds are intended to provide immediate emergency assistance to people experiencing homelessness or those at risk of homelessness. HEAP funding must be fully expended by June 30, 2021 and the fund balance will rollover from Fiscal Year 2019-2020 into Fiscal Year 2020-2021.
  - ◆ Housing Support Program - Cold Weather Family Shelter - Empire Migrant Center - The Department embarked on a new project in Fiscal Year 2018-2019 to address the need for a cold weather family shelter. Several community partners came together to provide housing for 23 families during the winter months. The department intends to expand opportunities for housing families through increased funding in Housing Support Program (HSP) in Fiscal Year 2019-2020.
- ◆ **Children's Programs**
  - ◆ Continuum of Care Reform (CCR) requires that comprehensive assessments be completed for every youth who enters foster care, known as a Child and Family Team (CFT) meeting.
  - ◆ Child Welfare Services is required to complete a self-assessment and system improvement plan to improve child welfare outcomes this fiscal year. The plan will cover the next five years. This report and improvement plan will be brought to the Board of Supervisors for approval in January 2020.
  - ◆ Foster Care placement has increased 30% from 229 children placed in 2014 to 298 in 2018. A significant factor in this increase is high needs youth placed in Short Term Residential Treatment programs. The County costs associated with youth requiring 24-hour one-on-one care increased due to required placement in facilities not eligible for State or Federal funding.
- ◆ **StanWORKs Programs – Assistance and Employment**
  - ◆ CalWORKs (CW) cases continue to decline due to an improving economy. CW customers experience barriers which can hinder their ability to secure employment. Multiple employment and housing programs have been implemented to address barriers and help clients reach self-sufficiency. As a result, a significant amount of adults are gaining employment.

- ◆ CW 2.0 emphasizes using a goal achievement services delivery framework that explicitly acknowledges the diverse circumstances of families that turn to CW for assistance.
- ◆ CW Outcome and Accountability Review is a new mandated process of reviewing the CW program outcomes Statewide through multiple different program measurements.
- ◆ Home Visiting Initiative program - initiated this year, provides qualifying CW customers voluntary home visiting services for pregnant, parenting women, families, and infants born into poverty. CSA will continue to contract with Stanislaus County Office of Education to provide case management and in-home support.
- ◆ Expansion of CalFresh to Supplemental Security Income (SSI) Households - The department anticipates an increase of approximately 9,000 new CalFresh applications and may see existing cases impacted when the Supplemental Security Income/State Supplementary Payment (SSI/SSP) recipient is added. Negative impacts will be offset by State funded programs, Transitional Nutrition Benefit and Supplemental Nutrition Benefit administered by the Department to supplement their food budget.
- ◆ Adult Programs – In-Home Supportive Services (IHSS) and Public Authority
  - ◆ The projected State controlled allocation level for IHSS Administration does not fully fund current State mandated service levels. As the Fiscal Year 2019-2020 allocation has not been received the Department will continue to monitor and evaluate for potential impacts and will provide an updated report as soon as the Fiscal Year 2019-2020 allocation is received. The Department is closely monitoring staffing levels and operating expenses to ensure the estimated allocation levels are not exceeded. The Agency continues to work with the California Department of Social Services (CDSS) and the California Welfare Directors Association (CWDA) of California to address the funding issues related to IHSS Administration.
  - ◆ The current labor agreement between IHSS Public Authority (PA) of Stanislaus County and the United Domestic Workers of America (UDWA) representing the Stanislaus County IHSS Providers expired on June 30, 2019. Labor negotiations are currently ongoing and impacts to Fiscal Year 2019-2020 are unknown at this time. The Fiscal Year 2019-2020 State Budget includes Trailer Bill language for a one-time 1991 Realignment withholding equivalent to 1% of the County’s 2018-2019 IHSS Maintenance of Effort (MOE) related to IHSS collective bargaining This would take effect on October 1, 2019 and become inoperative on January 1, 2021.
  - ◆ The State Budget includes the re-benching of the IHSS Administration MOE to \$1.6 billion in Fiscal Year 2019-2020 and State General Fund of \$296.7 million and will reset base hours’ calculation. No inflation factor is included in Fiscal Year 2019-2020 but will have a 4% inflation rate in Fiscal Year 2020-2021 and thereafter.
- ◆ Realignment Financing
  - ◆ Redirected Vehicle License Fee (VLF) and Accelerated Caseload Growth began in Fiscal Year 2017-2018. However, the Fiscal Year 2019-2020 State Budget ends both the VLF redirection and Accelerated Caseload Growth.
  - ◆ With the re-benching of the IHSS MOE, the State is projecting minimal growth between Fiscal Year 2018-2019 MOE and Fiscal Year 2019-2020 MOE, which will reduce overall caseload growth in IHSS two years out.
- ◆ Operating
  - ◆ The Community Services Facility (CSF) partners continue to evaluate the recommendations from the security assessments which include recommendations for upgrading the security cameras, lighting, signage, and improving access into all the owned and leased facilities for both employee and customers.
  - ◆ The Department continues to work towards addressing the American with Disabilities Act (ADA) compliance projects at all of the Department’s Community Office sites and the CSF.
  - ◆ The Department continues to review, evaluate, and replace office and information technology equipment to ensure employees, partner agencies, and customers are working and receiving services that are ergonomic, safe, and comply with the latest standards and security measures.

- ◆ The Department is working to identify a location for a visitation center that provides a safe, family friendly and child-focused environment to conduct these visits additional supervised visitations to comply with the Juvenile Dependency Judge mandates.

## **Budgets Contained within the Department**

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- ◆ **Program Services and Support** (Special Revenue Fund)
  - ◆ This budget funds the administrative and operating costs of mandated social welfare programs providing assistance, direct client services and support for the benefit of the community: Functions include: Social Services (Child Welfare/Child Protective Services, Adult Protective Services/In-Home Supportive Services); CalWORKs (Temporary Assistance to Needy Families, Employment Services, Welfare Fraud Prevention and Investigation); Other Public Welfare Assistance (CalFresh, Medi-Cal, Foster Care, Adoptions and General Assistance); and Child Care (Subsidized Child Care Stages 1, 2, 3)
- ◆ **County Children’s Fund** (Special Revenue Fund)
  - ◆ This budget funds education and support services for the prevention, intervention, and treatment of child abuse and neglect as recommended by the Child Abuse Prevention Council. Current services include emergency shelter services for runaway youth as well as resources in support of the Strengthening Families Initiative.
- ◆ **General Assistance** (Special Revenue Fund)
  - ◆ This budget funds the General Assistance (GA) Program, which is mandated by Welfare and Institutions Code (WIC) 17000 and provides cash aid payments to the indigent. In addition, this budget also includes funding for GA Foster Care. The GA Program serves individuals not eligible for other aid programs.
- ◆ **Homeless Emergency Aid Program** (Special Revenue Fund)
  - ◆ This budget funds the Statewide Homeless Emergency Aid Program (HEAP). This is an interest-bearing Special Revenue Fund with State funding allocated for HEAP.
- ◆ **IHSS Public Authority - Administration** (Special Revenue Fund)
  - ◆ This budget funds the administration costs for the Public Authority (PA), 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 PA provides mandated services to In-Home Supportive Services (IHSS) providers and recipients.
- ◆ **IHSS Public Authority - Benefits** (Special Revenue Fund)
  - ◆ This budget funds the dental and vision benefits for In-Home Supportive Services (IHSS) providers. The benefits are administered by the United Domestic Workers of America (UDWA).
- ◆ **IHSS Provider Wages** (Special Revenue Fund)
  - ◆ This budget funds the wages for the In-Home Supportive Services (IHSS) providers.
- ◆ **Public Economic Assistance** (Special Revenue Fund)
  - ◆ This budget funds assistance payments to Stanislaus County families who are eligible for temporary economic assistance, and to children requiring out-of-home placement on a temporary or permanent basis.

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.

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## Related Links

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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/adult-services/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](http://www.csa-stanislaus.com/cash-aid/#_who_we_are)

For additional information about StanWORKs CalFresh Services, refer to the division's website at:

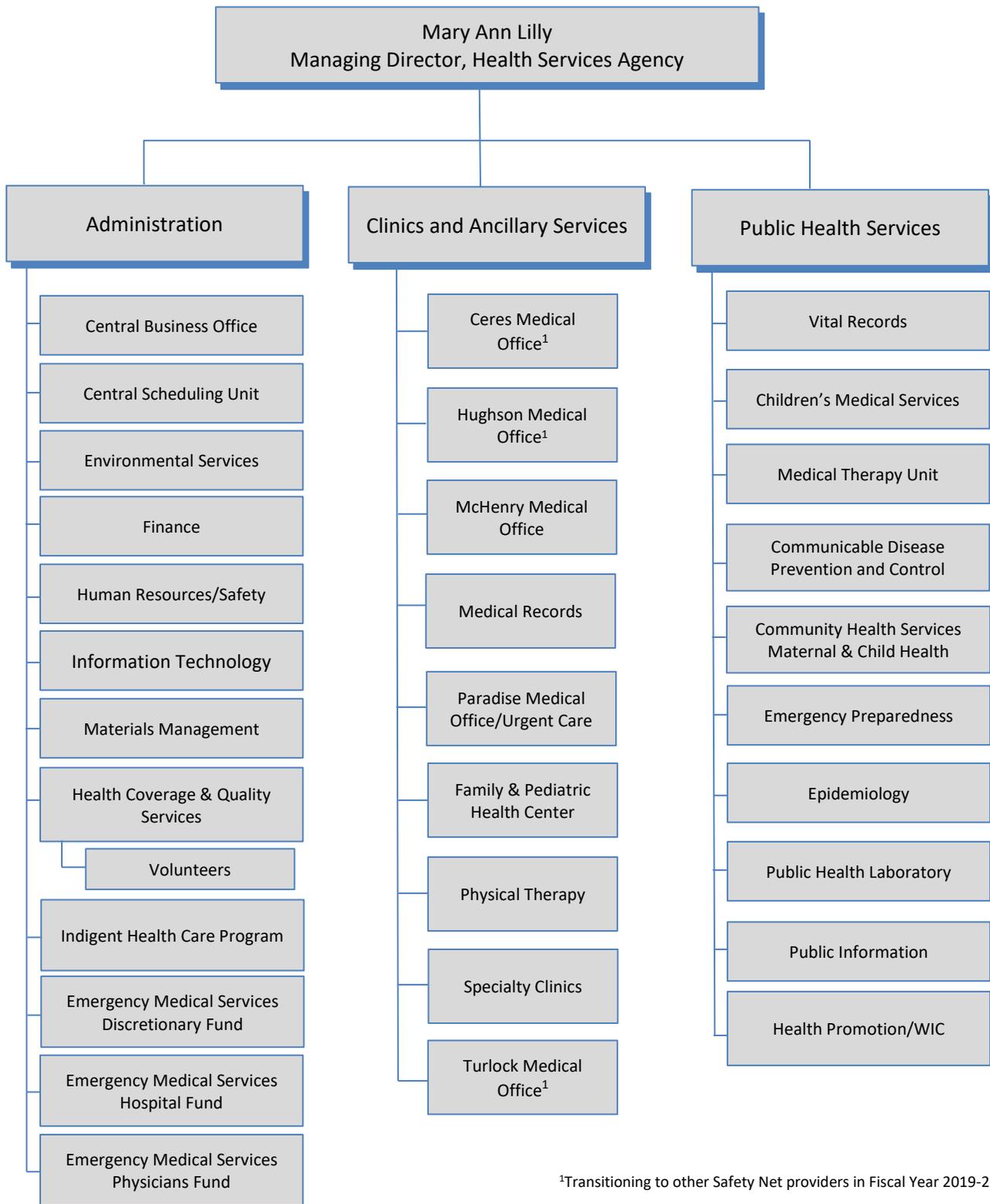
[http://www.csa-stanislaus.com/cal-fresh/index.html#\\_about\\_us](http://www.csa-stanislaus.com/cal-fresh/index.html#_about_us)

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](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/>



<sup>1</sup>Transitioning to other Safety Net providers in Fiscal Year 2019-2020

917 Oakdale Road, Modesto, CA 95353 Tel: (209) 558-7000  
[www.schsa.org](http://www.schsa.org)

## Health Services Agency

	FY 2018-2019 Adopted Final Budget	FY 2019-2020 Final Budget
<b>Budget in Brief:</b>		
Total Revenue	\$74,815,783	\$77,453,291
Use of Fund Balance/ Retained Earnings	\$1,385,719	\$1,875,248
Gross Costs	\$81,968,877	\$85,095,914
<b>General Fund Contributions</b>	<b>\$5,767,375</b>	<b>\$5,767,375</b>
% Funded by General Fund	7.0%	6.8%
Total Allocated Positions	472	431

## 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. 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.

**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

## 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

## Annual Report on Results: Fiscal Year 2018-2019

### Fiscal Year 2018-2019 Accomplishments

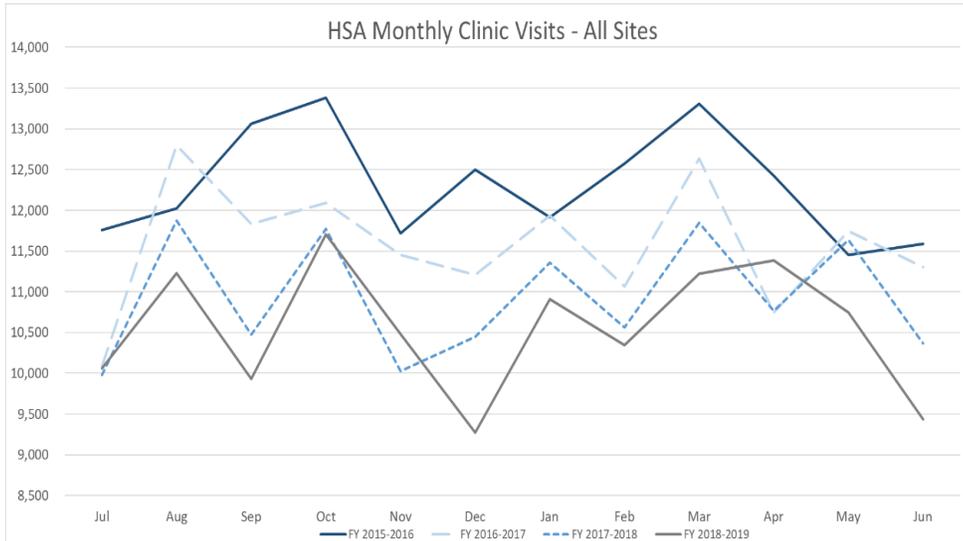
- ◆ The Community Health Assessment (CHA) is in its final draft and will be ready for dissemination in late summer 2019 and the Community Health Improvement Plan (CHIP) is on schedule and will be completed before January 2020. Our Mobilizing Actions through Planning and Partnership (MAPP) activities have been well attended, showing an increase in community partnerships of 40% with 20 additional participants when compared to the 2016 MAPP process, exceeding our target of 20% and the last phase of the MAPP process culminates with the development of strategies and identification of workgroups to support implementation of the CHIP with the anticipation of maintaining the current level of participation and perhaps even exceed it by 5-10%
- ◆ Developing a culture of quality is an ongoing effort and to date, approximately 25% of Public Health staff has been trained on Results Based Accountability (RBA); for the initial phase, the training was provided to Public Health leadership, managers and coordinators, RBA and Quality Improvement Champions. The next rollout will expand and be inclusive of all HSA staff, at which time we expect to exceed our target of 60%
- ◆ The Health Services Agency (HSA) Clinic System exceeded the improved health outcomes performance objectives in six of the 16 Health Resources and Services Administration (HRSA) clinical performance measures that were set up in Fiscal Year 2018-2019 as displayed in the graph below. The improvement in clinical performance measures is attributed to the following key elements: Establishment of quality of care as an organizational priority; implementation of Care Manager, a population management software system integrated with our electronic medical records system, and; implementation of a Quality Incentive sharing program with contracted physician group

### 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.

include productivity standards and incentives, and implementation of operational efficiencies.

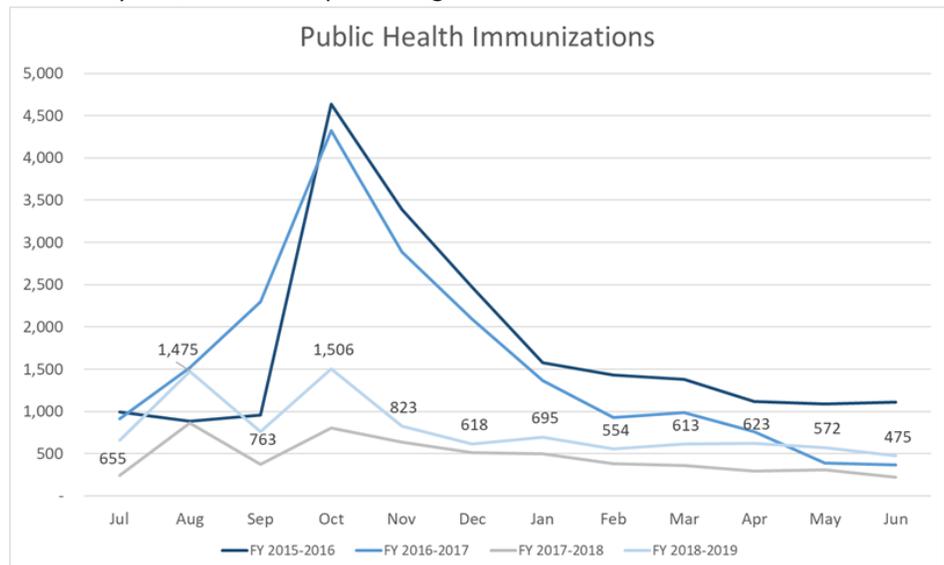
The Health Services Agency Public Health Division has the responsibility of assessing, measuring, reporting and monitoring the health of the community.



The Health Services Agency provided a total of 9,372 immunizations during Fiscal Year 2018-2019. This represents an overall increase of 3,881 from the Fiscal Year 2017-2018 level of 5,491. This is a result of increased nursing staff resources, additional funding and immunization services provided in the Stanislaus County healthcare market. In addition, the Department stopped administering the Yellow

The Health Services Agency Clinic System provides primary care, specialty care and ancillary services that support this care to approximately 30,000 unique patients. Patient visit counts increased in Fiscal Year 2018-2019 to 126,715, an increase of 16,731 visits from prior fiscal year. This increase is compared to 109,984 visits in Fiscal Year 2017-2018 and 119,801 in Fiscal Year 2016-2017. The upward trend is due to the following key factors: the successful recruitment of providers, growth of new patients in collaboration with health plans, renegotiated contract with physician group to

fever vaccine in January and closed the travel clinic in May, both of which accounted for a large percentage of the adult vaccines.



**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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Health Services Agency - Administration</b>							
1401 1301000 Special Revenue Fund							
Total Revenue	\$6,262,766	\$6,387,577	\$6,996,071	\$7,092,715	\$6,703,181	\$8,053,654	83.23%
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$140,753	0.00%
Gross Costs	\$6,262,766	\$6,387,577	\$6,996,071	\$7,092,715	\$6,703,181	\$8,194,407	81.80%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Administrative fund provides internal support to all divisions within the Health Services Agency. Operational costs are subject to the cost of doing business and funded by allocation to the Clinic and Ancillary Services, Public Health, and Indigent Health Care Programs. Costs and revenue in Fiscal Year 2018-2019 decreased due to savings in salaries and benefits from vacant positions, under-utilized consulting and maintenance services, and an overall decrease in office and educational training services.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Health Services Agency - Clinic and Ancillary Services</b>							
4051 1010001 Enterprise Fund							
Total Revenue	\$37,546,079	\$40,413,133	\$42,840,167	\$41,029,964	\$37,229,246	\$40,621,966	91.65%
Use of Fund Balance	(\$19,836,039)	(\$7,020,544)	(\$5,221,232)	(\$2,146,045)	(\$2,456,244)	\$2,465,318	-99.63%
Gross Costs	\$37,639,884	\$37,853,732	\$40,732,332	\$41,997,316	\$37,886,399	\$46,200,681	82.00%
Net County Cost	\$19,929,844	\$4,461,143	\$3,113,397	\$3,113,397	\$3,113,397	\$3,113,397	100.00%

- ◆ Increase in reimbursement rates and quality incentive revenue from the Health Plans, along with Intergovernmental Transfers, has contributed to the growth of the Clinic and Ancillary fund balance. In Fiscal Year 2018-2019.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Health Services Agency - EMS Discretionary Fund</b>							
1429 1210001 Special Revenue Fund							
Total Revenue	\$113,619	\$98,747	\$106,160	\$114,235	\$89,253	\$101,443	87.98%
Use of Fund Balance	\$73,691	\$59,456	(\$16,267)	(\$18,935)	\$13,188	\$2,435	541.60%
Gross Costs	\$187,310	\$158,203	\$89,893	\$95,300	\$102,441	\$103,878	98.62%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The EMS Discretionary fund experienced an increase in contracted regional ambulance services. The division is funded by the collection of fees and fines through the court system and in Fiscal Year 2018-2019, unlike previous years wherein collections exceeded contracted services, the division experienced a decrease in collective revenue necessitating the use of fund balance.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Health Services Agency - Indigent Health Care</b>							
1404 1501000 Special Revenue Fund							
Total Revenue	\$2,171,659	\$445,059	\$334,996	\$287,045	\$200,420	\$233,650	85.78%
Use of Fund Balance	(\$2,700,991)	\$1,393,240	(\$477,187)	(\$417,901)	(\$442,245)	(\$292,659)	15.11%
Gross Costs	\$724,755	\$2,138,299	\$157,809	\$169,144	\$58,175	\$240,991	24.14%
Net County Cost	\$1,254,087	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	100.00%

- ◆ Indigent Health Care continues to see a decrease in demand for services. In Fiscal Year 2018-2019, the division benefitted from a savings in salaries and benefits and legal services. 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Health Services Agency - IHCP EMS Hospital</b>							
1434 1500010 Special Revenue Fund							
Total Revenue	\$238,475	\$214,889	\$236,292	\$233,286	\$201,549	\$213,528	94.39%
Use of Fund Balance	(\$12,306)	(\$184,909)	(\$56,275)	(\$34,138)	\$176,746	\$167,022	105.82%
Gross Costs	\$226,169	\$29,980	\$180,017	\$199,148	\$378,295	\$380,550	99.41%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ IHCP EMS Hospital continues to see an increase in trauma and emergency medical care services from uncompensated hospitals and a decrease in the collection of fees and fines through the court system. In Fiscal Year 2018-2019, the division experienced an increase in pediatric trauma services, exceeding revenues and increased the reliance of fund balance usage.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Health Services Agency - IHCP EMS Physicians</b>							
1435 1500020 Special Revenue Fund							
Total Revenue	\$472,580	\$412,344	\$443,140	\$451,717	\$367,035	\$407,699	90.03%
Use of Fund Balance	\$255,551	\$29,750	(\$109,949)	(\$28,025)	(\$52,925)	\$28,332	-186.80%
Gross Costs	\$728,131	\$442,094	\$333,191	\$423,692	\$314,110	\$436,031	72.04%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ IHCP EMS Physicians experienced a decrease in emergency medical and pediatric trauma services. This division is 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. In Fiscal Year 2018-2019, collective revenue exceeded expenditures avoiding the use of fund balance.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Health Services Agency - Public Health</b>							
1402 1200001 Special Revenue Fund							
Total Revenue	\$20,839,542	\$21,139,328	\$21,964,673	\$20,819,064	\$23,436,515	\$24,116,710	97.18%
Use of Fund Balance	(\$1,905,240)	(\$2,256,698)	(\$3,231,492)	\$22,269	\$402,445	\$2,649,965	15.19%
Gross Costs	\$20,915,604	\$21,236,608	\$21,087,159	\$23,195,311	\$26,192,938	\$29,120,653	89.95%
Net County Cost	\$1981302	\$2,353,978	\$2,353,978	\$2,353,978	\$2,353,978	\$2,353,978	100.00%

- Public Health has experienced a steady increase in the demand for mandated program services, as well as an increase in the cost of doing business, such as staffing salaries, benefit packages including retirement and health coverage, and allocated County charges. In Fiscal Year 2018-2019, the variability of grant opportunities and decreased apportioning of sales tax and vehicle license fees have kept revenue flat in this fund, necessitating the use of fund balance.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Health Services Agency - Public Health Vital and Health Statistics</b>							
1428 1250001 Special Revenue Fund							
Total Revenue	\$53,638	\$63,010	\$60,709	\$65,540	\$63,213	\$63,000	100.34%
Use of Fund Balance	(\$42,579)	(\$52,171)	(\$42,550)	(\$31,863)	(\$43,213)	(\$43,000)	100.50%
Gross Costs	\$11,059	\$10,839	\$18,159	\$33,677	\$20,000	\$20,000	100.00%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- Public Health Vital and Health Statistics experienced an increase in the number of certified death certificates issued to other governmental entities in Fiscal Year 2017-2018, increasing operating costs. In Fiscal Year 2018-2019, collective revenue exceeded expenditures increasing fund balance.

**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, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
Health Services Agency - Administration	\$92,959	\$92,959	\$92,959	\$92,959	\$92,959
Health Services Agency - Clinic and Ancillary Services	(\$8,806,357)	\$207,597	\$7,234,497	\$12,453,632	\$14,047,174
Health Services Agency - EMS Discretionary Fund	\$146,700	\$73,009	\$13,553	\$29,820	\$48,755
Health Services Agency - Indigent Health Care	(\$993,839)	\$1,707,152	\$313,912	\$791,099	\$1,209,001
Health Services Agency - IHCP EMS Hospital	\$120,103	\$132,408	\$317,317	\$373,593	\$407,731
Health Services Agency - IHCP EMS Physicians	\$285,915	\$30,364	\$614	\$110,563	\$138,588
Health Services Agency - Public Health	\$5,310,754	\$7,162,817	\$9,293,455	\$12,523,037	\$12,500,763
Health Services Agency - Public Health Vital and Health St.	\$610,575	\$653,154	\$705,325	\$747,875	\$779,738
Total Fund Balance	(\$3,233,190)	\$10,059,460	\$17,971,632	\$27,122,578	\$29,224,709

\*Note: Only Listed for Non-General Fund Units

- Administration maintains a fixed fund balance. Operational costs are funded by allocation to the Clinic and Ancillary, Public Health, and Indigent Health Care programs.
- Clinic and Ancillary Services has increased its retained earnings balance over the past five years. The Department implemented several cost-saving and process improvement strategies to more efficiently and effectively manage its clinic operations while preserving access to healthcare for the patients. These changes

were implemented in an effort to minimize the dependency on the County General Fund and retained earnings. The Department also had an increase in the Intergovernmental Transfer Revenue (IGT) revenue which contributed to the retained earnings. The IGT revenue is not a guaranteed renewable source of revenue so the department is strategically maintaining the retained earnings balance as a contingency to fund cost increases and other unmet needs. Additional use of the retained earnings will be considered for the new Health Services Agency/Public Health Center.

- ◆ Emergency Medical Services (EMS) Discretionary Fund has maintained a positive fund balance over the past five years. The fund balance fluctuates depending on the revenue generated from the court fines and fees and payments made for emergency medical care services in the region.
- ◆ Indigent Health Care Program (IHCP) has steadily increased and maintained fund balance over the past five years. There has been a reduced reliance on County-funded health care as a result of a significant decrease in demand for services from Medically Indigent Adults in this county due to the implementation of the Affordable Care Act (ACA) offering subsidized medical insurance to the uninsured population resulting in cost-savings for the department.
- ◆ IHCP Emergency Medical Services (EMS) Hospital has maintained a positive fund balance over the past five years. The fund balance fluctuates depending on the revenue generated from the court fines, fees and reimbursements made to hospitals for providing disproportionate trauma and emergency medical care services.
- ◆ IHCP Emergency Medical Services (EMS) Physicians has maintained a positive fund balance over the past five years. The fund balance fluctuates depending on the revenue generated from fines, fees and claims paid to Physicians and surgeons for patients who do not make payment for emergency medical services.
- ◆ Public Health (PH) has steadily increased and maintained fund balance over the past five years. The Department strategically maintains a fund balance in anticipation of future expanded PH mandated programs and services that could have a funding shortfall due to significant cost increases in areas including but not limited to staff salaries and benefits, administrative overhead, building repairs, maintenance and expansion. The Department anticipates using the accumulated fund balance for potential future budget shortfall in some of the mandated PH program funding and utilize a portion of the balance for building expansion and construction projects.
- ◆ Public Health Vital and Health Statistics has steadily increased fund balance over the past five years. The Department maintains a fund balance as contingency funds for the increase in operating costs and potential improvements to the department's infrastructure.

## Department Summary

Health Services Agency						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$15,855	\$15,558	\$15,000	\$15,450	\$15,450	\$0
Fines, Forfeitures, Penalties	\$794,367	\$646,634	\$717,066	\$739,085	\$739,085	\$0
Revenue from use of Assets	\$11,108	\$293,449	\$48,779	\$50,101	\$50,101	\$0
Intergovernmental Revenue	\$14,217,277	\$15,084,622	\$16,693,530	\$17,024,519	\$17,024,519	\$0
Charges for Service	\$37,628,998	\$38,434,880	\$44,488,893	\$45,753,600	\$45,753,600	\$0
Miscellaneous Revenue	\$13,284,028	\$8,975,259	\$8,016,457	\$8,923,938	\$8,923,938	\$0
Other Financing Sources	\$4,141,933	\$4,840,010	\$4,836,058	\$4,946,598	\$4,946,598	\$0
<b>Total Revenue</b>	<b>\$70,093,566</b>	<b>\$68,290,412</b>	<b>\$74,815,783</b>	<b>\$77,453,291</b>	<b>\$77,453,291</b>	<b>\$0</b>
Use of Fund Balance/Retained Earnings	(\$2,654,638)	(\$2,402,248)	\$1,385,719	\$1,875,248	\$1,875,248	\$0
<b>Total Funding Sources</b>	<b>\$67,438,928</b>	<b>\$65,888,164</b>	<b>\$76,201,502</b>	<b>\$79,328,539</b>	<b>\$79,328,539</b>	<b>\$0</b>
Salaries and Benefits	\$40,765,779	\$41,521,197	\$47,118,315	\$48,976,581	\$48,976,581	\$0
Services and Supplies	\$21,432,418	\$18,131,171	\$22,198,402	\$23,009,209	\$23,009,209	\$0
Other Charges	\$10,491,728	\$10,285,429	\$11,879,160	\$12,324,189	\$12,324,189	\$0
Fixed Assets						
Buildings & Improvements	\$124,858	\$9,655	\$12,950	\$12,950	\$12,950	\$0
Equipment	\$331,433	\$0	\$740,050	\$753,578	\$753,578	\$0
Other Financing Uses	\$58,619	\$1,748,604	\$20,000	\$20,700	\$20,700	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$1,468	(\$40,517)	\$0	(\$1,293)	(\$1,293)	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$73,206,303</b>	<b>\$71,655,539</b>	<b>\$81,968,877</b>	<b>\$85,095,914</b>	<b>\$85,095,914</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$5,767,375</b>	<b>\$5,767,375</b>	<b>\$5,767,375</b>	<b>\$5,767,375</b>	<b>\$5,767,375</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	-	-	472	472	431	-41

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$77.5 million, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$77.5 million, an increase of \$2.6 million from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed by applying the following escalators to the 2018-2019 Adopted Final Budget: anticipated increases in the patient visit volume and funding from the various Federal and State programs.
- ◆ The Department has a total of \$20.2 million in available fund balance and retained earnings as of July 1, 2019, of which \$1.9 million is budgeted for use in Fiscal Year 2019-2020.
  - ◆ Public Health has an available fund balance of approximately \$12.1 million as of July 1, 2019.
  - ◆ Indigent Health Care Program has an available fund balance of approximately \$1.7 million as of July 1, 2019.
  - ◆ Public Health Vital and Health Statistics has an available fund balance of approximately \$822,950 as of July 1, 2019.
  - ◆ Emergency Medical Services-Discretionary Fund has an available fund balance of approximately \$35,568 as of July 1, 2019.
  - ◆ IHCP-Emergency Medical Services-Hospital has an available fund balance of approximately \$230,985 as of July 1, 2019.

- ◆ IHCP-Emergency Medical Services-Physicians has an available fund balance of approximately \$191,513 as of July 1, 2019.
- ◆ Clinics and Ancillary Services has an available retained earnings of approximately \$16.5 million as of July 1, 2019, of which \$1.9 million is budgeted in Fiscal Year 2019-2020 to offset the increased staffing and operational costs for clinics support.

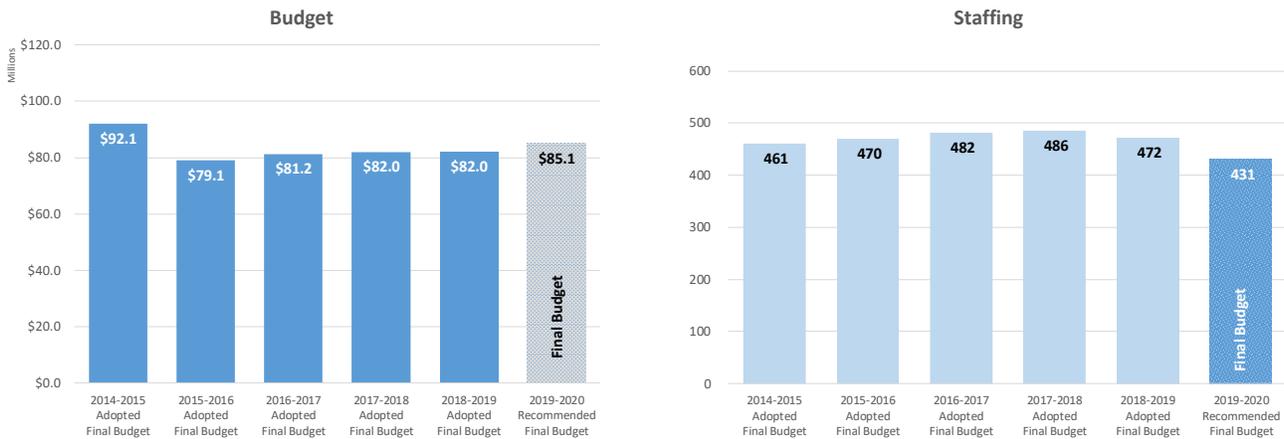
### Budget and Operations

- ◆ Gross Costs in the 2019-2020 Final Budget total \$85.1 million, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$85.1 million, an increase of \$3.1 million from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget: anticipated increase in the cost of doing business including salaries, benefits, Cost Allocation Plan (CAP) overhead charges, and other operational costs to maintain current services levels.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 431, a decrease of 41 from the 2019-2020 Adopted Proposed Budget allocation.
  - ◆ A total of 38 vacant positions are recommended to be deleted from the Department staffing allocation due to Board of Supervisors' approval on July 26, 2019 to consolidate the Department's Clinic and Ancillary locations transitioning from Turlock, Hughson, and Ceres clinics to other Federally Qualified Health Centers.
  - ◆ One vacant Administrative Clerk II position is recommended to be deleted as the position is longer needed due to the Board of Supervisors' approval of a Joint Exercise of Powers Agreement between Stanislaus and San Joaquin Counties to participate in a regionalized Public Health Laboratory operated in San Joaquin (January 15, 2019, Agenda Item 2019-0028).
- ◆ The Final Budget includes technical adjustment recommendations that do not affect the position allocation.
  - ◆ It is recommended to change the Epidemiologist classification to an Epidemiologist II and to add a new Epidemiologist I classification. It is recommended for the Epidemiologist II salary scale be at 5% above the current salary range based on an eight-county salary survey completed per the recent Service Employees International Union tentative agreement. Furthermore, it is recommended for the Epidemiologist I salary scale to be at 10% below the proposed Epidemiologist II salary range to allow for a 10% differential.
- ◆ Subsequent to the 2019-2020 Adopted Proposed Budget, two positions and classifications were deleted from the Department staffing allocation, effective March 22, 2019, per Board of Supervisors approval on January 15, 2019, Agenda Item 2019-0028.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 472, consistent with the 2018-2019 Adopted Final Budget allocation.
- ◆ The Proposed Budget includes technical adjustment recommendations that do not affect the position allocation.
  - ◆ One Staff Services Analyst position is recommended for study to determine if its current duties and responsibilities align with the current classification.

## Five-Year Historical Trends



## 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. 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 team. 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. This Visioning Business and Facility Plan included seven topics; the Emergency Medical Services Agency model, Public Health Laboratory model, Public Health Integration opportunities, Health Data Analytics and Culture of Quality Improvement, Clinical Services Scope and Role, Physician Residency Program commitment, and a Facility Plan. While the recommendations were approved at that time, the Clinical Services Scope and Role related recommendations required further Board of Supervisor’ consideration. On June 4, 2019, the Board of Supervisors set a public hearing to occur during the meeting on July 16, 2019 to consider the staff recommendations on the Clinical Services Scope and Role. On July 16, 2019, the Board of Supervisors approved the consolidation plan which once implemented will reduce the number of County operated clinics from seven to four, while other local safety net providers will assure continued access in the three locations where the County will cease operations. The current County clinics in Ceres, Hughson and Turlock will transition to other Federally Qualified Health Centers for continuity of care to these communities.
- ◆ In December 2018, the Board of Supervisors approved the financing plan and strategy to begin the design process for the new Health Services Agency and Public Health Center to be constructed on County owned property at County Center III located at Scenic and Oakdale Roads in Modesto. Ultimately an Asset Management evaluation will be conducted to determine the highest and best use of the former County Hospital site being vacated for the new facility.
- ◆ The Department continues to face challenges and uncertainties about the future of the Affordable Care Act that could have a significant impact on some of the revenue funding streams for its operations, as well as increase operational requirements. Most healthcare organizations are challenged by the unpredictable

environment and a slew of new governmental requirements and mandates making it difficult for the Department to keep current and stay compliant with guidelines and standards.

- ◆ Federal health policy discussion to repeal or replace the Affordable Care Act (ACA) could potentially have major consequences for California’s health insurance and healthcare providers. If portions of the ACA are repealed, it is reasonable to assume that the number of uninsured individuals in Stanislaus County could increase; hence, this will have a major impact on healthcare delivery systems throughout this central valley region.
- ◆ The new Governor has allocated additional funding for homelessness, home visiting programs, Sexually Transmitted Disease (STD) and Communicable Disease (CD) control.
- ◆ Completion of the Community Health Assessment (CHA) and Community Health Improvement Program (CHIP) is imminent and will support priority-driven budgeting, strengthen partnerships and provide a roadmap for improving the community health.
- ◆ Employee labor union action resulting in salary increases for staff has been challenging given there has been no revenue increases to match the increased salary costs.
- ◆ Inadequate staffing level to conduct the mandated services including but not limited to Communicable Disease (CD) investigation, case management for congenital syphilis and other core functions of Public Health such as data collection analysis and assessment, assurance, and policy development has been a challenge.
- ◆ Continuous population growth, emerging and complex health issues such as homelessness, opioid addiction, congenital syphilis and severe weather is proving to be very challenging to address given the inadequate level of staffing and a funding level which has been flat for almost 10 years. There continues to be significant concern throughout the valley related to the ongoing increase in syphilis and congenital syphilis.
- ◆ Funding for Public Health may prove challenging due to the recently defeated proposal from the State Assembly Bill (AB) 85 to redirect 1991 State Health Realignment funds.

## Budgets Contained within the Department

- ◆ **Administration (Special Revenue Fund)**
  - ◆ This budget funds the Health Services Agency (HSA) – Administration Division operations that provide 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.
- ◆ **Clinics and Ancillary Services (Enterprise Fund)**
  - ◆ This budget funds primary care, specialty care, and certain ancillary services that support this care to approximately 40,000 unique patients, or approximately 140,000 visits, annually. The services provided include: family medicine, pediatrics, integrated behavioral health, prenatal care, obstetrical care, high-risk obstetrical care, women’s health care, family planning, immunizations, treatment of sexually transmitted diseases (STDs), well child check-ups, and urgent care services.
- ◆ **Emergency Medical Services Discretionary Fund (Special Revenue Fund)**
  - ◆ This budget funds the Health Services Agency (HSA) Emergency Medical Services Discretionary Fund
- ◆ **Indigent Health Care Program (IHCP) (Special Revenue Fund)**
  - ◆ This budget funds the County’s Medically Indigent Health Care (MIA) Program. The Medically Indigent Health Care Program provides basic health care to indigent residents of Stanislaus County

- ◆ **IHCP-Emergency Medical Services Hospital** (Special Revenue Fund)
  - ◆ This budget funds the Health Services Agency (HSA) Emergency Medical Services Hospital Fund. The Health and Safety Code requires the County to establish an Emergency Medical Services (EMS) Fund. As directed, 25% of the balance of the fund shall be distributed only to hospitals providing disproportionate trauma and emergency medical care services
- ◆ **IHCP-Emergency Medical Services Physicians** (Special Revenue Fund)
  - ◆ This budget funds the Health Services Agency (HSA) Emergency Medical Services Physicians Fund. The Health and Safety Code requires the County to establish an Emergency Medical Services (EMS) Fund. As directed, 58% percent of the balance of the fund shall be used to reimburse physicians and surgeons for patients who do not make payment for emergency medical services.
- ◆ **Public Health** (Special Revenue Fund)
  - ◆ This budget funds the Health Services Agency Public Health (PH) division operations and has the responsibility of delivering services which help to protect and improve the health of Stanislaus County residents
- ◆ **Public Health Vital and Health Statistics** (Special Revenue Fund)
  - ◆ This budget funds Health Services Agency (HSA) Vital and Health Statistics program. The Office of Vital Records reviews and registers all births, deaths, and fetal deaths that occur in Stanislaus County in accordance with State guidelines.

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.

## 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.

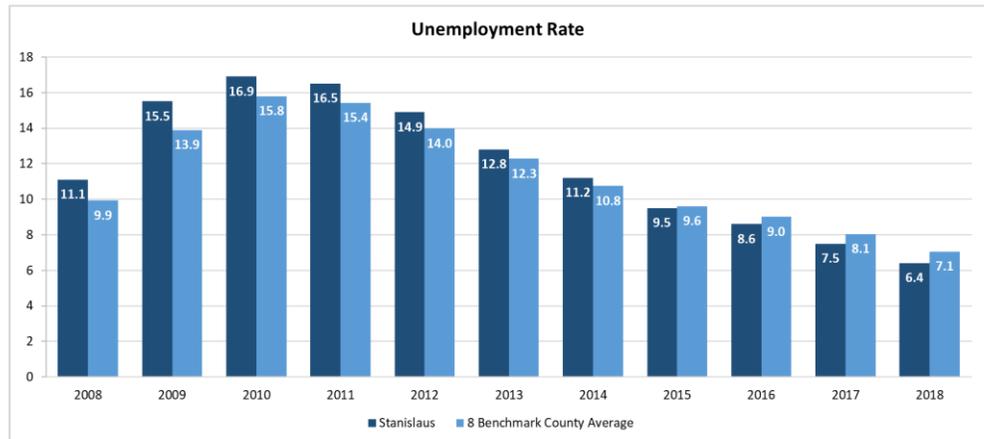
Supporting an economic environment that allows for increased employment, business growth, and general economic advancement helps with developing a healthy economy.

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 economic 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 income exists to support their families financially and the less these families will have resources to purchase products. These individuals are also less likely to have confidence in the economy. Therefore, lower unemployment rates are desirable.

The unemployment rate is defined as the percentage of the labor force who is jobless. In Stanislaus County, from 2010 (at the height of unemployment) to 2018, the unemployment rate decreased significantly. In 2008, the unemployment rate was 11.1% and grew to its highest at 16.9% in 2010. Since 2010, the unemployment rate



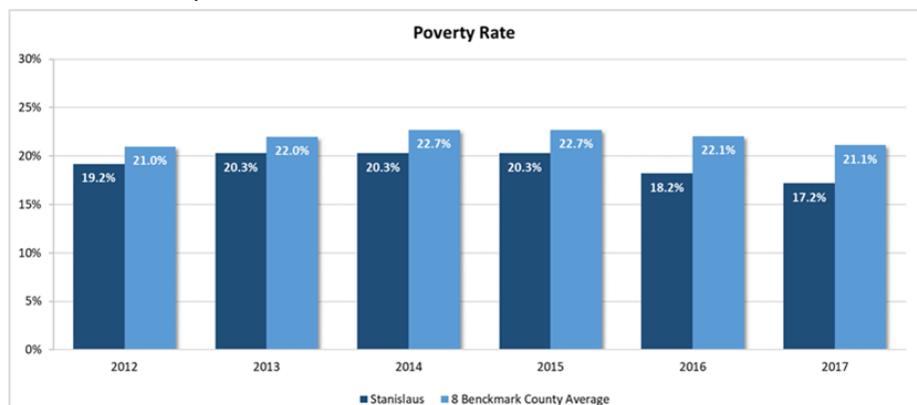
8 Benchmark Counties include: Fresno, Kern, Madera, Merced, Monterey, Sacramento, San Joaquin, Tulare  
 Source: Labor Force and Unemployment Rate for California Counties, State of California Employment Development Department, which provides monthly data on the unemployment rate, specifically for Stanislaus County

has consistently decreased and in 2018 the unemployment rate in the County was 6.4%.

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 2018, Stanislaus County averaged the fourth highest unemployment rate (11.9%) with Merced, Tulare, and Fresno counties having higher rates of unemployment.

#### Poverty Rate

As defined by the U.S. Census Bureau, the poverty rate is the percentage of people whose family’s total income is less than the family’s threshold; simply, the minimum level of income deemed adequate to live. The poverty rate in Stanislaus County has remained stable from 2013



8 Benchmark Counties include: Fresno, Kern, Madera, Merced, Monterey, Sacramento, San Joaquin, Tulare  
 Source: American Community Survey 5-Year Estimates, U.S. Census Bureau, which provides data on the poverty status (i.e., percent below poverty level) in the past 12 months

through 2015, but has been on the decline in 2016 and 2017. In 2012, the poverty rate was 19.2%; from 2013 to 2015, the poverty rate remained stable at 20.3%; and in 2017, it declined to 17.2%.

Compared to the eight benchmark counties—Fresno, Kern, Madera, Merced, Tulare, Monterey, Sacramento, and San Joaquin—Stanislaus County ranks as having the lowest poverty rate. From 2012 through 2017, on average, Tulare (27%) and Fresno (26.2%) experienced the highest poverty rate whereas Monterey County (16.4%) experienced the lowest poverty rate. The data indicate a downward trend in the poverty rate for all counties.

### Job Growth Rate

In a healthy economy, there should be expanded opportunity and employment, and shared prosperity for advancing community residents' well-being. The

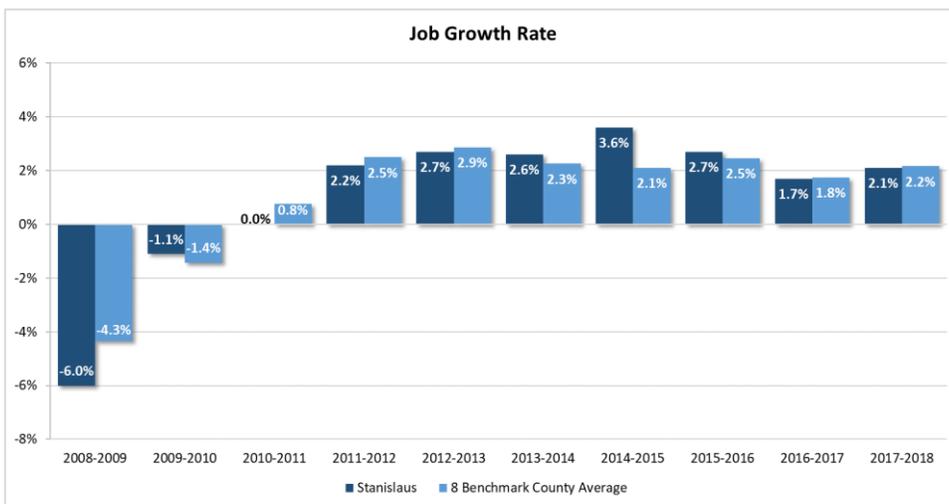
until 2010 that the trend started improving. From 2010 to 2011, the job growth rate was 0%, but from 2011 to 2012, the job growth rate was 2.2%. The most recent time period, 2017 to 2018, showed the job growth rate to be 2.1%, just slightly higher than 2016-2017 (1.7%).

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 2018, though, Stanislaus County recorded higher job growth rates than Kern, Madera, Merced, 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 2018, the total value of agricultural commodities produced in Stanislaus County decreased slightly from 2017 (\$3.65 billion) to \$3.57 billion, but still experienced an overall increase of \$307 million (9%) 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.

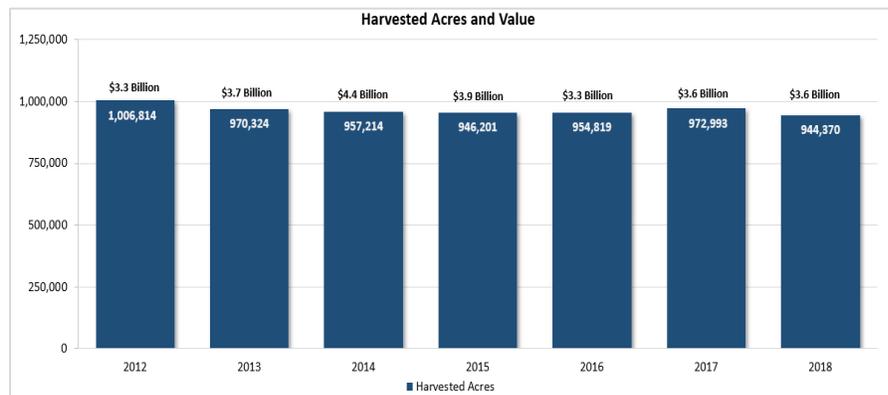


8 Benchmark Counties include: Fresno, Kern, Madera, Merced, Monterey, Sacramento, San Joaquin, Tulare

Source: Quarterly Census of Employment and Wages, Bureau of Labor Statistics, which provides data on the percent change of all employees in total for all industries for all establishment sizes

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



Source: Stanislaus County Annual Agricultural Report. Data show the number of harvested acres for the following categories: apiary products, field crops, fruit and nut crops, livestock and poultry, livestock and poultry products, nursery products, organic products, seed crops, vegetable crops, aquaculture, and firewood

## Developing a Healthy Economy

### Introduction

Departments within this priority area support the Board of Supervisors’ priority of *Developing a healthy economy, building upon 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, upskilling the local workforce, and increasing economic diversity.

One in eight 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, agri-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 research and education delivery program, bringing the resources of the UC to County residents;
  - ◆ Workforce Development collaborates with businesses to develop a skilled workforce for in-demand occupations that contribute to the economic success of the community.



### Priority Highlights

Departments in the *Developing a Healthy Economy* priority 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 taxpayers. The Cannabis Program will impact several County departments including the Agricultural Commissioner.

A significant ongoing economic development opportunity is the Crows Landing Industrial Business Park (CLIBP) Project. CLIBP is a reuse project, transforming the site of the former Crows Landing Naval Air Facility into a 1,528-acre industrial business park with the primary goal of “Creating Jobs Where People Live”. CLIBP has the potential to support approximately 15 million square feet of built inventory over the next several decades. The County completed the California Environmental Quality Act certification in 2018 and plans for development of CLIBP are actively underway.

Approximately 43% of Stanislaus County’s employed residents commute outside of the County for work and 80% of them commute to

the San Francisco Bay Area, a journey that can easily exceed 100 miles round trip. 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

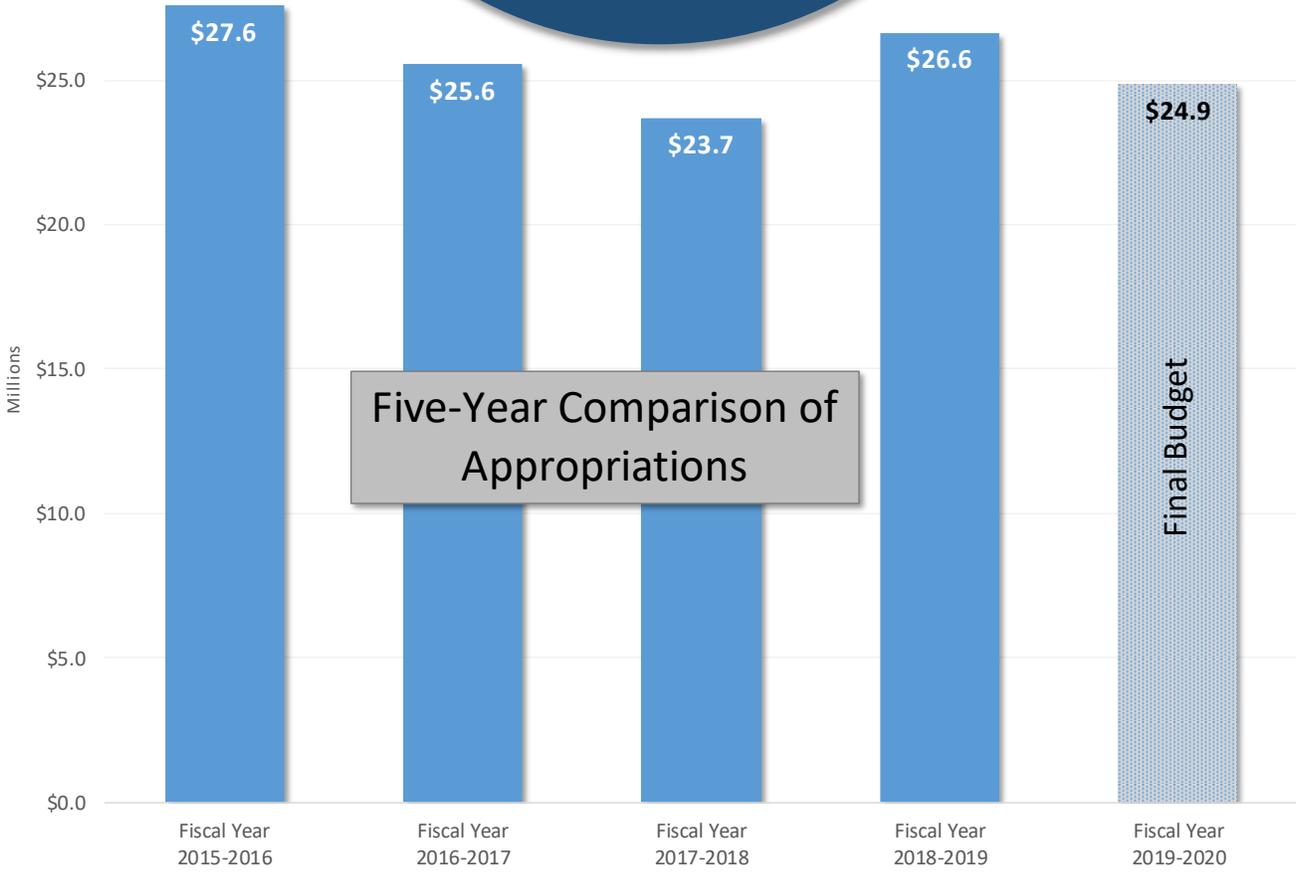
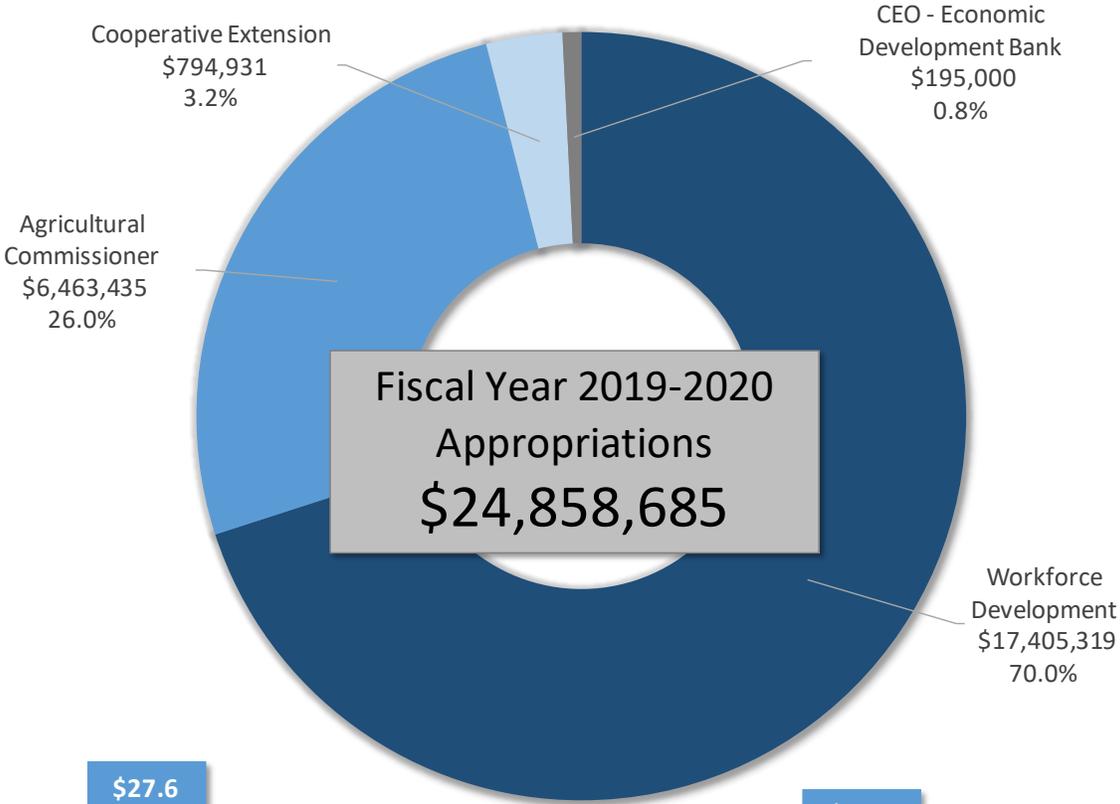
Budget Year 2019-2020 appropriations total \$24.9 million for the priority of *Developing a Healthy Economy*. Workforce Development and the Agricultural Commissioner make up 96% of this priority budget. However, Workforce Development program costs are offset by both State and Federal funding and do not impact the General Fund while the Agricultural Commissioner recoups approximately 70% of their program costs through state and federal contracts and fees for services.

The remaining 4% 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 (ED) Bank was suspended by the Board of Supervisors in October 2014 due to poor economic conditions. In Fiscal Year 2018-2019 the Board of Supervisors approved transferring the ED remaining cash balance to the Crows Landing Air Facility for costs associated with

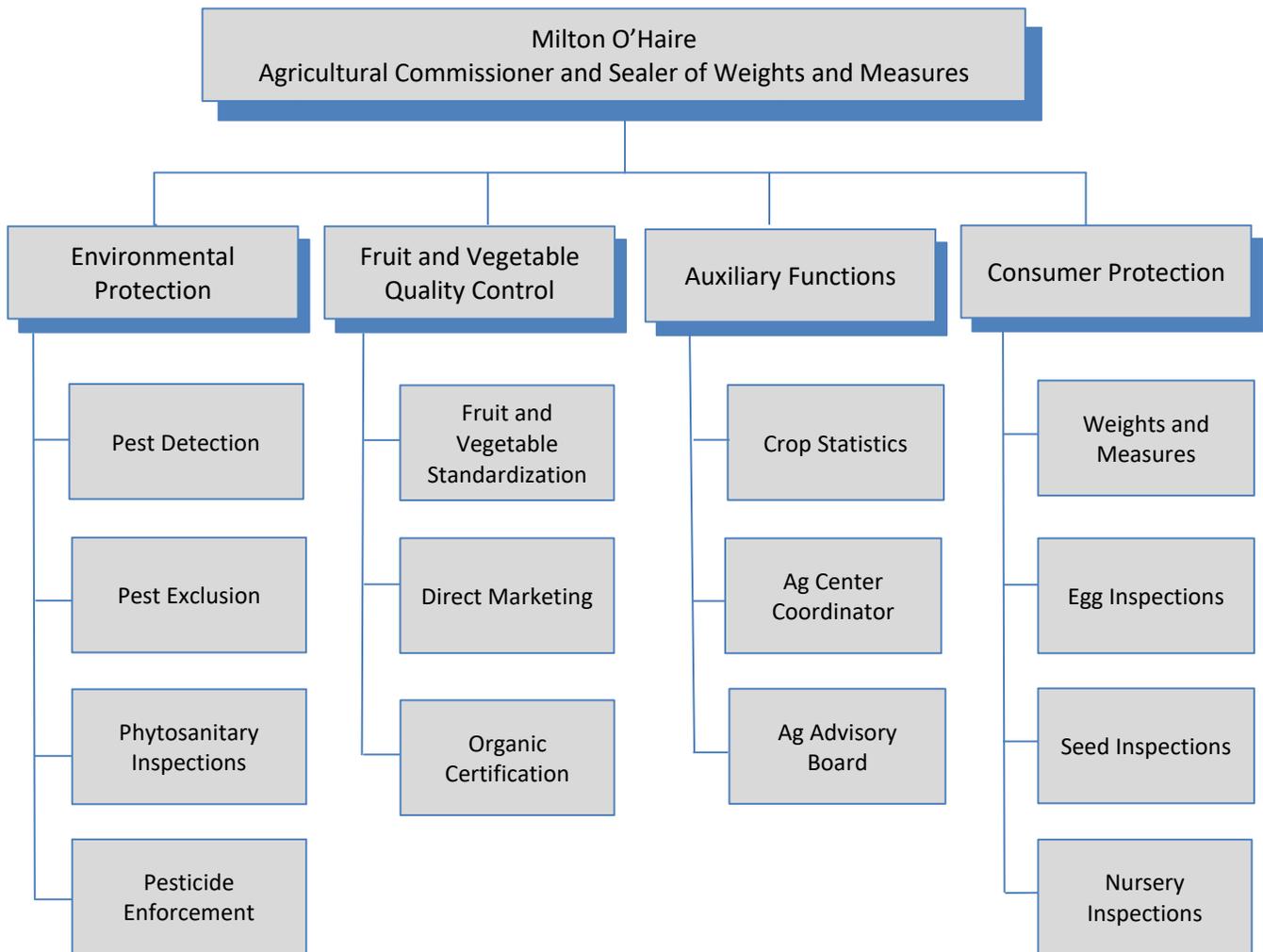
the Crows Landing Industrial Business Park, along with all future subsequent Economic Development Bank loan repayments.

Five-year historical trends fluctuate primarily due to funding levels in Workforce Development programs, and policy direction for the ED Bank. Annual analysis reflects an 8.2% increase between Fiscal Year 2014-2015 and Fiscal Year 2015-2016 primarily due to appropriations in 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. Fiscal Year 2018-2019 appropriations increased by 39% compared to Fiscal Year 2017-2018 primarily due to full budgeting for the CEO- Economic Development Bank funds supporting the transfer to CLIBP, along with Workforce Development allocations.



## Developing a Healthy Economy Summary of Budget Appropriations

Page	Fund	Org	Recommended Final Budget 2019-2020
<b>287</b>	<b>Agricultural Commissioner</b>		<b>\$6,463,435</b>
	0100	0010100 Agricultural Commissioner	\$6,463,435
<b>296</b>	<b>CEO - Economic Development</b>		<b>\$195,000</b>
	0105	0015291 Economic Development Bank	\$195,000
<b>299</b>	<b>University of California Cooperative Extension</b>		<b>\$794,931</b>
	0100	0021100 University of California Cooperative Extension	\$789,756
	1766	0021401 UC Cooperative Extension Farm and Home Advisors	\$5,175
<b>308</b>	<b>Workforce Development</b>		<b>\$17,405,319</b>
	1320	0033100 Workforce Development	\$9,590,746
	1317	0033900 Workforce Development-StanWORKs	\$7,814,573
<b>Developing a Healthy Economy Total</b>			<b>\$24,858,685</b>



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## Agricultural Commissioner

	FY 2018-2019 Adopted Final Budget	FY 2019-2020 Final Budget
<b>Budget in Brief:</b>		
Total Revenue	\$3,631,823	\$4,166,667
Use of Fund Balance/ Retained Earnings	\$0	\$0
Gross Costs	\$5,389,800	\$6,463,435
<b>General Fund Contributions</b>	<b>\$1,757,977</b>	<b>\$2,296,768</b>
% Funded by General Fund	32.6%	35.5%
Total Allocated Positions	38	40

## 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.

The Agricultural Commissioner Department plays a critical role in protecting the local agricultural economy. The Department administers **Environmental Protection** programs that include pest detection and exclusion programs. 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 is 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 several **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

### Two-Year Objectives

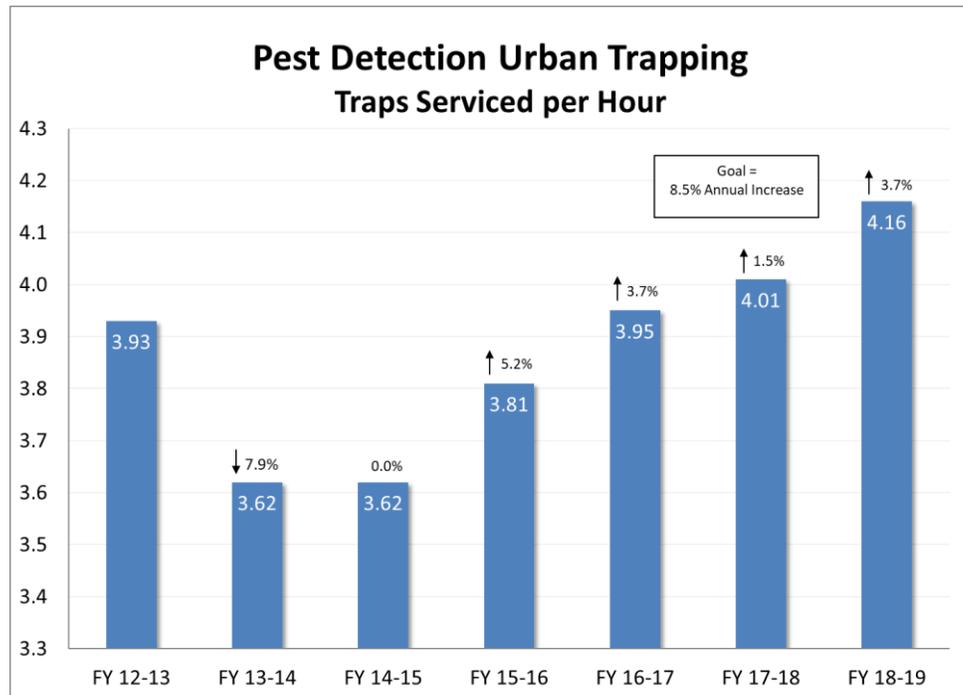
Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> <li>◆ Convert existing warehouse space into a multifunctional space capable of supporting Department functions as well as an emergency response effort</li> <li>◆ Implement a mobile application designed to track all field related pest detection activities (CalTrap)</li> <li>◆ Design an electronic daily system to track all Department time by program</li> <li>◆ Expand customer payment options for Department Services</li> <li>◆ Improve the reservation process for Harvest Hall</li> </ul>

### Annual Report on Results: Fiscal Year 2018-2019

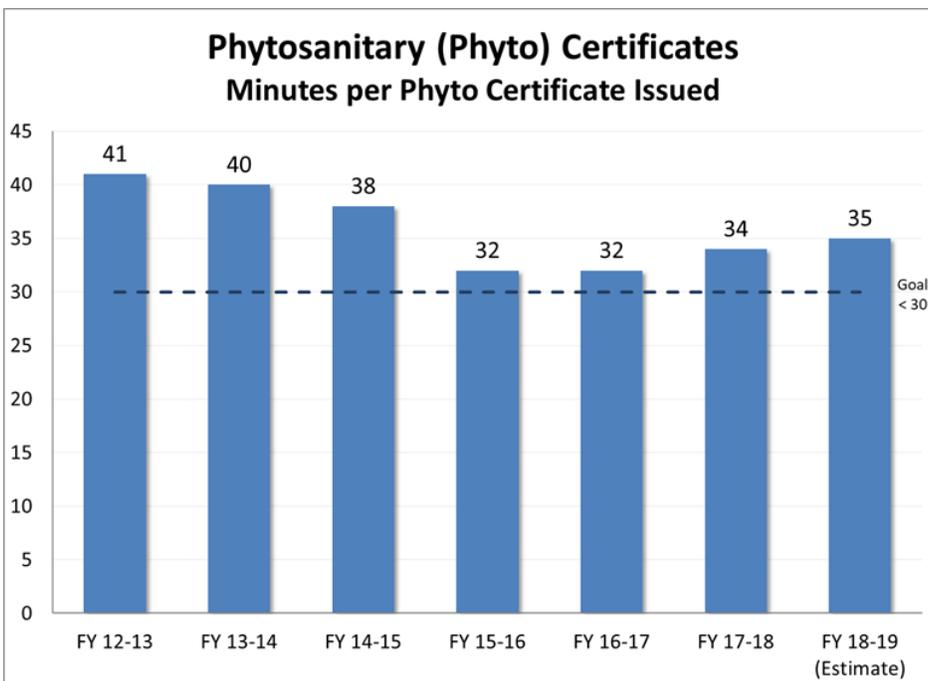
Fiscal Year 2018-2019 Accomplishments
<ul style="list-style-type: none"> <li>◆ The funding to initiate the project to develop the warehouse space into a multifunctional space capable of supporting Department functions as well as emergency response efforts has been identified and is part of the 2019/2020 budget</li> <li>◆ The mobile application designed to track all field related pest detection activities (CalTrap) is being tested by Los Angeles County and should be made available for the 2020 trapping season</li> <li>◆ The design of an electronic daily system to track all Department time by program is ongoing; improvements have been made to the current daily program which greatly improves the efficiency of entering data into the system</li> <li>◆ No changes to the Harvest Hall reservation process have been made yet</li> <li>◆ Customer payment options for Department Services have not been expanded yet</li> </ul>

**Department Success Measures**

The Department provides a variety of services to the community, including pest inspection and exclusion programs that protect the local agricultural industry. One indicator of the Department’s ability to protect this critical industry is 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 capacity to complete trap inspections in an efficient manner, to calculate contract amounts, and identify staffing needs. This metric also provides a mechanism to evaluate any technological improvements in the trapping program. Data for this measure is generated from the servicing of urban traps that capture Gypsy Moths, Mediterranean Fruit Flies, Oriental Fruit Flies, and Japanese Beetles. The Department has an aspirational goal to achieve an 8.5% increase in the



number of traps serviced per hour and has made progress towards that end over the past four years with an average annual increase of 3.5% over that time. As the adjacent chart indicates, in Fiscal Year 2018-2019 an average of 4.16 traps were serviced per hour, a 3.7% increase over that serviced in Fiscal Year 2017-2018 and a 5.3% increase over the base year of Fiscal Year 2016-2017.



Another service provided to the community by the Department is the issuance of phytosanitary (phyto) certificates. The Agricultural Commissioner’s Office issues over 11,000 phyto certificates each 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. The Department determined that an increase in the number of phyto certificates issued and a

simultaneous decrease in the amount of time required to do so while still remaining thorough would serve to measure success in providing this service timely and effectively. The Department goal is to process phyto certificates in less than 30 minutes, thus saving money for the customer (shipper) who pays for each issued certificate.

The chart on the previous page indicates the time it takes the Department to issue these certificates, measured as minutes per phyto certificate issued, over the past seven years. The slight increase in the

average time used to issue a phyto certificate in Fiscal Year 2018-2019 is due to a particular customer who participated in the Stone Fruit to Mexico Program. The phyto certificates for this specific program are extremely labor intensive and often involve a number of Inspectors for multiple hours. Despite the challenge of time constraints due to some programs, the Department continues to strive to meet its goal in averaging 30 minutes per phytosanitary certificate issued and will continue to look for process improvements.

**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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Agricultural Commissioner</b>							
<b>0100 0010100 General Fund</b>							
Total Revenue	\$3,535,082	\$3,665,168	\$3,606,635	\$3,652,792	\$3,872,605	\$3,705,971	104.50%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$4,306,288	\$4,425,335	\$4,803,858	\$5,323,393	\$5,209,358	\$5,530,360	94.20%
Net County Cost	\$771,206	\$760,167	\$1,197,223	\$1,670,601	\$1,336,753	\$1,824,389	73.27%

- ◆ The Agricultural Commissioner’s revenue for Fiscal Year 2018-2019 came in higher than budgeted due to a \$200,000 increase in unclaimed gas tax revenue. The Department had vacancies in inspector and support staff positions which resulted in \$283,000 in salary savings, reducing costs below budget. Over the last five years revenue has trended upward due to increased unclaimed gas tax and pesticide mill tax revenue. Costs have also trended upward over the last five years to support existing and new programs such as Bee Safe and due to increases in the general cost of doing business.

## Department Summary

Agricultural Commissioner						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$431,123	\$426,241	\$429,500	\$451,644	\$451,644	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$9,849	\$11,720	\$7,825	\$8,060	\$8,060	\$0
Intergovernmental Revenue	\$2,432,698	\$2,628,513	\$2,431,765	\$2,921,348	\$2,921,348	\$0
Charges for Service	\$765,111	\$802,331	\$762,733	\$785,615	\$785,615	\$0
Miscellaneous Revenue	\$2,757	\$3,800	\$0	\$0	\$0	\$0
Other Financing Sources	\$11,254	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$3,652,792</b>	<b>\$3,872,605</b>	<b>\$3,631,823</b>	<b>\$4,166,667</b>	<b>\$4,166,667</b>	<b>\$0</b>
Use of Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	<b>\$3,652,792</b>	<b>\$3,872,605</b>	<b>\$3,631,823</b>	<b>\$4,166,667</b>	<b>\$4,166,667</b>	<b>\$0</b>
Salaries and Benefits	\$3,974,656	\$4,128,530	\$4,382,966	\$4,672,118	\$5,154,296	\$482,178
Services and Supplies	\$282,998	\$373,620	\$325,520	\$596,411	\$596,411	\$0
Other Charges	\$417,453	\$482,620	\$497,553	\$514,967	\$514,967	\$0
Fixed Assets						
Buildings & Improvements	\$91,477	(\$4,143)	\$0	\$0	\$0	\$0
Equipment	\$161,656	\$158,703	\$113,000	\$127,000	\$127,000	\$0
Other Financing Uses	\$327,287	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$67,866	\$70,028	\$70,761	\$70,761	\$70,761	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$5,323,393</b>	<b>\$5,209,358</b>	<b>\$5,389,800</b>	<b>\$5,981,257</b>	<b>\$6,463,435</b>	<b>\$482,178</b>
General Fund Contribution	\$1,670,601	\$1,336,753	\$1,757,977	\$1,814,590	\$2,296,768	\$482,178
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>38</b>	<b>40</b>	<b>40</b>	<b>0</b>

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$4.2 million, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$4.2 million, an increase of \$534,844 from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed by applying the following escalators to the 2018-2019 Adopted Final Budget: The standard 3% escalator was used to estimate revenue.
- ◆ The Proposed Budget includes an adjustment increasing the 2019-2020 Spending Plan by a total of \$425,890 of which \$76,198 is due to ongoing revenue associated with Board approved adjustments in Fiscal Year 2018-2019.
- ◆ The Proposed Budget includes an increase in ongoing estimated revenue due to a \$298,492 increase in Unclaimed Gas Tax Revenue and a \$51,200 increase in revenue related to cannabis enforcement activities.

### Budget and Operations

- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$6.5 million, an increase of \$482,178 from the 2019-2020 Adopted Proposed Budget.

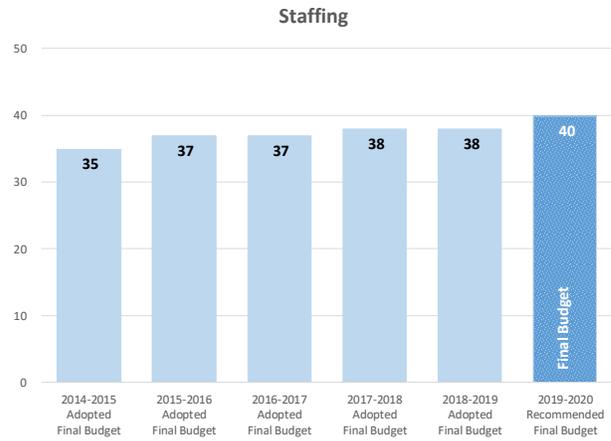
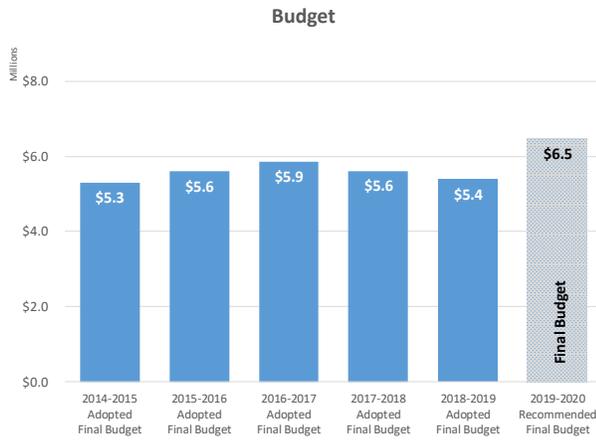
- ◆ The transfer of year-one savings into year two as part of the Performance Visioning Carryover Savings (PVCS) program is recommended, which increases the appropriations by \$482,178. The PVCS will be dedicated to support one-time costs to accommodate warehouse remodel project planning costs and year two operations in support of the Department's strategic initiatives.
- ◆ The Final Budget includes \$127,000 in total fixed assets, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$6.0 million, an increase of \$591,457 from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget:
    - ◆ 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 Proposed Budget includes an adjustment increasing the 2019-2020 Spending Plan by a total of \$425,890 of which \$76,198 is due to ongoing costs associated with Board approved adjustments in Fiscal Year 2018-2019, requiring no additional General Fund Contribution in Budget Year 2019-2020.
- ◆ The Proposed Budget includes \$335,692 to accommodate the increased costs of a new Agricultural Weights and Measures Inspector III and warehouse remodel project planning costs requiring no additional General Fund Contribution.
  - ◆ \$76,199 on-going costs to accommodate a new Agricultural Weights and Measures Inspector III position to support the Cannabis program, Invasive Weed Management program, and the Export Certification program.
  - ◆ \$259,493 one-time cost to accommodate warehouse remodel project planning costs.
- ◆ The Proposed Budget includes the replacement of 2 vehicles. These are specialized Weights and Measures vehicles. One is used to inspect cattle scales and the other to test gas pumps. The total cost is estimated to be \$100,000, funded within the Spending Plan, by a General Fund Contribution.
- ◆ The Proposed Budget includes the purchase of 1 new vehicle used to support the Cannabis, Weed Management and Export Certification Programs. The total cost is estimated to be \$27,000 and is funded by \$13,000 in General Fund Contribution and \$14,000 from Department revenue.
- ◆ The Agricultural Commissioner has a total fleet of 47 vehicles; of those, 20 meet the minimum age and mileage requirements to be considered for replacement under the Fleet Services Policy.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 40, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 40, an increase of two over the 2018-2019 Adopted Final Budget allocation.
- ◆ Subsequent to the 2018-2019 Adopted Final Budget, one position has been added to the Department staffing allocation.
- ◆ The Proposed Budget includes a recommendation for an increase of one to the total allocated positions.
  - ◆ One new Agricultural / Weights and Measures Inspector III position is recommended to be added to address the increased workload from cannabis related responsibilities, to map noxious and invasive weeds under the new Weed Management Area efforts, and to provide support to the Export Program.
- ◆ The Proposed Budget includes a technical adjustment recommendation that does not affect the position allocation.

- ◆ The Agricultural Assistant II classification is recommended for study to determine if current duties and level of responsibilities are in alignment with the classification.

## Five-Year Historical Trends



## Key Challenges and Opportunities

- ◆ Recently enacted federal and state legislation (Proposition 64, November 2016, Senate Bill 1409, September 2018 and the 2018 Farm Bill, December 2018) allows the greater agricultural community outside the purview of an Established Agricultural Research Institution (EARI), which was established in the 2014 Farm Bill, to produce industrial hemp. State laws established a County registration program and required those seeking to grow industrial hemp or breed industrial hemp seed for commercial purposes to register with the County Agricultural Commissioner prior to cultivation. The registration regulations (California Code of Regulations (CCR), Title 3, section 4900) were approved on April 25, 2019, and the California Department of Food and Agriculture (CDFA) has opened the County registration process and posted the application packet on their website. Counties across the state, including Stanislaus County, are now receiving requests to register and grow hemp. The Agricultural Commissioner worked with the Board of Supervisors and impacted County Departments to research and establish local requirements related to industrial hemp cultivation in unincorporated areas of the County.
- ◆ There is an opportunity to take an existing underutilized warehouse building on-site and rehabilitate it to a higher and better use space for the Department. The warehouse improvement project is listed in the Capital Improvement Plan (CIP). The rehabilitated space would allow the Department to consolidate three weights and measures testing laboratories (vapor meter, electric meter and quantity control) into one location providing more streamlined and efficient operations. A pesticide storage and baiting station could be added to the structure to facilitate safer insect trap baiting for the pest detection program staff. Lastly, the rehabilitated space could be more effectively utilized as an emergency management site during an incident. Stanislaus County is on alert due to Virulent Newcastle Disease (VND), a poultry disease, recently found in Northern California (Alameda County). Stanislaus County could once again be asked to support the VND eradication efforts as it did in 2002 where staff was staged out of the warehouse for more than 9 months. The Department has also been tasked with assisting the United States Department of Agriculture and the California Department of Food and Agriculture to eradicate avian influenza four times between 2014-2018.

## **Budgets Contained within the Department**

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- ◆ **Agricultural Commissioner (General Fund)**
  - ◆ This budget funds the Departments core programs and services including Environmental Protection, Fruit and Vegetable Quality Control, Consumer Protection, auxiliary functions such as crop statistics, and administrative costs.

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.

## CEO – Economic Development Bank

	FY 2018-2019 Adopted Final Budget	FY 2019-2020 Final Budget
<b>Budget in Brief:</b>		
Total Revenue	\$0	\$0
Use of Fund Balance/ Retained Earnings	\$0	\$0
Gross Costs	\$2,880,000	\$195,000
General Fund Contributions	\$2,880,000	\$195,000
% Funded by General Fund	100.0%	100.0%
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 Fiscal Year 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 2018-2019

### 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - Economic Development Bank</b>							
0105 0015291 General Fund							
Total Revenue	\$32,160	\$45,124	\$1,516,014	\$57,443	\$77,617	\$0	0.00%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$12,189	\$33,927	\$195,467	\$22,045	\$3,007,425	\$3,157,070	95.26%
Net County Cost	(\$19,971)	(\$11,197)	(\$1,320,547)	(\$35,398)	\$2,929,808	\$3,157,070	92.80%

- ◆ Revenue in the CEO – Economic Development Bank comes from interest earnings from the cash balances in Funds 0105 and 0107. The significant increase in revenue in Fiscal Year 2016-2017 is from an operating transfer in from the General Fund (Fund 0100) 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 included a \$175,000 grant to Opportunity Stanislaus for the Manufacturing Training Center (VOLT program). Fiscal Year 2018-2019 included a \$2.9 million transfer of funds from the Economic Development Bank (Fund 0107) to the CEO – Crows Landing Air Facility budget for costs associated with the Crows Landing Industrial Business Park (CLIBP).

## Department Summary

CEO - Economic Development Bank						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$57,443	\$77,617	\$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
<b>Total Revenue</b>	<b>\$57,443</b>	<b>\$77,617</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Use of Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	<b>\$57,443</b>	<b>\$77,617</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$22,045	\$127,425	\$0	\$0	\$0	\$0
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$2,880,000	\$2,880,000	\$0	\$195,000	\$195,000
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$22,045</b>	<b>\$3,007,425</b>	<b>\$2,880,000</b>	<b>\$0</b>	<b>\$195,000</b>	<b>\$195,000</b>
General Fund Contribution	(\$35,398)	\$2,929,808	\$2,880,000	\$0	\$195,000	\$195,000
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at zero, consistent the 2019-2020 Adopted Proposed Budget.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at zero, consistent with the 2018-2019 Adopted Final Budget.
- ◆ The Department has a total of \$4.3 million in available fund balance as of July 1, 2019, of which \$195,000 is budgeted for use in Fiscal Year 2019-2020 in the Chief Executive Office – Economic Development budget.
  - ◆ The CEO-Economic Development Bank (Fund 0105) has total of \$1.6 million in fund balance available. Loans to cities and other agencies make up approximately \$1.2 million of this amount and cash is approximately \$458,000.

- ◆ The Community Development Fund (Fund 0107) has a total of \$2.7 million fund balance available. Of this amount approximately \$2.3 million is available for projects.

### Budget and Operations

- ◆ Gross Costs in the 2019-2020 Final Budget total \$195,000, an increase of \$195,000 from the 2019-2020 Adopted Proposed Budget.
  - ◆ In Fiscal Year 2018-2019, the Board of Supervisors approved the transfer of Economic Development Bank (Fund 0105) Loan repayments to the CEO – Crows Landing Budget. This increase reflects the loan repayments received in Fiscal Year 2018-2019.
- ◆ Gross Costs in the 2019-2020 Proposed Budget total zero, a decrease of \$2.9 million from the 201-2019 Adopted Final Budget.
  - ◆ A decrease of \$2.9 million, is related to the one-time 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.

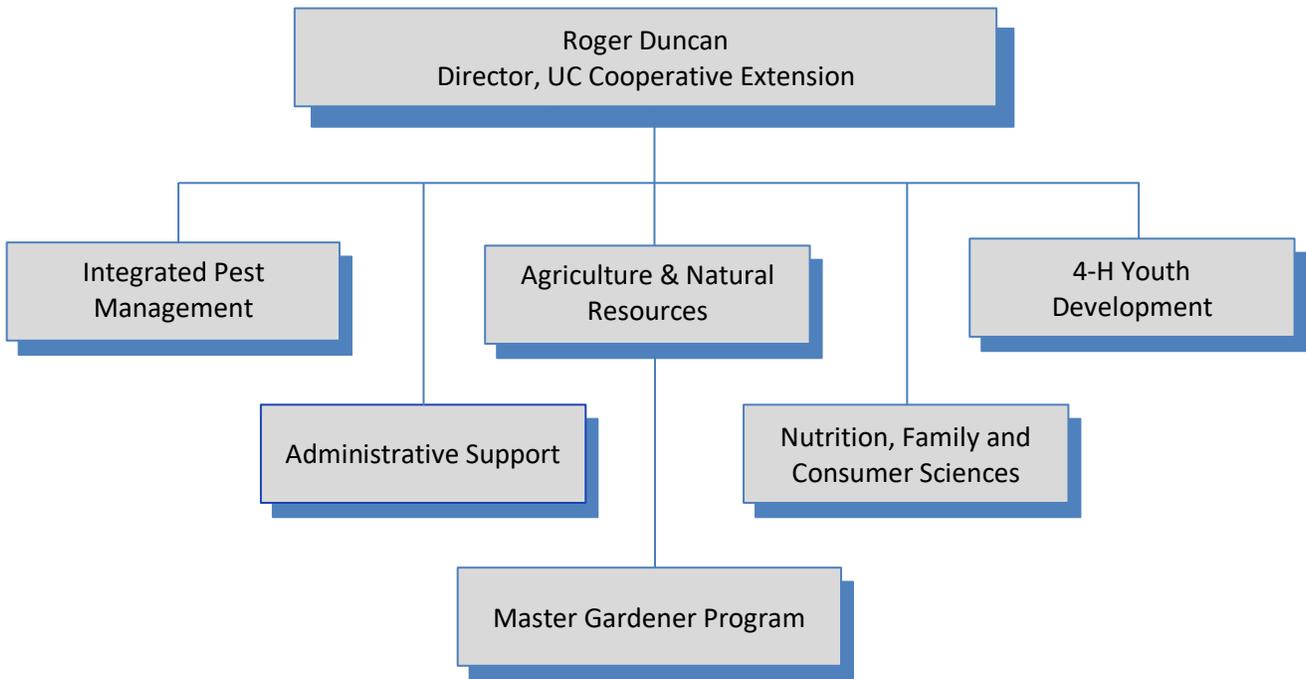
### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of zero, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of zero, consistent with the 2018-2019 Adopted Final Budget allocation.

## Budgets Contained within the Department

- ◆ **CEO – Economic Development Bank (General Fund)**
  - ◆ Funds economic and community development projects in Stanislaus County.

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.



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## University of California Cooperative Extension

	FY 2018-2019 Adopted Final Budget	FY 2019-2020 Final Budget
Budget in Brief:		
Total Revenue	\$0	\$0
Use of Fund Balance/ Retained Earnings	\$5,000	\$5,175
Gross Costs	\$724,007	\$794,931
<b>General Fund Contributions</b>	<b>\$719,007</b>	<b>\$789,756</b>
% 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. Information is delivered in several ways, including classroom and in-field workshops, one-on-one consultations, online education and clientele-directed publications.

The University of California provides approximately 68% of the Cooperative Extension program funding, including 21 UC employees (eight advisors, two Emeriti, and eleven paraprofessionals). Stanislaus County provides approximately 17% of the total program funding, including seven support staff responsible for field and clerical support, community education, and administration of County and UC funds. County funding also includes the Department’s operational expenses, including facilities and vehicles that support program delivery. External grants represent the remaining 15% of the program funding.

Within the **Agriculture** and **Integrated Pest Management** programs, seven advisors and the two Emeriti are responsible for programs in Agriculture and Natural Resources. Most of the agricultural research is conducted in local field trials in cooperation with local producers and growers. Advisors support 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 and field supplies, and specialized equipment critical to conducting research. The programs are supported by two Junior Specialists and three part-time student assistants.

The **Nutrition, Family, and Consumer Sciences** program is directed by a Coordinator with six Education Specialists, all supported by federal grant funds. 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, two Program Coordinators, and a dedicated Administrative Secretary. The Stanislaus County 4-H program supports the largest club-based 4-H program in California.

The **UC Master Gardener** program was initiated in 2019 and is coordinated by a County Contract Employee. University-trained volunteers extend research-based information on home horticulture, pest management, and sustainable landscape practices to the residents of Stanislaus County to preserve and encourage healthy environments with sustainable gardening, green waste reduction, and water conservation.

The Farm and Home Advisors Trust fund is a compilation of donations by private individuals and companies in support of UC Cooperative Extension’s efforts.

## 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

## Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> <li>◆ Implement a research and education program to improve soil health and fertility practices for local agronomic and vegetable crop growers, while being protective of surface and ground water resources</li> <li>◆ Build partnerships with local community college agriculture departments to promote higher education, applied research, and potential careers in extension and public service</li> <li>◆ Implement a research and extension program directed towards Stanislaus County vegetable crop growers, with an emphasis in irrigation efficiency</li> <li>◆ 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</li> <li>◆ Initiate a volunteer-based UC Master Gardner program to preserve and encourage healthy environments with sustainable gardening, green waste reduction, and water conservation</li> <li>◆ 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</li> </ul>

## Annual Report on Results: Fiscal Year 2018-2019

Fiscal Year 2018-2019 Accomplishments
<ul style="list-style-type: none"> <li>◆ In partnership with the USDA Natural Resources Conservation Service and the University of California, procured a soil quality and nutrient management advisor who is beginning work with local growers interested in improving soil health on their farms</li> <li>◆ Partnered with Modesto Junior College to promote higher education and potential careers in extension and public service through a series of lunchtime discussions and competitive, paid internships to four MJC students</li> <li>◆ Procured a new University of California vegetable crops and irrigation advisor who is developing a research and education program to improve the economic sustainability of vegetable crop growers in Stanislaus County</li> </ul>

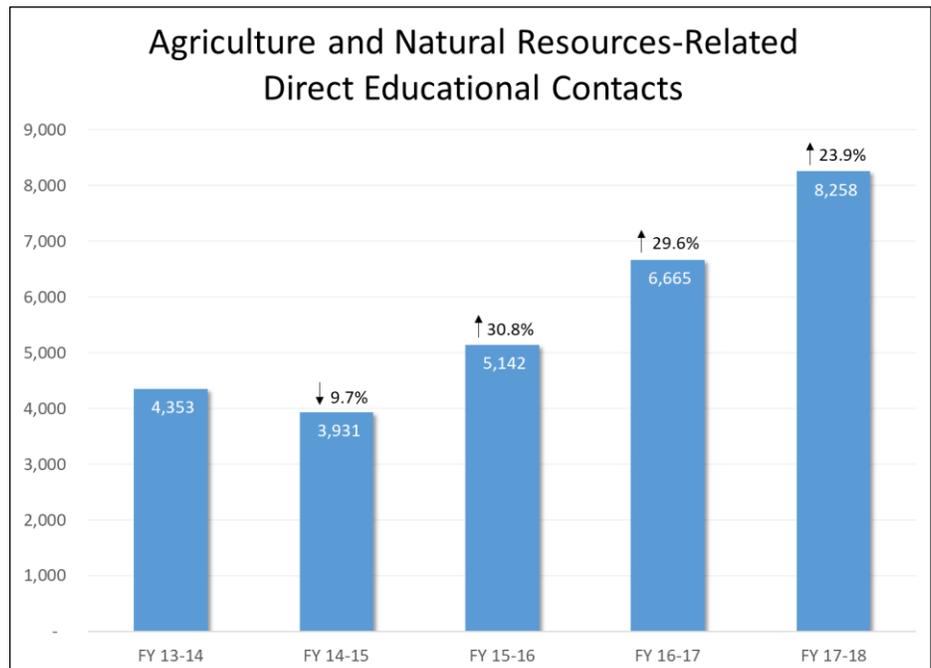
- ◆ Funded by external grants, our integrated pest management advisor has developed new data on managing some of the most important crop pest species and delivered the information to over 3400 growers and associated industry members via classroom education, in-field workshops, scientific journals and electronic media
- ◆ Initiated a University of California Master Gardener Program in Stanislaus County by graduating 20 well-trained volunteers, accepted three volunteers from neighboring counties, and are implementing a 19-week training for prospective new Master Gardeners
- ◆ Initiated a program to grow 4-H enrollment, particularly among underrepresented youth, and increased participation by Hispanic youth by 34% in the first year

### Department Success Measures

The University of California Cooperative Extension (UCCE) is part of a statewide system of off-campus education that brings resources to County residents, including applied research and education programs tailored to their needs. The data in the chart at right represent clientele who have participated in UCCE group educational events, one-on-one in-field consultations, and office visits by agricultural advisors. Federal Fiscal Year 2017-2018 data indicate an increase of 23.9% in the number of those seeking UCCE services over 2016-2017 and a 110.1%

increase over 2014-2015, when staff cuts due to the recession were in full force. Department clientele attended in-field demonstrations, classroom workshops, or requested on-farm visits to diagnose problems or improve their agricultural operations.

These numbers do not include participation in the 4-H Youth Development Program or UC CalFresh Nutrition Education. UCCE does not offer permits, licenses, or monetary incentives. Stanislaus County agricultural producers utilize available services because the research-based information the Department provides makes their farming operations economically sustainable. The high number of in-person contacts demonstrates how successful UCCE is in supporting the economic



viability of the agricultural industry, a safe and reliable food supply, clean air and water, and healthy communities.

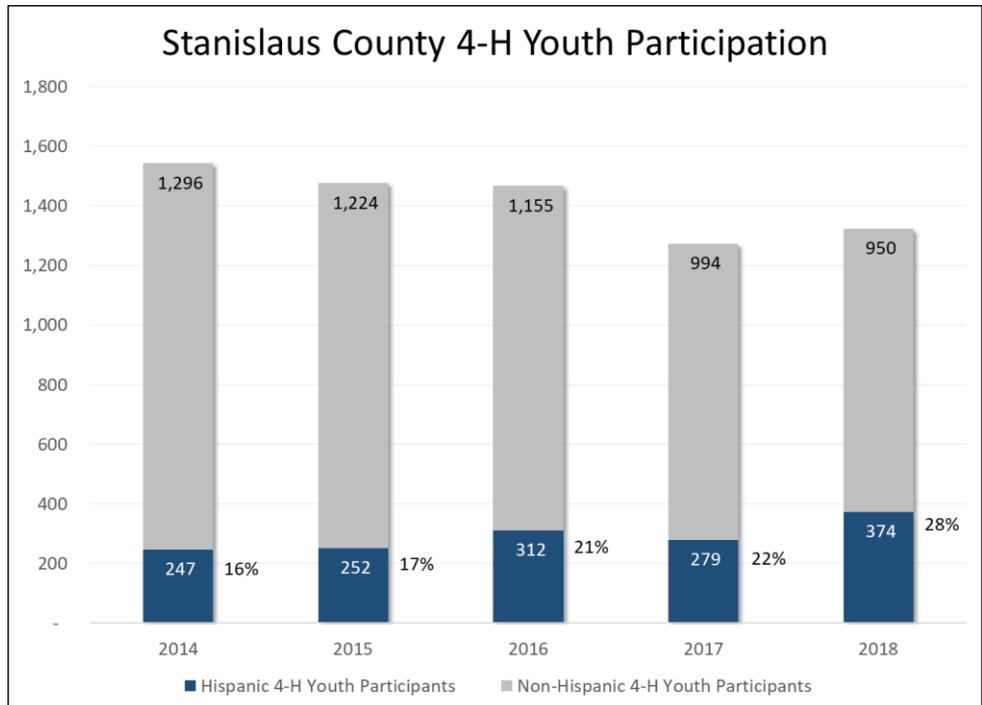
Annual fluctuations in educational contacts are mainly due to a significant reduction in UCCE advisor staff associated with retirements and recession-related budget limitations from 2012 through 2015. The Department expects educational contacts to continue to increase due to the recent rebuilding of staff and implementation of new programs. In order to continue prioritization of educational and research efforts, advisors will utilize experience surveys following workshops and in-field demonstrations.

The UCCE provides a variety of community programs, including 4-H Youth Development Programs. Stanislaus County has one of the largest club-based 4-H Youth Development Programs in California; however, current youth participation is not representative of the whole community. For example, Hispanic/Latino youth accounted for 57.7% of the general youth population of Stanislaus County\*, but the data illustrated in the adjacent chart shows that in the past five years only 16-28% of 4-H youth participants were Hispanic, though progress has been made. The percentage of Hispanic participants has steadily increased over the past five years with an average 3% increase in participation during that time and a 6% increase from 2017 to 2018.

UCCE’s goal is to substantially increase total youth enrollment and, in particular, work to better reflect the diverse population in the community by engaging the underrepresented and underserved

minority youth who are not currently served by the 4-H Youth Development Program. Youth who participate in 4-H develop 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



### 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Cooperative Extension</b>							
0100 0021100 General Fund							
Total Revenue	\$5,132	\$1,350	\$819	\$5,610	\$5,466	\$2,489	219.61%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$435,590	\$451,830	\$494,181	\$504,984	\$670,910	\$724,038	92.66%
Net County Cost	\$430,458	\$450,480	\$493,362	\$499,374	\$665,444	\$721,549	92.22%

- ◆ Revenue has varied year to year due to the volatility of almond sales resulting from fluctuations in almond yields and prices and due to varied reimbursements for cross-county advisor mileage. Costs have increased over the last two years due to implementing a Master Gardener Program that required hiring a contract employee to coordinate the program and hiring a 4-H Program Representative to support an expanded 4-H program.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Cooperative Extension - Farm &amp; Home Advisors Res</b>							
1766 0021401 Special Revenue Fund							
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Use of Fund Balance	\$1,224	\$2,142	\$1,042	\$0	\$557	\$5,000	11.14%
Gross Costs	\$1,224	\$2,142	\$1,042	\$0	\$557	\$5,000	11.14%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Farm and Home Advisors Research Trust contains donations used for small purchases outside of the University of California (UC) criteria for use of UC funding sources. A small amount is budgeted each year for these types of unanticipated purchases.

### 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, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
Cooperative Extension - Farm & Home Advisors Res	\$49,234	\$48,009	\$45,867	\$44,826	\$44,826
Total Fund Balance	\$49,234	\$48,009	\$45,867	\$44,826	\$44,826

\*Note: Only Listed for Non-General Fund Units

- ◆ Over the past five years the Farm and Home Advisors Research Trust fund balance has decreased slightly year over year due to purchases of supplies and equipment to support programs and services that were outside of the UC funding criteria.

## Department Summary

Cooperative Extension						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$3,652	\$5,466	\$0	\$0	\$0	\$0
Other Financing Sources	\$1,958	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$5,610</b>	<b>\$5,466</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Use of Fund Balance/Retained Earnings	\$0	\$557	\$5,000	\$5,175	\$5,175	\$0
<b>Total Funding Sources</b>	<b>\$5,610</b>	<b>\$6,023</b>	<b>\$5,000</b>	<b>\$5,175</b>	<b>\$5,175</b>	<b>\$0</b>
Salaries and Benefits	\$287,223	\$418,234	\$490,805	\$506,732	\$562,202	\$55,470
Services and Supplies	\$23,210	\$30,602	\$39,384	\$34,035	\$34,035	\$0
Other Charges	\$142,702	\$169,459	\$139,318	\$144,194	\$144,194	\$0
Fixed Assets						
Equipment	\$51,804	\$53,047	\$54,500	\$54,500	\$54,500	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$45	\$125	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$504,984</b>	<b>\$671,467</b>	<b>\$724,007</b>	<b>\$739,461</b>	<b>\$794,931</b>	<b>\$55,470</b>
General Fund Contribution	\$499,374	\$665,444	\$719,007	\$734,286	\$789,756	\$55,470
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at zero, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at zero the same as the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan assumes no revenue due to the unpredictability of the revenue streams over the past several years and that trend is expected to continue in 2019-2020.
- ◆ The Department has a total of \$44,269 in the Farm and Home Advisors Research Trust fund balance as of July 1, 2019, of which \$5,175 is budgeted for use in Fiscal Year 2019-2020.

### Budget and Operations

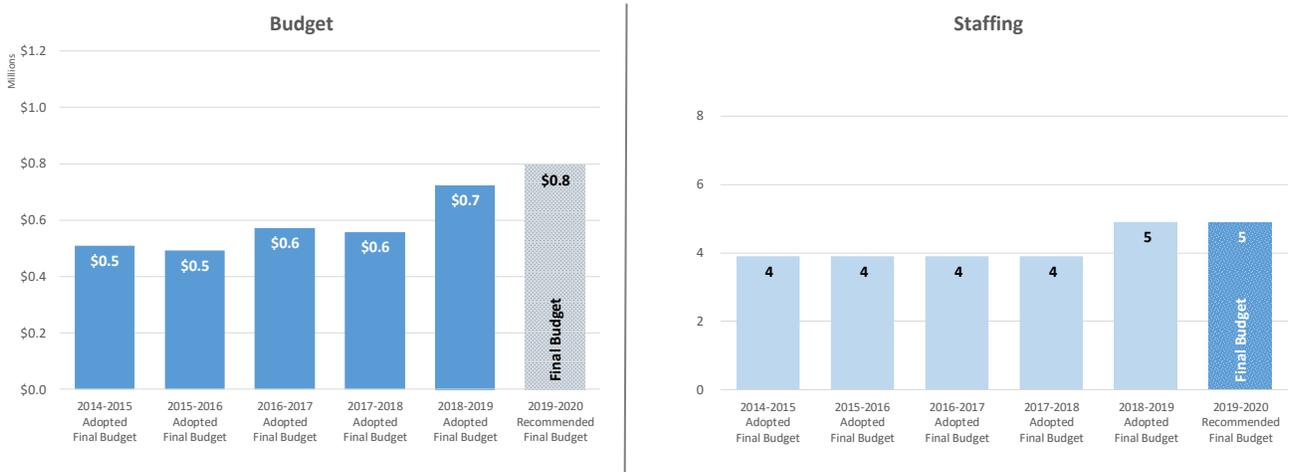
- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$794,931 an increase of \$55,470 from the 2019-2020 Adopted Proposed Budget.
  - ◆ The transfer of year-one savings into year two as part of the Performance Visioning Carryover Savings (PVCS) program is recommended, which increases the appropriations by \$55,470. The PVCS will be dedicated to support year two operations in support of the Department's strategic initiatives.
- ◆ The Final Budget includes \$54,500 in total fixed assets, consistent with the 2019-2020 Adopted Proposed Budget.

- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$739,461, an increase of \$15,454 from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following standard escalators to the 2018-2019 Adopted Final Budget:
    - ◆ 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 Proposed Budget includes the replacement of two vehicles used to carry out the work of two farm advisors in their county and cross-county assignments. The total cost is estimated to be \$54,500, funded in the Spending Plan by a General Fund Contribution.
- ◆ The UC Cooperative Extension 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 2019-2020 Final Budget includes a Department staffing allocation of five, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of five, consistent with 2018-2019 Adopted Final Budget allocation.

### Five-Year Historical Trends



### Key Challenges and Opportunities

- ◆ The UC Cooperative Extension will continue to grow the UC Master Gardener Program (MG) implemented in Stanislaus County in 2019. MG volunteers will provide information on a variety of areas including best gardening and landscaping practices, safe pesticide usage, water saving practices, and plants that attract pollinators to the area. The first group of Master Gardeners will begin sharing UC-based research information with residents in the fall of 2019. The program coordinator will continue to research external grants and other funding to cover training and education program costs.
- ◆ Stanislaus County currently has one of the largest 4-H youth development club-based program in California. In an effort to increase the diversity of the 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 has begun improving youth outcomes in underserved and marginalized

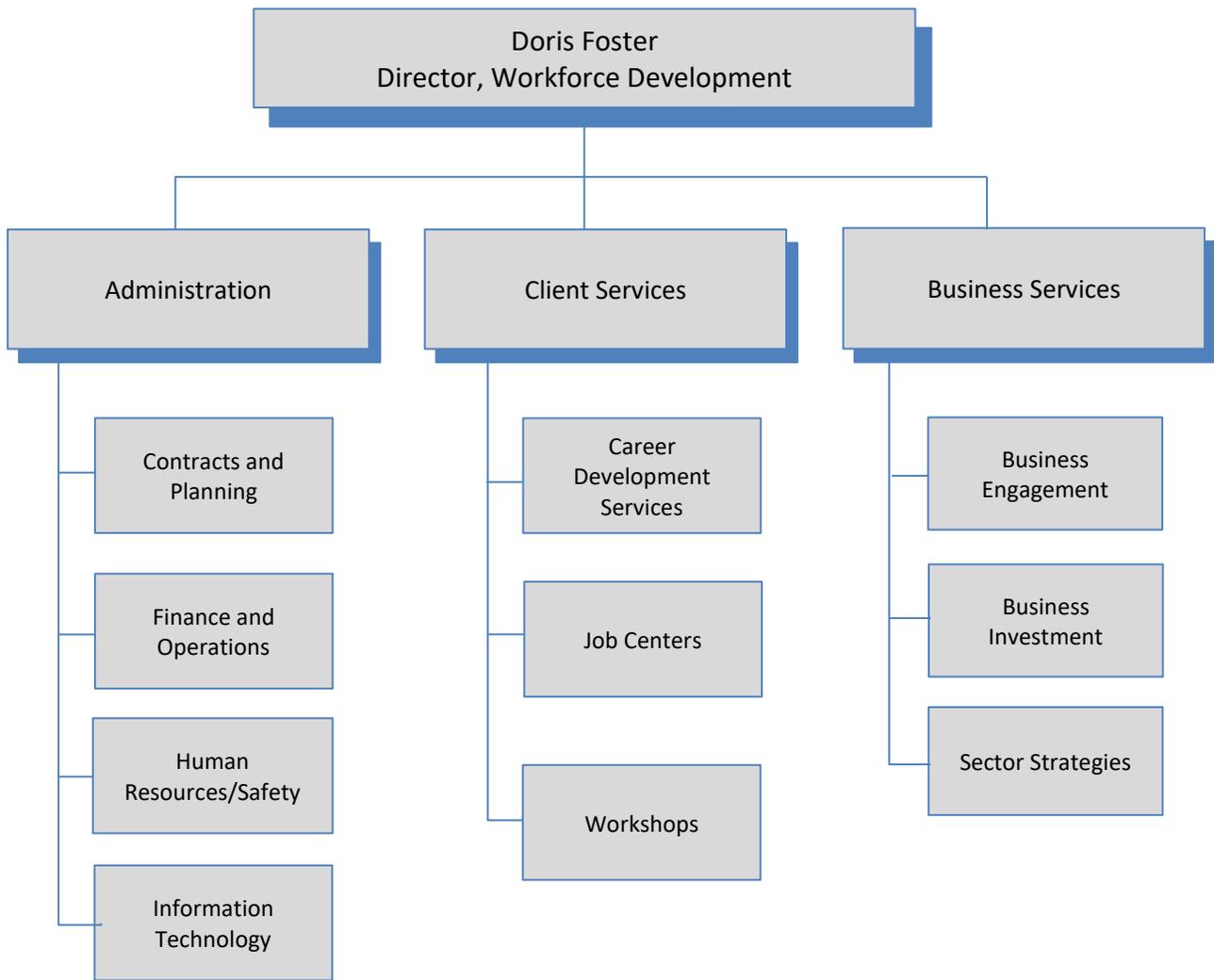
communities through prevention and skill building. 4-H youth develop the life skills associated with a reduction in negative behaviors and outcomes, such as substance abuse, risky behavior, and emotional and behavioral problems. 4-H members are 1.9 times more likely to earn better grades in school; 2.1 times more likely to report high engagement; 1.7 times more likely to take courses to pursue a career in science; 2.8 times more likely to make healthier choices; and 3.4 times more likely to contribute to their communities. Source: <https://interact.regionalchange.ucdavis.edu/youth/index.html>.

## **Budgets Contained within the Department**

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- ◆ **University of California Cooperative Extension (General Fund)**
  - ◆ This budget funds administrative support for University of California Employees providing research and educational programs tailored to the needs of Stanislaus County in the areas of agriculture and natural resources, 4-H Youth development, and family and consumer sciences.
- ◆ **UC Cooperative Extension – Farm and Home Advisors Research Trust (Special Revenue Fund)**
  - ◆ This budget funds small purchases outside of the University of California (UC) criteria for use of UC funding sources to support research and educational programs tailored to the needs of Stanislaus County.

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.



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## Workforce Development

	FY 2018-2019 Adopted	FY 2019-2020 Final
Budget in Brief:	Final Budget	Final Budget
Total Revenue	\$17,504,796	\$17,155,319
Use of Fund Balance/ Retained Earnings	\$150,000	\$250,000
Gross Costs	\$17,654,796	\$17,405,319
General Fund Contributions	\$0	\$0
% Funded by General Fund	0.0%	0.0%
Total Allocated Positions	85	91

## Department Services and Programs

**Administration**, which includes the Human Resources/Safety, facilities, Finance/Operations, Contracts, 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 **Business Services** division markets resources available to employers through Workforce Development. These include services such as identifying and hiring qualified candidates, aligning training opportunities to meet the needs of employers and jobseekers, and working with employers to identify work-based learning opportunities. These services will lead to client self-sufficiency and provide businesses with qualified job candidates. In addition, Business Services assists employers with labor market information, recruitments, referrals to resources and job fairs. Services available to employers include on-the-job

training, internships, customized trainings, and incumbent worker training. New this fiscal year, the Department will develop a Sector Strategy initiative to enhance services provided to local businesses and assist in filling the skills gap in the local area with specific focus on the healthcare, agriculture, manufacturing, transportation, and logistics/warehousing sectors.

The **Client Services** division provides a wide range of employment and training services to Adults, Dislocated Workers, CalWORKs Welfare to Work recipients and Youth in the community through various programs at four Job Centers located across the County. Client Service 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, Client Services provides intensive career counseling, work experience, as well as referral to vocational training programs. Workforce Development will continue developing innovative programs and direct resources to serve specialized populations such as veterans, homeless individuals, and the previously incarcerated.

## Board of Supervisors Priority Area



The Workforce Development department 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 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	Job Placement and Retention

## Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> <li>◆ Track job center visits each Fiscal Year</li> <li>◆ Track long term participant employment retention for all programs</li> <li>◆ Strengthen the current workforce by providing skills development opportunities to priority populations such as Veterans and previously incarcerated participants</li> <li>◆ Over the course of the next years, start offering services such as orientations online</li> <li>◆ Develop future talent through work-based learning and training activities with businesses, which will develop foundational and technical skills of the workforce</li> </ul>

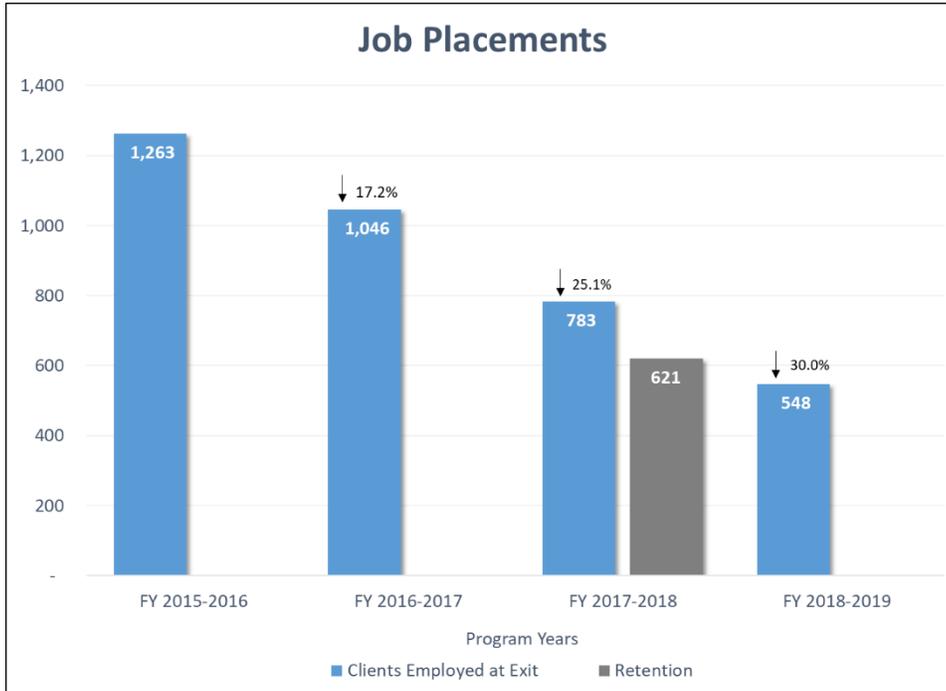
## Annual Report on Results: Fiscal Year 2018-2019

Fiscal Year 2017-2018 Accomplishments
<ul style="list-style-type: none"> <li>◆ Job center visits for Fiscal Year 2018-2019 reached 25,904 clients</li> <li>◆ 548 clients were placed in permanent employment of one year or more</li> <li>◆ Served the following priority population clients: 47 Veterans, 204 Disabled, 70 English Language Learners, 136 Single Parents, 293 Offenders, 76 Homeless, 174 Youth Requiring Additional Assistance, 623 Basic Literacy Skills Deficient, 83 Youth in and out of Foster Care, and 969 Low Income out of a total of 1,356 WIOA clients served (note: some clients may fall into multiple priority populations)</li> <li>◆ Researched the type of content needed to start offering services such as orientations online and will continue to develop these services over this fiscal year</li> <li>◆ Provided 201 occupations skills training, 315 paid work experience and 33 on the job trainings as part of its development of future talent objective</li> </ul>

**Department Success Measures**

Workforce Development is focused on developing a skilled local workforce and provides a wide range of services to assist those seeking employment in the community. Job placements are one indicator of the Department’s ability to meet this need. Over the

past four years, job placements have continued to decrease as a result of the booming economy and historically low unemployment rate, which leads to a lower number of jobseekers actively seeking employment. As indicated in the adjacent chart, the



percentage decline has progressively increased since Fiscal Year 2015-2016, with an annual decrease in the number of job placements averaging 24.1%.

The Department began tracking long-term retention of employment in Fiscal Year 2017-2018. The continued tracking of long-term retention assists in understanding the business needs of a skilled workforce and allows the Department to provide needed resources for job seekers to remain employed.

**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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Workforce Development</b>							
<b>1320 0033100 Special Revenue Fund</b>							
Total Revenue	\$7,829,320	\$7,184,299	\$8,473,963	\$8,384,476	\$8,917,399	\$10,243,239	87.06%
Use of Fund Balance	\$314,919	\$529,990	(\$1,980,361)	(\$1,510,962)	(\$374,788)	\$150,000	-249.86%
Gross Costs	\$8,144,239	\$7,714,289	\$6,493,602	\$6,913,514	\$8,542,611	\$10,393,239	82.19%
Net County Cost	\$0	\$0	\$0	\$40,000	\$0	\$0	0.00%

- ◆ For Fiscal Years 2014-2015 through 2015-2016, there was gradual decline in revenue from the Federal and State Level as well as local grant opportunities. For Fiscal Year 2016-2017 through 2018-2019, the Department received revenue at each year end for services provided to Temporary Assistance for Needy Families Participants, thus increasing Department Revenue and Fund Balance for respective years. Costs have been in line with Federal and State funding allocations.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Workforce Development - StanWORKS</b>							
1317 0033900 Special Revenue Fund							
Total Revenue	\$8,447,745	\$10,648,914	\$8,805,342	\$6,802,981	\$7,814,573	\$7,814,573	100.00%
Use of Fund Balance	\$1,558	\$0	(\$8,603)	\$0	\$0	\$0	0.00%
Gross Costs	\$8,449,303	\$10,648,914	\$8,796,739	\$6,802,981	\$7,814,573	\$7,814,573	100.00%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ For Fiscal Years 2014-2015 through 2015-2016, there was an increase in revenue due to an increase in availability of funds and an increased service need. In Fiscal Year 2016-2017, there was a reduction of approximately \$858,000 by the Community Services Agency (CSA) for participant wages. In Fiscal Year 2017-2018, there was an additional reduction of approximately \$1.5 million by CSA for operational costs and participant wages. Additionally, at mid-year, CSA requested the Department reduce the budget by \$500,000 dollars for other funding needs. Workforce Development met the requested reductions as program costs came in lower due to a reduction in the number of participants referred for services. For Fiscal Year 2018-2019, the Department had an increase in one-time costs and increase in participant wages.

### 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, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
Workforce Development	\$1,486,034	\$1,171,116	\$641,125	\$2,621,486	\$4,182,447
Workforce Development - StanWORKS	\$0	(\$1,558)	(\$1,558)	\$7,045	\$7,045
<b>Total Fund Balance</b>	<b>\$1,486,034</b>	<b>\$1,169,558</b>	<b>\$639,567</b>	<b>\$2,628,531</b>	<b>\$4,189,492</b>

\*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 and State Revenue, thus fund balance was strategically utilized in Fiscal Years 2014-2015 and 2015-2016 to offset shortages. Starting in Fiscal Year 2016-2017, due to the increase in availability of funds, the Department was able to bill for services provided to Temporary Assistance for Needy Families Participants, thus increasing Department Revenue and Fund Balance for respective years.

## Department Summary

Workforce Development						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$6,806,305	\$8,283,935	\$8,968,421	\$9,275,275	\$9,190,746	(\$84,529)
Charges for Service	\$8,379,432	\$8,442,356	\$8,536,375	\$8,819,692	\$7,964,573	(\$855,119)
Miscellaneous Revenue	\$1,720	\$5,681	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$15,187,457</b>	<b>\$16,731,972</b>	<b>\$17,504,796</b>	<b>\$18,094,967</b>	<b>\$17,155,319</b>	<b>(\$939,648)</b>
Use of Fund Balance/Retained Earnings	(\$1,510,962)	(\$374,788)	\$150,000	\$150,000	\$250,000	\$100,000
<b>Total Funding Sources</b>	<b>\$13,676,495</b>	<b>\$16,357,184</b>	<b>\$17,654,796</b>	<b>\$18,244,967</b>	<b>\$17,405,319</b>	<b>(\$839,648)</b>
Salaries and Benefits	\$7,900,848	\$9,075,773	\$9,813,025	\$10,167,412	\$9,922,992	(\$244,420)
Services and Supplies	\$5,264,826	\$6,645,124	\$7,225,423	\$7,440,307	\$6,889,459	(\$550,848)
Other Charges	\$550,821	\$625,179	\$597,148	\$618,048	\$573,668	(\$44,380)
Fixed Assets						
Equipment	\$0	\$11,108	\$0	\$0	\$12,100	\$12,100
Other Financing Uses	\$0	\$0	\$19,200	\$19,200	\$7,100	(\$12,100)
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$13,716,495</b>	<b>\$16,357,184</b>	<b>\$17,654,796</b>	<b>\$18,244,967</b>	<b>\$17,405,319</b>	<b>(\$839,648)</b>
General Fund Contribution	\$40,000	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>85</b>	<b>91</b>	<b>91</b>	<b>0</b>

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$17.2 million, a decrease of \$939,648 from the 2019-2020 Adopted Proposed Budget.
  - ◆ A decrease of \$162,985 in estimated revenue for Workforce Development.
    - ◆ A decrease of \$285,562 due to the end of two grants; the Veterans Employment Assistance Program Grant and Department of Child Support Services Pathways Assistance to Self Sufficiency Grant.
    - ◆ An increase of \$122,577 due to a new Prison to Employment Grant; this is a three-year grant.
  - ◆ A decrease of \$776,663 in estimated revenue for StanWORKS.
    - ◆ A decrease of \$500,000 due to a reduction in Welfare to Work Subsidized Employment Allocation.
    - ◆ A decrease of \$276,663 due to the escalator applied to the year two spending plan not materializing.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$18.1 million, an increase of \$590,171 from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed by applying the following escalators to the 2018-2019 Adopted Final Budget: Estimated increases of 3% as projected on the Department's Long-Range Model.

- ◆ The Department has a total of \$4.5 million in available fund balance as of July 1, 2019, of which \$250,000 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ Workforce Development has a total of \$4.5 million in available fund balance as of July 1, 2019, of which \$250,000 is budgeted for use in Fiscal Year 2019-2020
  - ◆ Workforce Development- Stan WORKs has a total of \$7,045 in available fund balance as of July 1, 2019, of which zero is budgeted for use in Fiscal Year 2019-2020

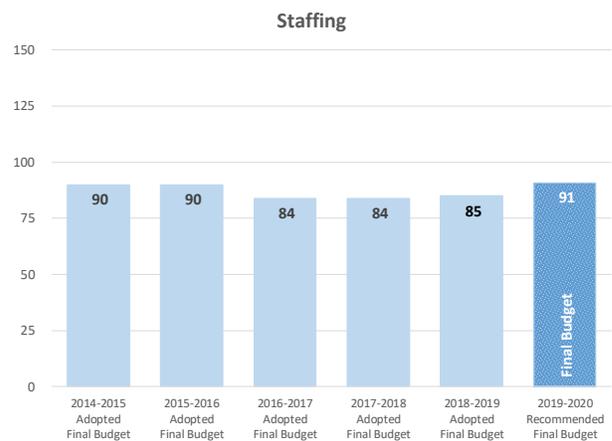
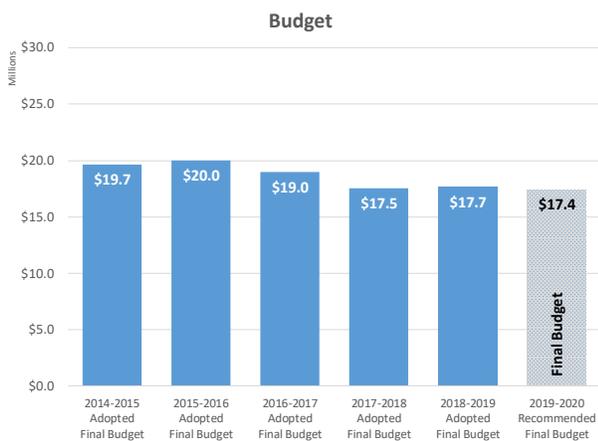
### Budget and Operations

- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$17.4 million, a decrease of \$839,648 from the 2019-2020 Adopted Proposed Budget.
  - ◆ A decrease of \$62,985 in Workforce Development.
    - ◆ An increase of \$122,577 due to a new Prison to Employment Grant; this is a three-year grant.
    - ◆ An increase of \$100,000 to fund the Downtown Streets Team and non-Workforce Innovation and Opportunity Act clients being served through the Summer Youth Program funded by Department Fund Balance; this will require one additional year of funding.
    - ◆ A decrease of \$285,562 due to the end of two grants; the Veterans Employment Assistance Program Grant and Department of Child Support Services Pathways Assistance to Self Sufficiency Grant.
  - ◆ A decrease of \$776,663 in StanWORKs.
    - ◆ A decrease of \$500,000 due to a reduction in Welfare to Work Subsidized Employment Allocation.
    - ◆ A decrease of \$276,663 due to the escalator applied to the year two spending plan not materializing.
- ◆ The Final Budget includes \$12,100 in total fixed assets an increase of \$12,100 from the 2019-2020 Adopted Proposed Budget.
  - ◆ Transfer of \$12,100 to fixed assets from other financing to fund the StanWORKs portion of the Community Services Facility security camera update.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$18.2 million, an increase of \$590,171 from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget:
    - ◆ 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 Proposed Budget includes the transfer of two surplus vehicles from General Services Agency (GSA) Fleet to Workforce Development. These vehicles will be used by Business Services staff to visit various businesses in the County for meetings and presentations. Contracts and Planning staff also travel to various contracted service providers for Fiscal and Program monitoring so they will also utilize these vehicles when available. There are no upfront costs as these are surplus vehicles from GSA.
- ◆ With the addition of the two vehicles, Workforce Development has a total fleet of three vehicles; of those, all three meet the minimum age requirement to be considered for replacement under the Fleet Services Policy, however Fleet Services determined the vehicles to be safe, reliable, and meeting required emission standards, therefore, the Department is able to continue to use them.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 91, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 91, an increase of six over the 2018-2019 Adopted Final Budget allocation.
- ◆ Subsequent to the 2018-2019 Adopted Final Budget, six positions have been added to the Department staffing allocation.
- ◆ The Proposed Budget includes technical adjustment recommendations that do not affect the position allocation.
  - ◆ One vacant Accounting Technician is recommended to be reclassified upward to a Staff Services Technician to carry out higher level administrative functions such as record keeping, coordinating State Program and Fiscal monitoring, serving as the Department contact person for Regional training coordination, and review contracts prior to finalization.

### Five-Year Historical Trends



### Key Challenges and Opportunities

- ◆ Employers are facing challenges in finding skilled labor due to the low unemployment rate. As a result, the Department is working on developing and marketing programs targeted towards employer needs.

### Budgets Contained within the Department

- ◆ **Workforce Development (Special Revenue Fund)**
  - ◆ This budget funds employment and training services to the community through various programs funded by the Workforce Innovation and Opportunity Act (WIOA). Additionally, business services are provided to assist employers to build a skilled workforce to meet hiring goals, lower training costs and maintain a competitive edge.
- ◆ **Workforce Development – StanWORKs (Special Revenue Fund)**
  - ◆ This budget funds employment and training services for Temporary Assistance to Needy Families (TANF) recipients through a contract with the Community Services Agency.

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.

## Promoting First-Rate Learning Opportunities for all Residents in Support of Community and Individual Prosperity

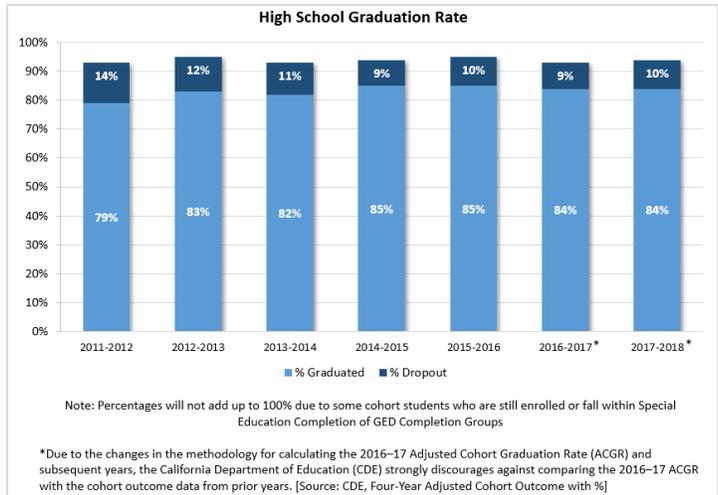
### Community-Wide Indicators

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 are 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

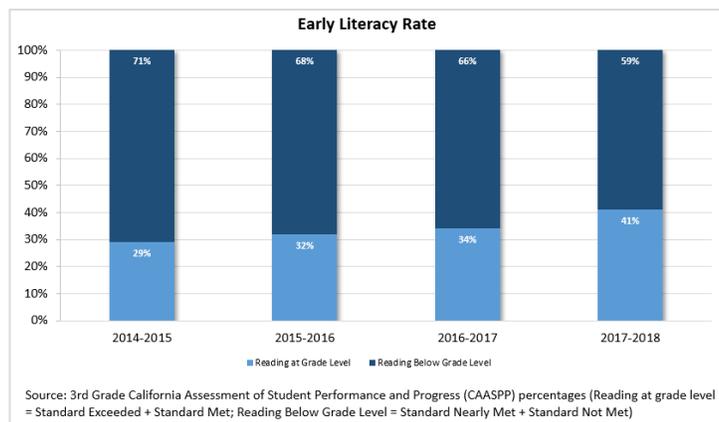
According to the American Academy of Pediatrics, when children are introduced to reading early in their childhood, they tend to read earlier and excel faster in school compared to other children. Developing early literacy skills makes it easier for children to learn to read and excel at reading. An important indicator of how well children are performing at literacy is the early literacy rate—reading proficiency at the 3<sup>rd</sup> grade level. The Stanislaus County Office of Education (SCOE) analyzed data from the California Assessment of



Student Performance and Progress (CAASPP) results and provided 3<sup>rd</sup> grade reading proficiency rates. From 2014 to 2017, the early literacy rate increased 5% in the County. Children who enter school with these reading skills have an advantage.

#### High School Graduation Rate

Higher salaries are typically available to high school graduates compared to non-high school graduates. The U.S. Census Bureau finds that high school graduates earn approximately \$10,000 more annually than non-high school graduates. According to SCOE’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. Collecting comparable county data related to the Early Literacy Rate will require adequate staffing and collaboration. The County will also work with Stanislaus County Library to develop a mechanism for measuring children’s reading levels who participate in their respective reading programs.

## Promoting First-Rate Learning

### Introduction

The department contained within this section supports the Board of Supervisors' priority of *Promoting First-Rate Learning*, with the primary focus on advancing children's and young adults' learning capability. The focus of this priority area is to 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 Library operations in Fiscal Year 2019-2020. 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 3<sup>rd</sup> 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.

Adult and family literacy programs are an important service the Library provides to the community. Poor literacy affects everything from a person's ability to find a job, to reading to their child, to filling out health forms.

Science, Technology, Engineering and Math (STEM) activities are in place throughout the Library system and provide customers an opportunity to explore and develop 21<sup>st</sup> 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, teen section, 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.

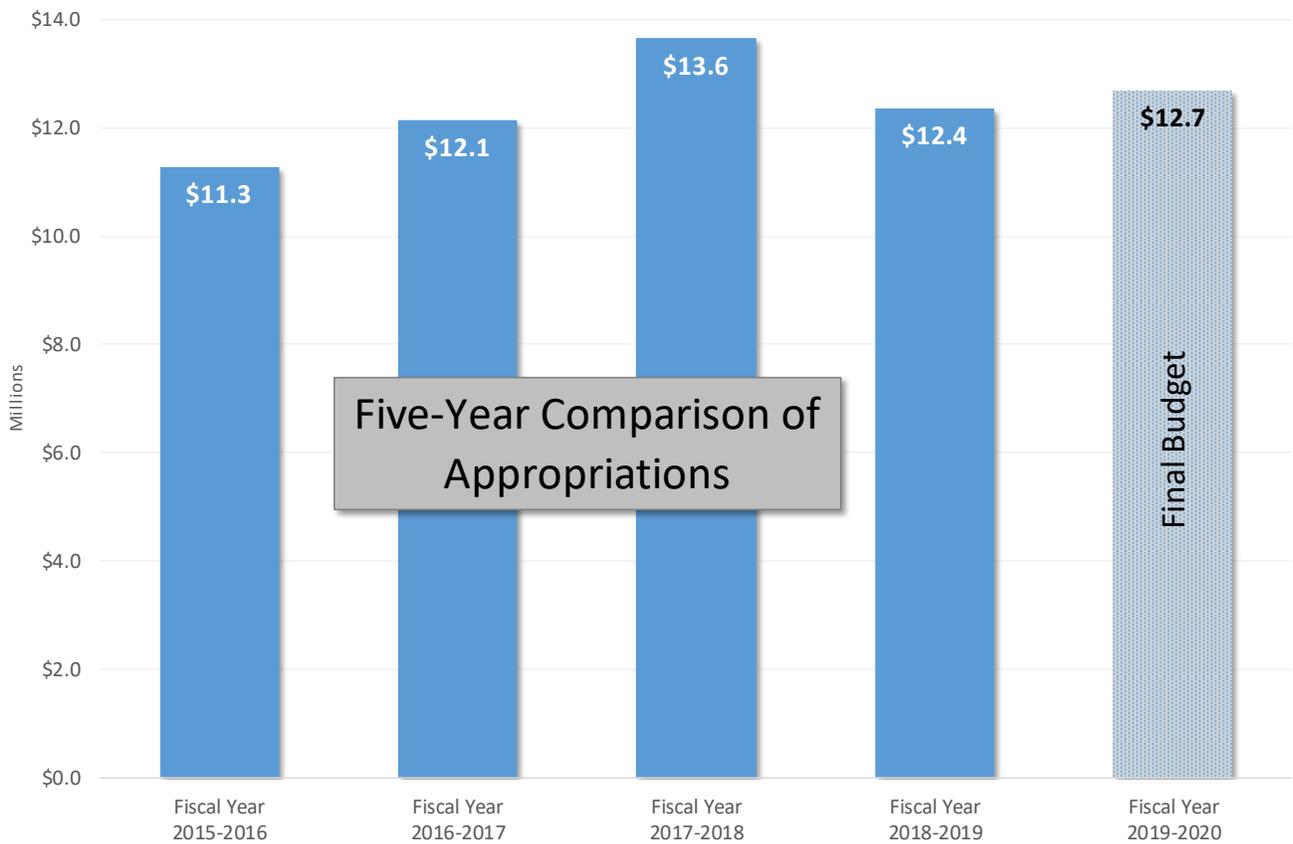
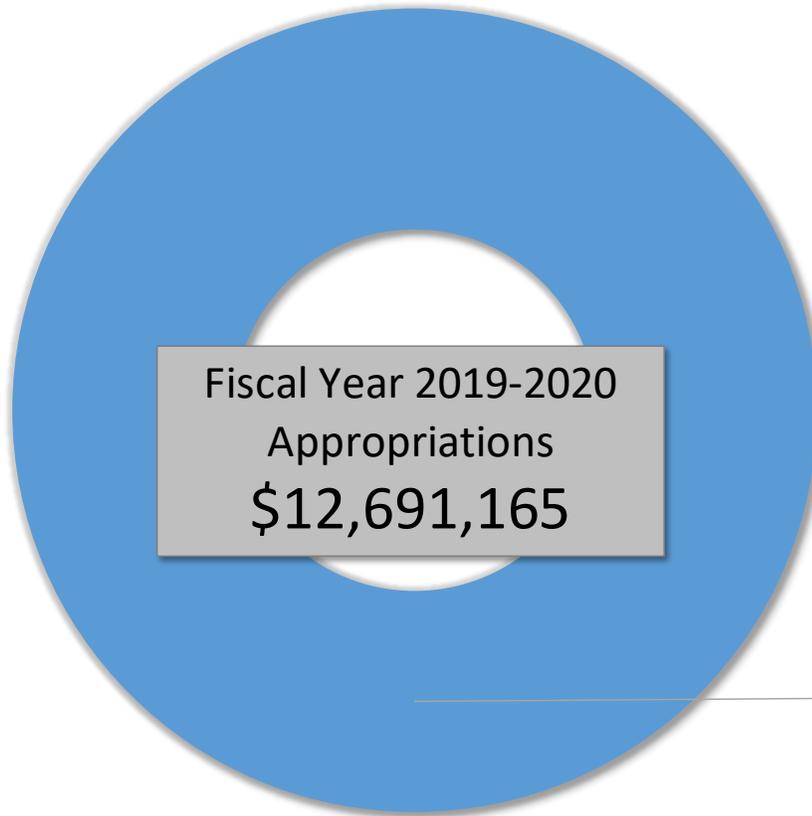
## Priority Appropriations and Trends

Fiscal Year 2019-2020 appropriations total \$12.7 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

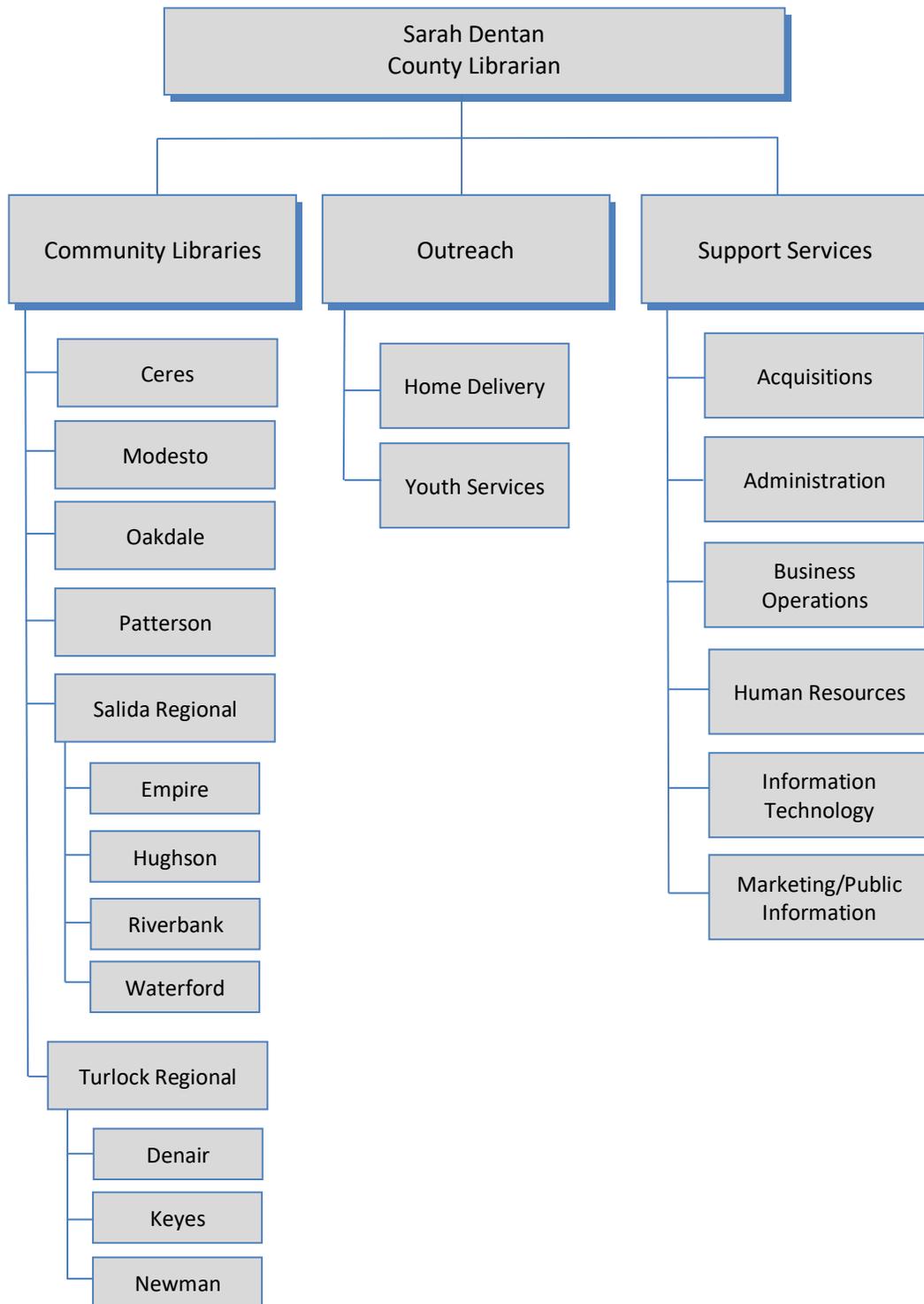
resources to better meet customer needs and preferences.

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. In Fiscal Year 2018-2019 appropriations decreased 9.5% to preserve fund balance in anticipation of the Empire and Turlock Library project costs.



**Promoting First-Rate Learning Summary of Budget Appropriations**

				<b>Recommended Final Budget 2019-2020</b>
<b>Page</b>	<b>Fund</b>	<b>Org</b>		
<b>321</b>	<b>Library</b>			<b>\$12,691,165</b>
	1651	0037000	Library	\$12,691,165
<b>Promoting First-Rate Learning Total</b>				<b>\$12,691,165</b>



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[www.stanislauslibrary.org](http://www.stanislauslibrary.org)

## Library

	FY 2018-2019 Adopted	FY 2019-2020 Final
Budget in Brief:	Final Budget	Budget
Total Revenue	\$11,235,798	\$11,387,904
Use of Fund Balance/ Retained Earnings	\$624,221	\$811,451
Gross Costs	\$12,351,829	\$12,691,165
<b>General Fund Contributions</b>	<b>\$491,810</b>	<b>\$491,810</b>
% Funded by General Fund	4.0%	3.9%
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 and families, 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 13 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

## 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 21<sup>st</sup> 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 21<sup>st</sup> century library services

## Annual Report on Results: Fiscal Year 2018-2019

### Fiscal Year 2018-2019 Accomplishments

- ◆ Received Board of Supervisor approval, on December 11, 2018, for the Turlock Library Expansion Project to proceed to the Bridging Design phase through the Design-Build construction method; construction is expected to be completed in the Spring/Summer of 2021
- ◆ Obtained Board of Supervisor approval, on June 25, 2019 to accept Roebbelen Contracting, Inc. and Dewberry Architects, Inc. as the Design-Build team for the Empire Library construction project. Construction is expected to be completed in the Summer of 2020
- ◆ Obtained approval to develop a Maker Space at the Modesto Library to offer customer an opportunity to explore and develop 21<sup>st</sup> century skills and experience STEM (Science Technology, Engineering, and Math) learning in a self-directed and informal hands-on environment; planned for completion in this Fiscal Year
- ◆ Launched the Grayson Pop-up Library, in July 2018, at the Grayson United Community Center extending library services to the Grayson and Westley communities
- ◆ Combined Modesto Library's circulation and reference desks. The Modesto Library now provides services in a more accessible centralized area of the library

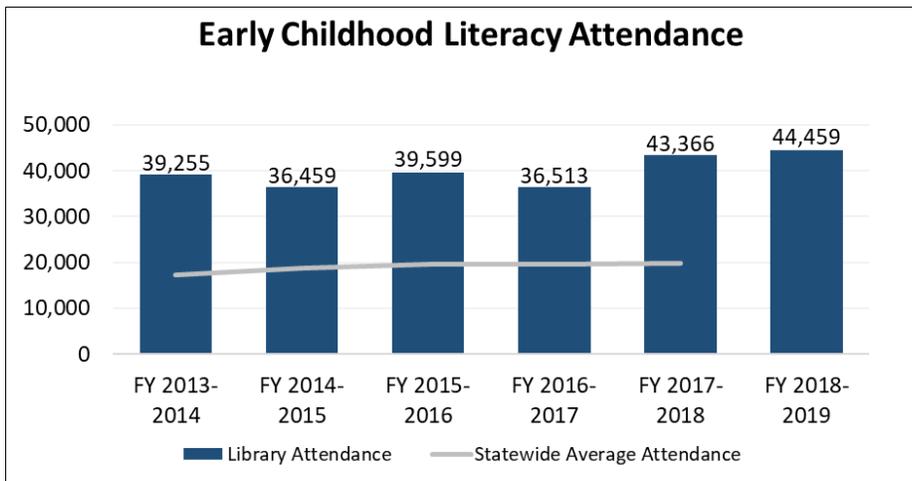
### Department Success Measures

Early literacy is a significant 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. Investing early in school readiness helps ensure children succeed in meeting the 3<sup>rd</sup> grade reading 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, internally and in the community.

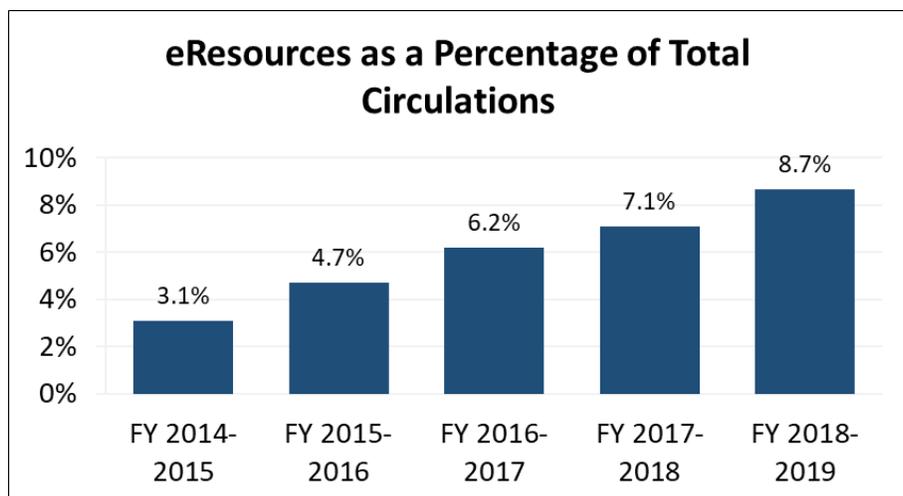
The bar graph above depicts the Library’s annual customer attendance of pre-school programming or early childhood literacy programs in comparison to the average attendance of all libraries, with similar programs, throughout California. The County’s preschool programming attendance nearly doubled the statewide average from Fiscal Year 2013-2014 to Fiscal Year 2017-2018. California State Library statistics were not available for Fiscal Year 2018-2019. The trend of higher than average attendance is likely to have continued into Fiscal Year 2018-2019, as the Library recorded its highest attendance. The Stanislaus County Library’s high volume of attendance is a direct result of offering preschool programming to the community at a rate of nearly three times the State average over the past six years.

The Department records circulation statistics for various Library media types 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 staff.

The chart below displays electronic resources circulated by the Library. Approximately 8.7% of the 1.6 million media types circulated by the Library were eResources. Demand for eResources has risen approximately five percent over the past five years. The annual increase 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 the Library’s 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Library</b>							
1651 0037100 Special Revenue Fund							
Total Revenue	\$9,767,010	\$10,596,211	\$11,068,753	\$11,647,970	\$11,308,185	\$11,270,698	100.33%
Use of Fund Balance	(\$1,185,878)	(\$1,499,838)	\$153,299	\$926,732	\$1,428,345	\$2,035,952	70.16%
Gross Costs	\$9,072,942	\$9,713,331	\$11,713,862	\$13,066,512	\$13,228,340	\$13,798,460	95.87%
Net County Cost	\$491,810	\$616,958	\$491,810	\$491,810	\$491,810	\$491,810	100.00%

- ◆ 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. In Fiscal Year 2018-2019 the Library continued the expansion of community services and one-time facility upgrades while streamlining annual operating costs to reduce the use of fund balance for ongoing operations.

## 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, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
Library	\$9,003,021	\$10,188,898	\$11,688,736	\$11,535,437	\$10,608,705
Total Fund Balance	\$9,003,021	\$10,188,898	\$11,688,736	\$11,535,437	\$10,608,705

\*Note: Only Listed for Non-General Fund Units

- ◆ The increases in fund balance through Fiscal Years 2014-2016 were the result of strategic cost reductions to build reserves for potential economic downturns. In Fiscal Year 2016-2017 the Library began expanding services, updating facilities and technology. Approximately \$6.2 million in Library fund balance has been earmarked for use to expand the Turlock Library and construct a new Empire Library.

## Department Summary

Library						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E - Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$ 10,677,064	\$ 10,256,929	\$ 10,254,497	\$ 10,405,274	\$ 10,405,274	\$ 0
Licenses, Permits, Franchises	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Fines, Forfeitures, Penalties	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Revenue from use of Assets	\$ 558	\$ 836	\$ 2,850	\$ 2,904	\$ 2,904	\$ 0
Intergovernmental Revenue	\$ 227,751	\$ 327,569	\$ 366,000	\$ 370,500	\$ 370,500	\$ 0
Charges for Service	\$ 542,020	\$ 593,679	\$ 550,001	\$ 558,307	\$ 558,307	\$ 0
Miscellaneous Revenue	\$ 200,577	\$ 129,172	\$ 62,450	\$ 50,919	\$ 50,919	\$ 0
Other Financing Sources	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total Revenue</b>	<b>\$ 11,647,970</b>	<b>\$ 11,308,185</b>	<b>\$ 11,235,798</b>	<b>\$ 11,387,904</b>	<b>\$ 11,387,904</b>	<b>\$ 0</b>
Use of Fund Balance/Retained Earnings	\$ 926,732	\$ 1,428,345	\$ 624,221	\$ 811,451	\$ 811,451	\$ 0
<b>Total Funding Sources</b>	<b>\$ 12,574,702</b>	<b>\$ 12,736,530</b>	<b>\$ 11,860,019</b>	<b>\$ 12,199,355</b>	<b>\$ 12,199,355</b>	<b>\$ 0</b>
Salaries and Benefits	\$ 7,670,867	\$ 7,952,454	\$ 8,204,714	\$ 8,352,532	\$ 8,352,532	\$ 0
Services and Supplies	\$ 3,026,135	\$ 2,868,243	\$ 2,706,564	\$ 2,908,148	\$ 2,908,148	\$ 0
Other Charges	\$ 1,527,747	\$ 1,377,322	\$ 1,293,007	\$ 1,334,985	\$ 1,334,985	\$ 0
Fixed Assets						
Buildings & Improvements	\$ 5,195	\$ 14,560	\$ 45,000	\$ 10,000	\$ 10,000	\$ 0
Equipment	\$ 125,978	\$ 97,538	\$ 102,544	\$ 85,500	\$ 85,500	\$ 0
Other Financing Uses	\$ 710,590	\$ 918,223	\$ 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
<b>Gross Costs</b>	<b>\$ 13,066,512</b>	<b>\$ 13,228,340</b>	<b>\$ 12,351,829</b>	<b>\$ 12,691,165</b>	<b>\$ 12,691,165</b>	<b>\$ 0</b>
General Fund Contribution	\$ 491,810	\$ 491,810	\$ 491,810	\$ 491,810	\$ 491,810	\$ 0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>76</b>	<b>76</b>	<b>76</b>	<b>0</b>

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$11.4 million, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$11.4 million, an increase of \$152,106 from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed by a 1.5% growth in sales tax revenue and historical trends in Charges for Services and Miscellaneous Revenue. Furthermore, Revenue for the 2019-2020 Spending Plan was developed by ongoing and one-time changes in intergovernmental revenue.
- ◆ The Proposed Budget includes an adjustment decreasing the 2019-2020 Spending Plan by a total of \$427,000 of which is a net amount after factoring \$141,000 in ongoing revenue associated with Board approved adjustments for new grant funding in Fiscal Year 2018-2019.
- ◆ The Proposed Budget includes a decrease of \$568,000 in estimated revenue changes in the E-Rate program revenue for a project postponement and due to changes in the reimbursement program for internet services.

- ◆ \$430,000 reduction in revenue due to a network infrastructure replacement project postponement for all 13 libraries until Fiscal Year 2020-2021; this represents 80% of the costs of the project which is funded by revenue from the E-rate program.
- ◆ \$138,000 reduction due a change in the E-Rate reimbursement program from a direct payment to billing credits.
- ◆ The adjustment includes \$430,000 in one-time revenue reduction and \$138,000 in ongoing revenue reduction.
- ◆ The Department has a total of \$9.2 million in available fund balance as of July 1, 2019, of which \$811,451 is budgeted for use in Fiscal Year 2019-2020.
- ◆ Planned use of fund balance increased by 45% or \$252,543 above the Spending Plan level. This is due to the net decrease in revenue of \$427,000 and only a net decrease in gross costs of \$174,457.

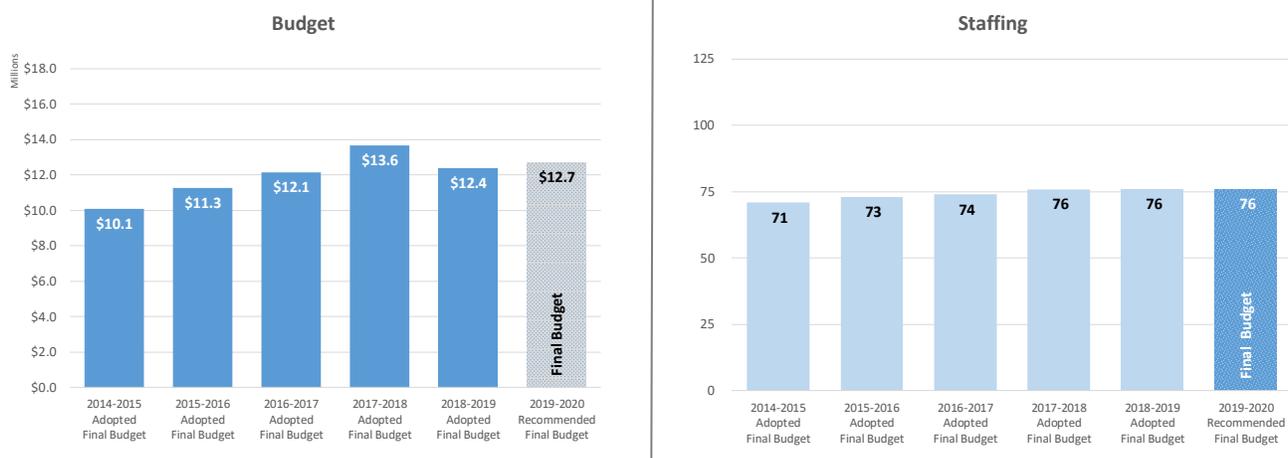
### Budget and Operations

- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$12.7 million, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ The Final Budget includes \$95,500 in total fixed assets, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$12.7 million, an increase of \$339,336 from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget:
    - ◆ 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 Proposed Budget includes an adjustment decreasing the 2019-2020 Spending Plan by a total of \$174,457 of which an increase of \$179,160 is due to ongoing costs associated with Board approved adjustments in Fiscal Year 2018-2019, requiring no additional General Fund Contribution in Budget Year 2019-2020.
- ◆ The Proposed Budget includes a decrease of \$353,617 due to decreased costs associated with the network infrastructure replacement project postponement and increased costs associated with maintenance projects and services, operational supplies, a new fence requiring no additional General Fund Contribution.
  - ◆ \$541,000 decrease in appropriations due to a network infrastructure replacement project for all 13 libraries postponed until Fiscal Year 2020-2021.
  - ◆ \$175,718 increase in appropriations due to American with Disabilities Act compliance projects, maintenance services and operational supplies.
  - ◆ \$11,665 increase in appropriations to fixed assets to build a fence around the William Meyer Park adjacent to the Oakdale Library. The total cost for the fence is \$25,000 which is offset by a reduction in fixed assets associated with the network infrastructure replacement project.
  - ◆ These costs are one-time.
- ◆ The Proposed Budget includes the purchase of two new vehicles used to support the daily distribution of collection materials and to deliver Youth Outreach Services throughout Stanislaus County. The total cost is estimated to be \$50,500, factored in the Spending Plan, and is funded by Department fund balance.
- ◆ The Library currently has a total fleet of four vehicles; of those, one meets the minimum age and mileage requirements to be considered for replacement under the Fleet Services Policy. The addition of the two new vehicles will increase the Library's fleet to six vehicles.

## Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 76, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 76, consistent with the 2018-2019 Adopted Final Budget allocation.

## Five-Year Historical Trends



## 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. Approximately \$6.2 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.

## Budgets Contained within the Department

- ◆ **Library (Special Revenue Fund)**
  - ◆ This budget funds the programs and services provided at all 13 community library locations. Services include print resources, e-resources, passport services, public computers, and adult, teen, and children's programming.

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.

## 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 Countywide information and a variety of services available online at [www.stancounty.com](http://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.

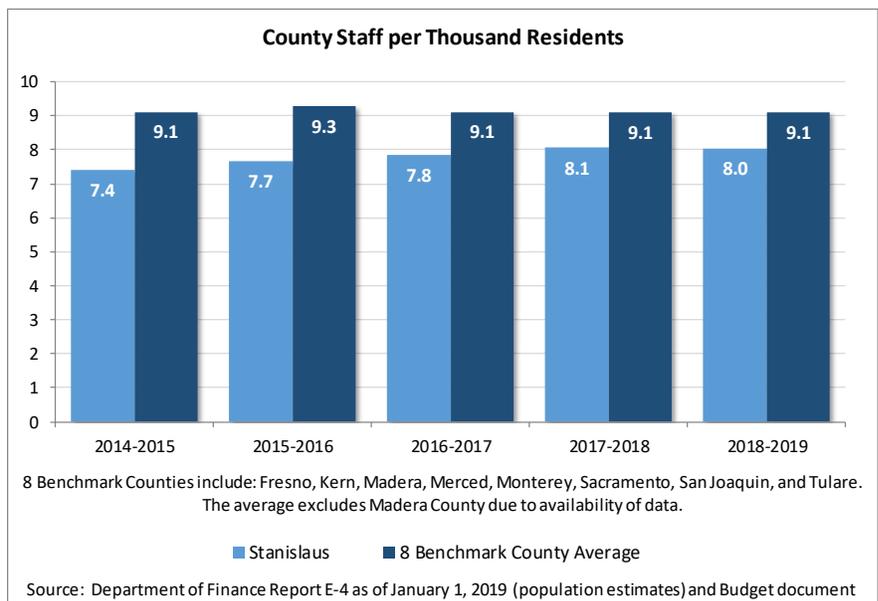
#### County Staff per Thousand Residents

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 their questions are addressed, payments are posted, applications are duly 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, the ratio of staff per

thousand residents in Stanislaus County has averaged a 2.1% percent increase per fiscal year, experiencing a very slight decrease of less than 1% in Fiscal Year 2018-2019 (see chart below). Over that same time period, the County population has increased an average of 1% annually, with staffing levels keeping pace at an average 2.8% increase over the five-year period. This would suggest that there are more human resources available 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 overall 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 averaged an increase in population of approximately 1% and a similar increase in staffing of approximately 1.6%, Kern county actually averaged a decrease in staffing levels of 2.8%, which affected the overall average, bringing it down slightly.



While Stanislaus County is showing increases in staff per thousand residents, it trails behind the seven-county composite. Using Fiscal Year 2018-2019 data, Stanislaus County surpasses only two counties, Fresno and Merced, with 7.8 staff per thousand residents each, and is equal to Sacramento with 8 staff per thousand residents. Monterey County charts the highest, with 11.6 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 revenue the County receives that can be used to fund programs and services in the community at the Board of Supervisors' discretion. This revenue consists predominantly of property taxes, sales taxes, and Proposition 172 revenue along with several other funding sources. Most 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 6.3%, indicative of the current economic climate. As such, Discretionary Revenue is considered an indicator of overall financial health. In an effort to make the information more meaningful, it is being monitored

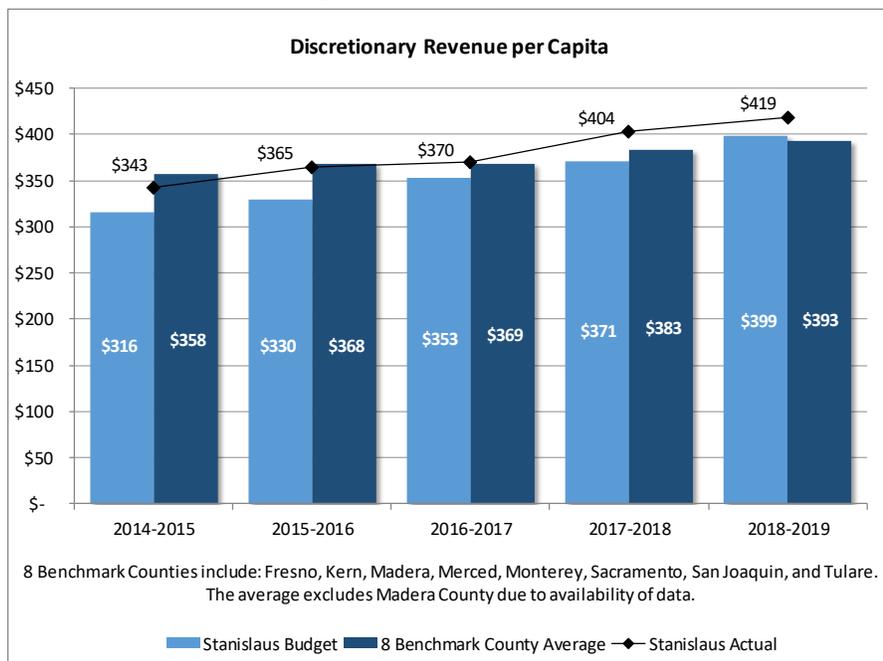
and reported here as Budgeted Discretionary Revenue per Capita; as the County population grows, so too does the need for resources, community programs and services, and revenue.

The chart below depicts the Budgeted Discretionary Revenue per Capita for the most recent five years for Stanislaus County and a seven-comparison county benchmark average (less Madera due to insufficient data). Since Fiscal Year 2014-2015, Stanislaus County has experienced steady per capita revenue growth, with a five-year average increase of 6.3%. In Fiscal Year 2018-2019, the County budgeted revenue totaling \$223.1 million, which equates to \$399 per County resident. The seven-county composite shows similar steady growth over the same five-year period, averaging 2.7% per year. Of the comparison counties, Fresno charts the lowest with \$276 per county resident and Monterey the highest with \$475 per county resident in Fiscal Year 2018-2019.

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 that budgeted for the five years shown.

Previously included for this metric, Sacramento County's semi-discretionary revenue was removed from the composite calculation this year. Sacramento County's 2018-2019 Final Budget stated funds previously deposited as unbudgeted have since been converted to restricted funds effective Fiscal Year 2018-2019, bringing Sacramento in line with the methodology used by the other comparison counties. This adjustment brings per capita revenue for Stanislaus County closer to the adjusted composite.

Similar to the measure of staff per thousand residents, Discretionary Revenue per Capita is impacted by population growth and the overall economic health of the community.



## Delivering Efficient Public Services

### Introduction

Departments within this section support the Board of Supervisors' priority *Delivering efficient public services and community infrastructure to benefit our residents and businesses*. These departments serve members of the community while also providing valuable services to local agencies and other County departments.

Some of the critical and supportive functions provided by this priority area include Countywide property assessment, financial management and oversight, human relations, employee health and safety, legal representation, facilities and vehicle maintenance, public records retention, investment of local funds, technological support, and overall County operational responsibility. Providing services online has vastly improved the way the County interacts with the public, with access to Countywide information and services now widely available online at [www.stancounty.com](http://www.stancounty.com).

The following departments support the delivery of efficient public services through daily operations:

- ◆ The County Assessor produces the annual assessment roll of tangible property within Stanislaus County, generated, with fair, accurate, and timely property valuations;
- ◆ The Auditor-Controller provides the effective fiscal monitoring, reporting, procedures, systems, controls, and quality professional standards for the benefit of the County and local cities, school districts, and special districts;
- ◆ The Board of Supervisors provides the

governing, administrative, and legislative direction to County departments and directs overall policy guidance for Stanislaus County government;

- ◆ The Chief Executive Office provides overall leadership and management of County government, including the management of finite County resources, long-range financial modeling, capital projects, human relations, and organizational planning;
- ◆ The Chief Executive Office – Risk Management Division manages the health, safety, and well-being of Stanislaus County employees through the administration of employee benefits, liability claims/insurance, safety programs, and disabilities management;
- ◆ 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 Countywide facilities maintenance and management, all purchasing policies and procedures, procurement, and preservation of vehicles to support County departments in their daily operations;
- ◆ Information Technology Central (previously Strategic Business Technology), serves as the County's central information technology department and 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

Cybersecurity is a critical component in addressing the needs of the public as well as the organization and ensuring the integrity of its records and confidential information. Additional resources have been designated to address this growing threat including a countywide security training program led by the County's Cybersecurity Officer from Information Technology Central. Departments delivering efficient public services will 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 have and will continue to streamline services for internal and external customers. Ongoing organizational efforts include the exploration, development, and implementation of technologically advanced means to provide quality services seamlessly through the efficient use of County resources.

A partnership between 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 was initiated in Fiscal Year 2018-2019 to evaluate existing system functionality and plan for sustainable operations with a recommendation on how best to proceed anticipated in Fiscal Year 2019-2020.

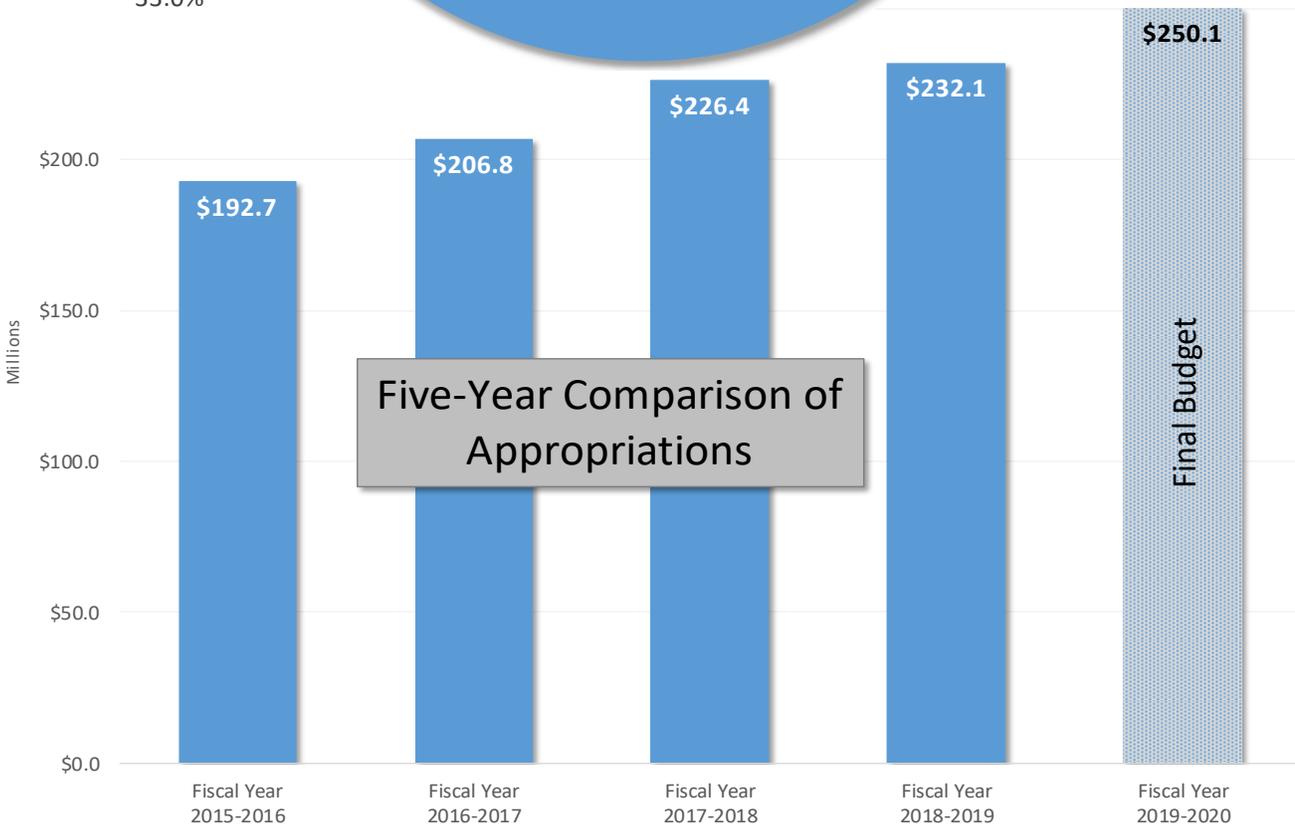
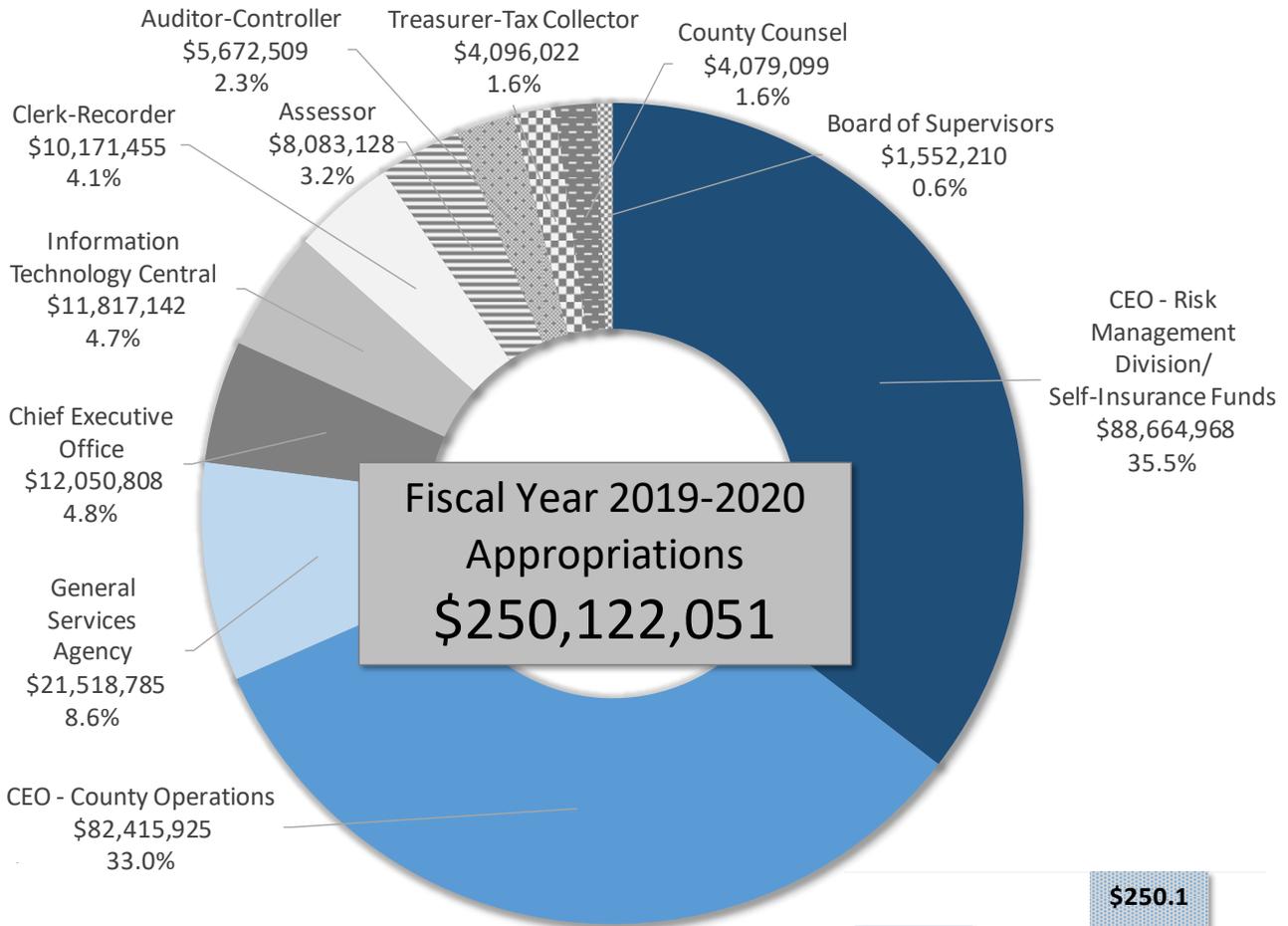


## Priority Appropriations and Trends

Fiscal Year 2019-2020 appropriations total \$250.1 million for the priority *Delivering Efficient Public Services*. Departments making up the largest segments of this priority budget include CEO – Risk Management Division with 35.5% of appropriations, CEO – County Operations with 33%, and General Services Agency utilizing 8.6%, with the remaining departments making up 22.9% of budgeted appropriations. With a combined 68.5% dedicated to Chief Executive Office budgets for Risk Management and County Operations activities, key

focus is directed towards employee benefits management and Countywide financial, budgetary, and operational support.

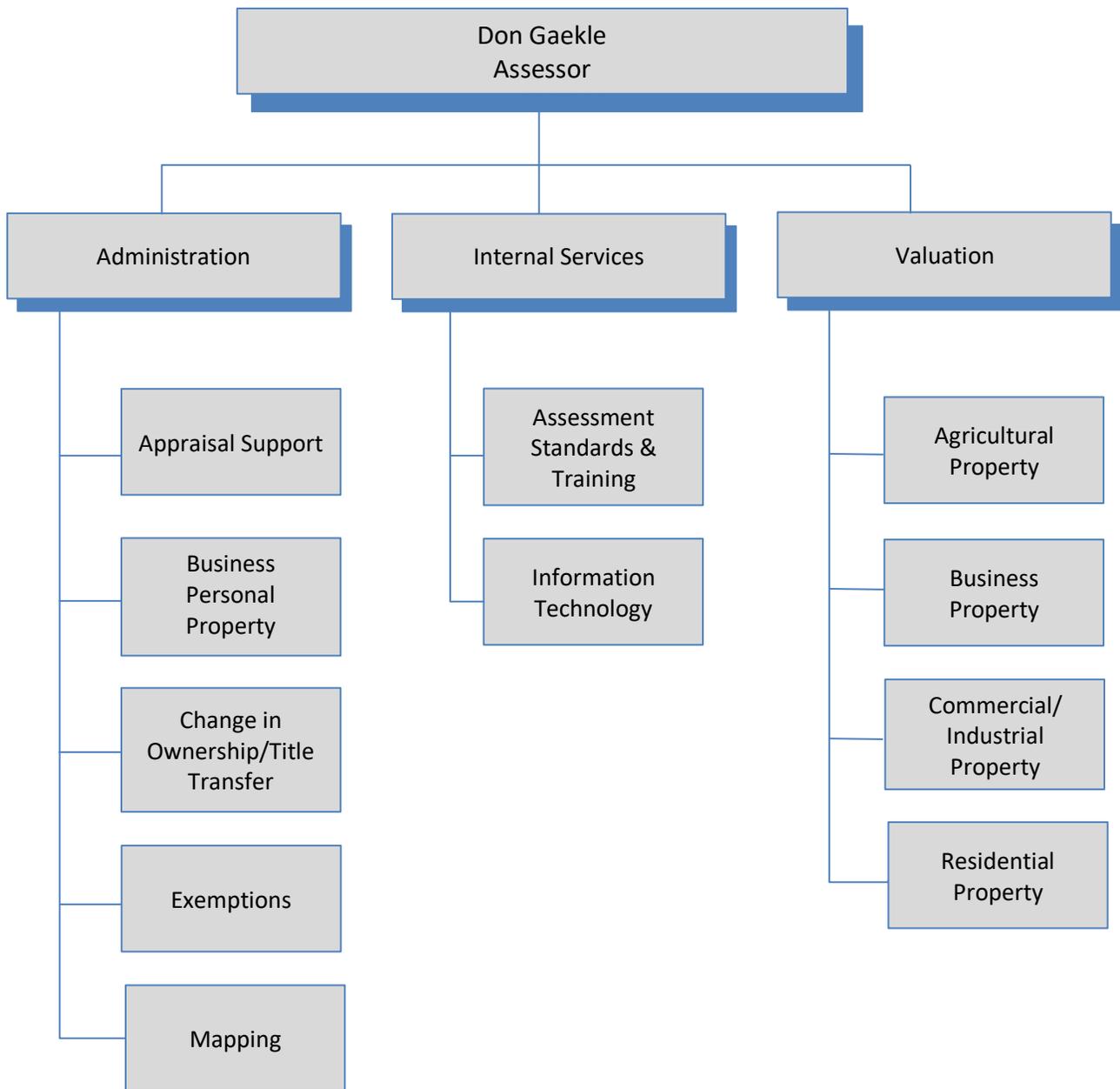
Five-year historical trends show a steady increase in appropriations, with an average annual increase of 6.8%. The 2019-2020 Final Budget represents a 7.8% increase over the prior year primarily attributable to increases in General Fund Contribution to Other Programs, Risk Management, and Information Technology Central.



## Delivering Efficient Public Services Summary of Budget Appropriations

Page	Fund	Org		Recommended Final Budget 2019-2020
<b>336</b>	<b>Assessor</b>			<b>\$8,083,128</b>
	0100	0012000	Assessor	\$7,933,128
	172A	0012172	ASR State Grant	\$150,000
<b>343</b>	<b>Auditor-Controller</b>			<b>\$5,672,509</b>
	0100	0013000	Auditor-Controller	\$5,672,509
<b>351</b>	<b>Board of Supervisors</b>			<b>\$1,552,210</b>
	0100	0014100	Board of Supervisors	\$1,552,210
<b>356</b>	<b>Chief Executive Office</b>			<b>\$12,050,808</b>
	0100	0015000	Operations and Services	\$12,050,808
<b>367</b>	<b>CEO-County Operations</b>			<b>\$82,415,925</b>
	0100	0016006	ADA Self-Evaluation and Transition Planning	\$500,000
	0100	0016041	Airport	\$180,000
	0100	0016071	Appropriations for Contingencies	\$12,008,510
	0100	0016105	Cannabis Program	\$3,462,643
	0100	0016021	Capital Improvement Financing Authority	\$140,633
	0100	0016091	County Facilities	\$966,315
	0100	0016046	Crows Landing Air Facility	\$605,000
	0100	0016081	Debt Service	\$516,450
	0100	0016001	Focus on Prevention	\$1,962,403
	0100	0016401	General Fund Contribution to Other Programs	\$8,528,553
	0100	0016051	General Fund Match Vehicle License Fee	\$33,500,000
	0100	0016061	Mandated County Match	\$18,093,077
	0100	0016031	Plant Acquisition	\$1,952,341
<b>378</b>	<b>CEO-Risk Management</b>			<b>\$88,664,968</b>
	5101	0018101	Dental Self-Insurance	\$4,725,400
	5051	0018051	General Liability Self-Insurance	\$6,859,258
	5091	0018091	Medical Self-Insurance	\$66,711,685
	5093	0018093	Other Employee Benefits	\$661,704
	5061	0018061	Professional Liability Insurance	\$782,220
	0100	0015600	Risk Management Division	\$2,090,177
	5071	0018071	Unemployment Self-Insurance	\$639,689
	5111	0018111	Vision Care Self-Insurance	\$788,442
	5081	0018081	Workers' Compensation Self-Insurance	\$5,406,393

<b>Page</b>	<b>Fund</b>	<b>Org</b>	<b>Recommended Final Budget 2019-2020</b>
<b>391</b>	<b>Clerk-Recorder</b>		<b>\$10,171,455</b>
	0100	0020001 Recorder Division	\$3,610,429
	0100	0020299 Elections Division	\$4,015,538
	1723	0020500 Modernization Trust Fund	\$2,515,488
	1786	0020601 Vital and Health Statistics	\$30,000
<b>400</b>	<b>County Counsel</b>		<b>\$4,079,099</b>
	0100	0022000 County Counsel	\$4,079,099
<b>407</b>	<b>General Services Agency</b>		<b>\$21,518,785</b>
	0100	0019010 Administration	\$2,786,700
	5001	0018210 Central Services Division	\$1,908,985
	5170	0018700 Facilities Maintenance Division	\$7,525,500
	5021	0018500 Fleet Services Division	\$3,918,000
	171A	0016200 12th Street Office Building	\$41,700
	5170	0018720 Utilities	\$5,337,900
<b>419</b>	<b>Information Technology Central (formerly Strategic Business Technology)</b>		<b>\$11,817,142</b>
	5031	0048100 Information Technology Central	\$10,118,378
	5011	0048200 Information Technology Central -Telecommunications	\$1,698,764
<b>428</b>	<b>Treasurer-Tax Collector</b>		<b>\$4,096,022</b>
	0100	0030001 Treasurer-Admin/Taxes	\$1,709,292
	0100	0030002 Revenue Recovery	\$1,623,570
	0100	0030004 Treasury Division	\$763,160
<b>Delivering Efficient Public Services Total</b>			<b>\$250,122,051</b>



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[www.stancounty.com/assessor](http://www.stancounty.com/assessor)

## Assessor

	FY 2018-2019 Adopted Final Budget	FY 2019-2020 Final Budget
Budget in Brief:		
Total Revenue	\$1,039,500	\$1,139,500
Use of Fund Balance/ Retained Earnings	\$0	\$0
Gross Costs	\$7,097,621	\$8,083,128
General Fund Contributions	\$6,058,121	\$6,943,628
% Funded by General Fund	85.4%	85.9%
Total Allocated Positions	58	58

## Department Services and Programs

The Assessor is responsible for preparing and completing the annual assessment roll by July 1 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: the Assessment Technicians in Appraisal Support; Business Support; Change in Ownership/Title Transfer; Exemptions; and Mapping. Change in Ownership and Exemptions and the Support 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’s Geographic Information System (GIS). Parcel maps are available in the Assessor’s Office and online at:

<http://sbtapp1.co.stanislaus.ca.us/AssessorWeb/public/MapBooks>

The **Internal Services** division includes Assessment Standards and Information Technology. The Assessment Standards unit oversees the office safety and training programs, reviews assessment practices, prepares State reports and researches more complicated change-in-ownership issues. The internal Information Technology unit 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, a State property tax system that allows multiple County departments to accurately and securely access County information.

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 upon 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

## Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> <li>◆ Complete the transition to 100% paperless workflow for the appraisal of residential properties</li> <li>◆ Reduce the required time to analyze change in ownership deeds and enter new owner information into the Megabyte Property Tax System</li> <li>◆ Reduce time needed to complete appraisal of changes in ownership and enter new values into the Megabyte Property Tax System</li> <li>◆ Continue scanning of residential paper appraisal records with a goal of completing scanning within the two-year budget period by using extra-help employees</li> <li>◆ Process all Assessor Map changes using the GIS Parcel Fabric Layer and seek any available funding for conversion of existing maps</li> </ul>

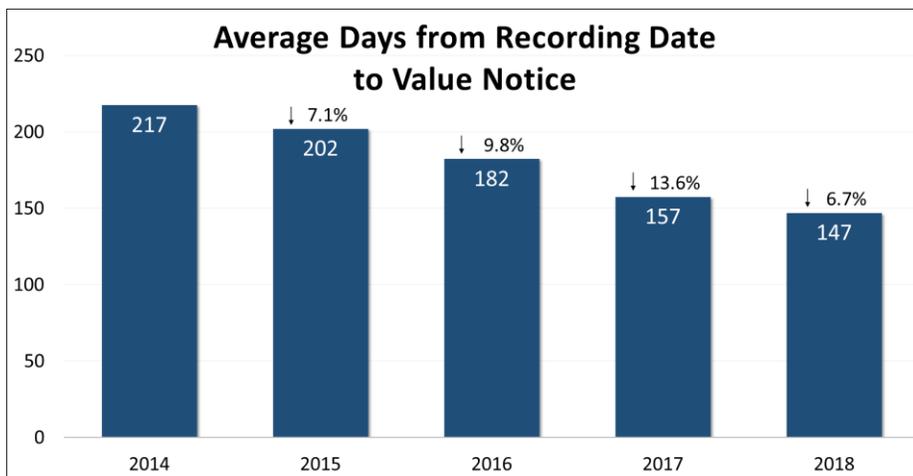
## Annual Report on Results: Fiscal Year 2018-2019

Fiscal Year 2018-2019 Accomplishments
<ul style="list-style-type: none"> <li>◆ Transition to 100% paperless workflow for residential properties is in progress; although the appraisal valuation process is paperless, the office is still working to provide for a paperless value entry process to enter final assessed values into the Megabyte Property Tax System</li> <li>◆ Successfully reduced the time used to analyze change-in-ownership deeds and enter the new owner information into the Megabyte Property Tax System by 50% from four weeks to two weeks</li> <li>◆ Successfully reduced overall time to complete change-in-ownership appraisals; appraisal processing time decreased 9% from approximately 99 days to 90 days, due in large part to a 23% improvement in the average time that completed appraisals awaited supervisor review</li> <li>◆ Progress has been made with the ongoing scanning project due to the utilization of extra-help staff, with an additional 31,954 residential appraisal records scanned during Fiscal Year 2018-2019, bringing total scanned appraisals to 92,382</li> <li>◆ Successfully created new Assessor map pages in the Parcel Fabric for all but the most minor changes to existing cadastral and paper maps</li> </ul>

### Department Success Measures

A meaningful indicator of Department success lies in its ability to meet customer needs, specifically the timely and efficient processing of change-in-ownership deeds. This activity is measured from the time a deed is recorded to the time the Assessor sends a value notice to the taxpayer. The Assessor has made significant progress in reducing this processing time and continues to identify ways to streamline processes to reduce the number of days between the recording date and the date a new valuation notice is mailed to the property owner.

As shown in the metric above, the Assessor has steadily improved on this metric by implementing new procedures along with concerted efforts dedicated to providing quality training for staff. Calendar Year 2018 realized the best measurement to date, with 147 average days from recording date



to issuance of the value notice, a 6.7% reduction from the prior year. Over the past five years the Department has succeeded in improving this metric by an average annual reduction of 9.3%, with a total time savings of 70 days realized in 2018 when compared to that identified in 2014. This signifies a meaningful benefit to Department customers who receive timely and efficient change-in-ownership services from the Assessor.

### 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 2014-2015	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	% of Legal
Five-Year History	Actuals	Actuals	Actuals	Actuals	Actuals	Legal Budget	Budget
<b>Assessor</b>							
<b>0100 0012000 General Fund</b>							
Total Revenue	\$932,941	\$966,824	\$1,148,875	\$1,345,363	\$1,240,112	\$1,039,500	119.30%
Use of Fund Balance	-	-	-	-	-	-	-
Gross Costs	\$5,452,955	\$5,851,057	\$6,176,821	\$6,537,616	\$6,739,265	\$7,149,855	94.26%
Net County Cost	\$4,520,014	\$4,884,233	\$5,027,946	\$5,192,253	\$5,499,153	\$6,110,355	90.00%

- ◆ The General Fund Contribution continues to increase proportionate to 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, but Fiscal Year 2017-2018 revenue was impacted by unusually high penalty fees making Fiscal Year 2018-2019 appear low comparatively, with a decrease of 7.8% from the prior year. This variance is primarily attributed to the irregularity and unpredictability of penalty fees and is not indicative of any particular trend.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Assessor - ASR State Grant</b>							
172A 0012172 Special Revenue Fund							
Total Revenue	\$0	\$0	\$0	\$0	\$370,000	\$370,000	100.00%
Use of Fund Balance	\$0	\$0	\$0	\$0	(\$555,000)	\$0	0.00%
Gross Costs	\$0	\$0	\$0	\$0	\$0	\$555,000	0.00%
Net County Cost	\$0	\$0	\$0	\$0	\$185,000	\$185,000	100.00%

- ◆ The ASR State Grant budget unit was established in Fiscal Year 2018-2019 and no data exists prior to that fiscal year. This revenue source has been reserved for acquiring a new valuation tool to assist in the appraisals of commercial and industrial properties which will improve efficiencies. The Department will acquire and implement this valuation tool during Fiscal Year 2019-2020.

## Department Summary

Assessor	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$164,397	\$18,712	\$16,000	\$16,000	\$16,000	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$370,000	\$0	\$100,000	\$100,000	\$0
Charges for Service	\$1,164,019	\$1,202,784	\$1,010,500	\$1,010,500	\$1,010,500	\$0
Miscellaneous Revenue	\$16,947	\$18,616	\$13,000	\$13,000	\$13,000	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$1,345,363</b>	<b>\$1,610,112</b>	<b>\$1,039,500</b>	<b>\$1,139,500</b>	<b>\$1,139,500</b>	<b>\$0</b>
<b>Use of Fund Balance/Retained Earnings</b>	<b>\$0</b>	<b>(\$555,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$1,345,363</b>	<b>\$1,055,112</b>	<b>\$1,039,500</b>	<b>\$1,139,500</b>	<b>\$1,139,500</b>	<b>\$0</b>
Salaries and Benefits	\$5,669,771	\$5,847,741	\$6,165,296	\$6,358,273	\$6,968,214	\$609,941
Services and Supplies	\$490,898	\$447,126	\$465,534	\$631,828	\$631,828	\$0
Other Charges	\$376,842	\$443,638	\$465,566	\$481,861	\$481,861	\$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	\$105	\$760	\$1,225	\$1,225	\$1,225	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$6,537,616</b>	<b>\$6,739,265</b>	<b>\$7,097,621</b>	<b>\$7,473,187</b>	<b>\$8,083,128</b>	<b>\$609,941</b>
<b>General Fund Contribution</b>	<b>\$5,192,253</b>	<b>\$5,684,453</b>	<b>\$6,058,121</b>	<b>\$6,333,687</b>	<b>\$6,943,628</b>	<b>\$609,941</b>
<b>Total Allocated Positions</b>	-	-	58	58	58	0

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$1.1 million, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$1.1 million, an increase of \$100,000 from the 2018-2019 Adopted Final Budget.

- ◆ Revenue for the 2019-2020 Spending Plan was developed by analyzing historical trends of the various revenue sources. Historically, the Department’s revenue is relatively flat. Therefore, the revenue is consistent with the 2018-2019 Adopted Final Budget.
- ◆ The Proposed Budget includes an increase of \$100,000 in estimated revenue due to the acceptance of new State Grant funding from the California Department of Finance State Supplementation for County Assessors’ Program to acquire a commercial/industrial valuation tool that will increase the efficiencies of commercial property appraisals.
  - ◆ This revenue is ongoing through 2020.
- ◆ The Department has a total of \$555,000 in available fund balance as of July 1, 2019, of which zero is budgeted for use in Fiscal Year 2019-2020.

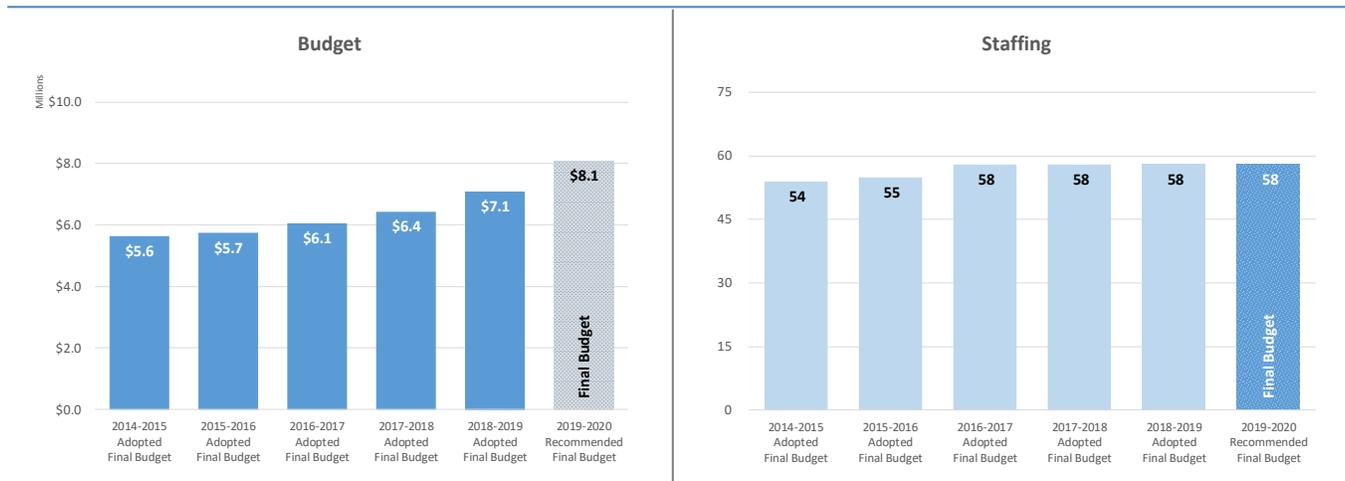
### Budget and Operations

- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$8.1 million, an increase of \$609,941 from the 2019-2020 Adopted Proposed Budget.
  - ◆ The transfer of year-one savings into year two as part of the Performance Visioning Carryover Savings (PVCS) program is recommended, which increases the appropriations by \$609,941. The PVCS will be dedicated to support year two operations in support of the Department’s strategic initiatives.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$7.5 million, an increase of \$375,566 from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget:
    - ◆ Salaries and Benefits increase of 3.5%
    - ◆ Group health insurance increase of 5%
    - ◆ Services and Supplies increase of 3.5%
- ◆ The Proposed Budget includes \$150,000 to accommodate the increased costs associated with the acquisition of a new commercial/industrial valuation tool that will increase efficiencies with property appraisals for property tax purposes, requiring an additional General Fund Contribution of \$50,000.
  - ◆ These costs are ongoing.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 58, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 58, consistent with the 2018-2019 Adopted Final Budget allocation.

## Five-Year Historical Trends



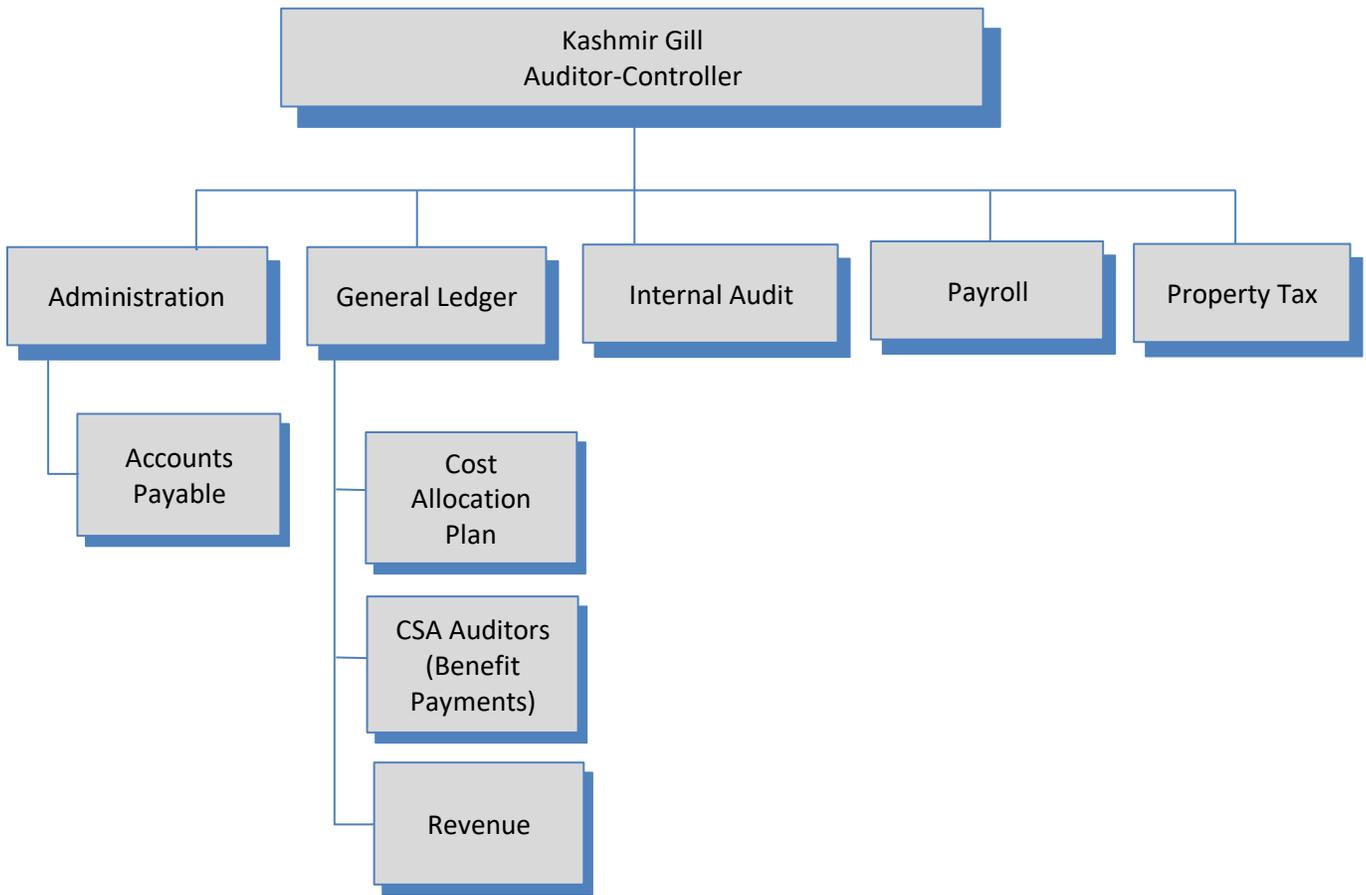
## Key Challenges and Opportunities

- ◆ Several retirements will occur over the next two years; succession planning and maintaining a trained, professional staff continues to be a challenge.
- ◆ The Department will continue to explore and implement cost-effective ways to complete the scanning of all paper files for record keeping.
- ◆ The office will continue to implement Geographic Information System (GIS) mapping, review organization of the division, evaluate staffing levels to meet future needs, and train staff to help support this effort.
- ◆ The Department looks forward to challenges associated with the installation and implementation of a new Commercial/Industrial valuation software program during Fiscal Year 2019-2020.
- ◆ Efforts will be made to explore application for any available State grant funding to help implement and complete identified challenges and opportunities. For Fiscal Year 2019-2020, the State Department of Finance is making grant funding available again under a two-to-one State-to-County match basis.
- ◆ The Department is also anticipating additional costs and challenges to implement the Commercial/Industrial “Split Roll” constitutional amendment initiative, should the voters approve it. The initiative is currently scheduled to be on the November 2020 ballot. If passed by the voters, a significant increase in workload for both valuation and administration is anticipated.

## Budgets Contained within the Department

- ◆ **Assessor (General Fund)**
  - ◆ Funds staff, Department support functions, and related expenditures dedicated to preparing an annual assessment roll from which property tax revenues are generated
- ◆ **ASR State Grants (Special Revenue)**
  - ◆ Houses State grant revenue, providing funds for equipment and special projects

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.



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[www.stancounty.com/auditor](http://www.stancounty.com/auditor)

## Auditor-Controller

Budget in Brief:	FY 2018-2019	FY 2019-2020
	Adopted	Final
	Final Budget	Budget
Total Revenue	\$3,539,728	\$3,327,587
Use of Fund Balance/ Retained Earnings	\$0	\$0
Gross Costs	\$5,538,358	\$5,672,509
General Fund Contributions	\$1,998,630	\$2,344,922
% Funded by General Fund	36.1%	41.3%
Total Allocated Positions	43	40

## 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. The Auditor-Controller is responsible for accounting and financial reporting in accordance with General Accepted Accounting Principles (GAAP) and Federal guidelines as outlined by the Office of Management and Budget (OMB).

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. Auditor-Controller Accounts Payable division, housed under the responsibility of the Administration 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 **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. The Revenue division, also housed under the responsibility of the General Ledger division, records all County funds received and deposited into the County Treasury and records revenue and expenditure transactions for Schools and Special Districts. The Community Services Agency – Welfare Payments division, also housed under General Ledger division responsibility, issues social welfare payments in paper check form and is responsible for monthly claims providing 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 **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 (the 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

## Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> <li>◆ Enhance accounting training programs 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</li> <li>◆ 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</li> <li>◆ Establish and administer the Consolidated Oversight Board to oversee the Successor Agencies as directed by SB107</li> <li>◆ Complete the implementation of PeopleSoft Absence Management module and set up the Template-Based Hire process related to the electronic Personnel Action Forms (PAF) in coordination with the Chief Executive Office and Risk Management</li> <li>◆ Implement Government Accounting Standards Board pronouncement effective through Fiscal Year Ending June 30, 2020</li> </ul>

## Annual Report on Results: Fiscal Year 2018-2019

### Fiscal Year 2018-2019 Accomplishments

- ◆ Successfully enhanced accounting training program by initiating Accounts Payable (AP) User Group meetings to facilitate communication between department AP and the Auditor-Controller (AC) AP in a proactive approach to ensure vendor payments are produced timely and accurately; providing fiscal year-end training; providing subrecipient training to assist department staff with Single Audit reporting requirements; and providing Oracle/GL Wand and fixed assets training to department staff
- ◆ Successfully initiated Enterprise Resource Planning (ERP) as the lead department for the process, contracting with Government Financial Officers Association (GFOA) to conduct a thorough review of the County's systems and business processes
- ◆ Successfully developed the Stanislaus Countywide Successor Agency Oversight Board and facilitated its first meeting in January 2019
- ◆ In coordination with CEO – Risk Management, hired Graviton to assist with the implementation of the PeopleSoft Absence Management module; the Template-Based Hire process has been put on hold
- ◆ Successfully implemented Government Accounting Standards Board (GASB) Statement 75, Accounting and Financial Reporting for Postemployment Benefits Other Than Pension

### Department Success Measures

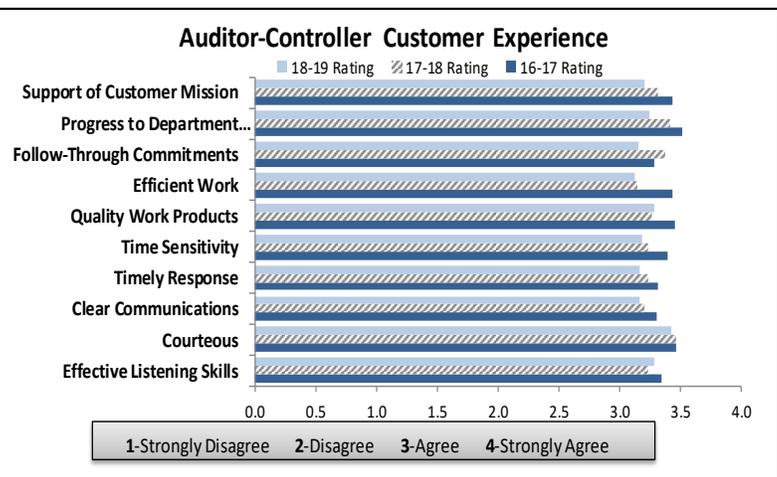
The County has implemented Performance Visioning to promote a focus on outcomes and community impact. Departments with a primary mission to provide services to internal customers utilize an annual Customer Experience Questionnaire to measure progress on a variety of success measures. These critical success measures include how well the department listens and responds to customer requests; how timely, accurate and efficient the department work products are; and ultimately, indicate how the service department is progressing towards their mission, all while assisting the County department customer in achieving their own mission.

All customers were asked to rate the services provided in ten specific metrics, on a scale of one to four, with four representing strongly agree identified as the "best" or top score, and one measuring strongly disagree, as the lowest score. The following

	Rating		
	16-17	17-18	18-19
	3.44	3.32	3.21
	3.52	3.42	3.25
	3.29	3.38	3.16
	3.44	3.15	3.13
	3.46	3.27	3.29
	3.40	3.24	3.19
	3.32	3.24	3.17
	3.31	3.21	3.17
	3.47	3.47	3.43
	3.35	3.24	3.29
	<b>3.4</b>	<b>3.3</b>	<b>3.2</b>

chart displays the results of the Customer Experience Questionnaire poll for the Auditor-Controller Department for 2018-2019, with an overall positive score of 3.2. This is slightly lower than the average rating of 3.4 for Fiscal Years 2017-2018 and 2016-2017.

The total average score dropped marginally compared to that measured in the prior year. The Department has experienced severe staffing deficiencies, which was a factor in the customer service response for Fiscal Year 2018-2019. Consistent and timely responses will be a focus for



the upcoming year. The Department is filling vacant positions and after staff have been adequately trained, the goal is to provide above average customer service. The survey serves as a reminder

of the standard yet crucial practices impacting customer services in the daily functions, ultimately resulting in successful achievement of the Department's mission.

### 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Auditor-Controller</b>							
0100 0013000 General Fund							
Total Revenue	\$2,759,750	\$2,950,610	\$3,114,387	\$3,287,778	\$3,350,132	\$3,539,728	94.64%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$3,983,925	\$4,275,336	\$4,449,037	\$4,695,811	\$5,175,065	\$5,554,459	93.17%
Net County Cost	\$1,224,175	\$1,324,726	\$1,334,650	\$1,408,033	\$1,824,933	\$2,014,731	90.58%

- ◆ The steady increase in costs are in line with the steady increase of salaries and benefits due to increases in cost of living, retirement, and health care costs. A one-time cost of \$100,000 for needs assessment consultant fees associated with Enterprise Resource Planning (ERP) is also included in the Fiscal Year 2018-2019 actual and Legal Budget balances. Revenue is directly related to the increase in costs as a majority of funding stems from overhead reimbursement from County Departments, through the Cost Allocation Plan.

### Department Summary

Auditor-Controller						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$146,926	\$154,805	\$151,096	\$155,629	\$155,629	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$3,006,975	\$3,048,943	\$3,238,232	\$3,021,558	\$3,021,558	\$0
Miscellaneous Revenue	\$133,877	\$146,384	\$150,400	\$150,400	\$150,400	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$3,287,778</b>	<b>\$3,350,132</b>	<b>\$3,539,728</b>	<b>\$3,327,587</b>	<b>\$3,327,587</b>	<b>\$0</b>
<b>Use of Fund Balance/Retained Earnings</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$3,287,778</b>	<b>\$3,350,132</b>	<b>\$3,539,728</b>	<b>\$3,327,587</b>	<b>\$3,327,587</b>	<b>\$0</b>
Salaries and Benefits	\$4,238,135	\$4,568,305	\$4,910,887	\$4,616,099	\$4,776,584	\$160,485
Services and Supplies	\$168,679	\$283,065	\$293,373	\$550,141	\$550,141	\$0
Other Charges	\$268,017	\$323,618	\$333,898	\$345,584	\$345,584	\$0
Fixed Assets						
Equipment	\$20,950	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$30	\$77	\$200	\$200	\$200	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$4,695,811</b>	<b>\$5,175,065</b>	<b>\$5,538,358</b>	<b>\$5,512,024</b>	<b>\$5,672,509</b>	<b>\$160,485</b>
<b>General Fund Contribution</b>	<b>\$1,408,033</b>	<b>\$1,824,933</b>	<b>\$1,998,630</b>	<b>\$2,184,437</b>	<b>\$2,344,922</b>	<b>\$160,485</b>
<b>Total Allocated Positions</b>	-	-	43	40	40	0

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$3.3 million, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$3.3 million, a decrease of \$212,141 from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed to reflect the increase in the Department cost allocation as a result of one new Confidential Assistant III position and technical adjustments for Salaries and Benefits increases to recently approved labor agreements in the 2018-2019 Final Budget.
- ◆ The Proposed Budget includes a decrease of \$438,109 in estimated revenue from the 2019-2020 Spending Plan due to the transfer of four PeopleSoft Information Technology positions from the Auditor-Controller budget to the Information Technology Central (formerly Strategic Business Technology) budget, resulting in a decrease in the corresponding cost allocation revenue.
  - ◆ This revenue is ongoing.

### Budget and Operations

- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$5.7 million, an increase of \$160,485 from the 2019-2020 Adopted Proposed Budget.
  - ◆ The transfer of year-one savings into year two as part of the Performance Visioning Carryover Savings (PVCS) program is recommended, which increases the appropriations by \$160,485. The PVCS will be dedicated to support year two operations in support of the Department's strategic initiatives.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$5.5 million, a decrease of \$26,334 from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget:
    - ◆ 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 Plan (CAP) increase of 3.5%
- ◆ The Proposed Budget includes a decrease of \$743,000 from the 2019-2020 Spending Plan to reflect the reduction in Salaries and Benefits and Services and Supplies, resulting in a decrease in General Fund Contribution of \$304,891.
  - ◆ The Department is transferring four Information Technology (IT) positions assigned to support the County's PeopleSoft program from the Auditor-Controller Department to Information Technology Central to better align County's IT services under one department. The decrease in appropriations of \$488,000 is offset by a decrease in department revenue of \$322,470, and a decrease in General Fund Contribution of \$165,530.
  - ◆ Technical adjustments include a decrease in appropriations totaling \$341,418, which includes a \$261,418 reduction attributed to the reevaluation of cost projections and \$80,000 is due to the removal of previously earmarked office remodel related expenses that are no longer supported. These adjustments will be offset by a decrease in Department revenue of \$172,744 and a decrease in General Fund Contribution of \$168,674.
  - ◆ An increase in appropriations and estimated revenue associated with the addition of one new Confidential Assistant III position to support Department-wide critical deadline functions. The

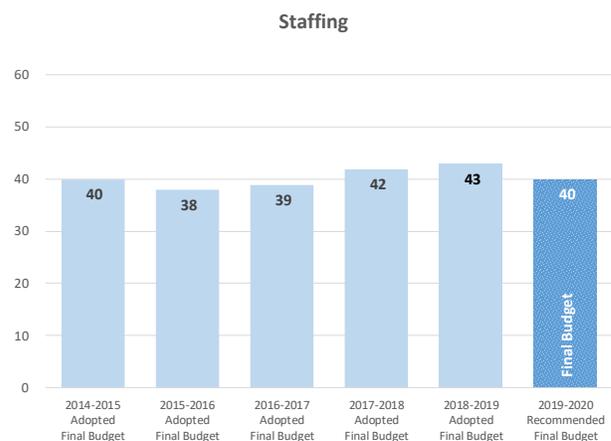
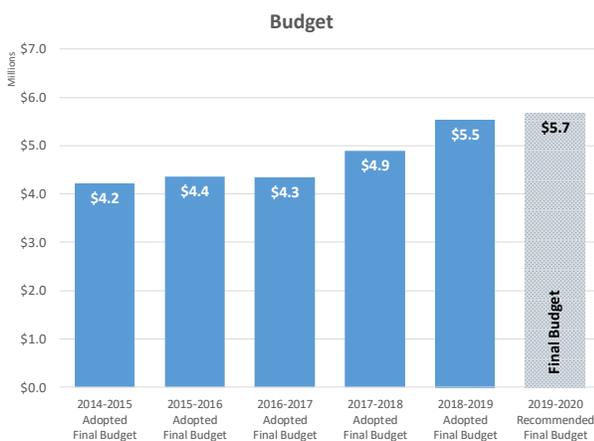
increase in appropriations of \$86,418 is offset by an increase of \$57,105 in Department revenue and \$29,313 in General Fund Contribution.

- ◆ The adjustment includes \$80,000 in one-time costs and \$663,000 in ongoing costs.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 40, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The Final Budget includes technical adjustment recommendations that do not affect the position allocation.
  - ◆ One Accountant II position is recommended to be reclassified downward to an Accounting Supervisor to better meet the needs of the Department and to right-size the position.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 40, a decrease of three from the 2018-2019 Adopted Final Budget allocation.
- ◆ The Proposed Budget includes a recommendation for a decrease of three to total allocated positions.
  - ◆ One new Confidential Assistant III position is recommended to be added to support the Accounts Payable, Administration, and Payroll Divisions; and
  - ◆ Four positions (one Senior Software Developer/Analyst, one Software Developer/Analyst III, one Senior Application Specialist, and one Application Specialist III) are recommended to be transferred from the Auditor-Controller Department to Informational Technology Central to better align with the County’s informational technology services structure.

### Five-Year Historical Trends



### Key Challenges and Opportunities

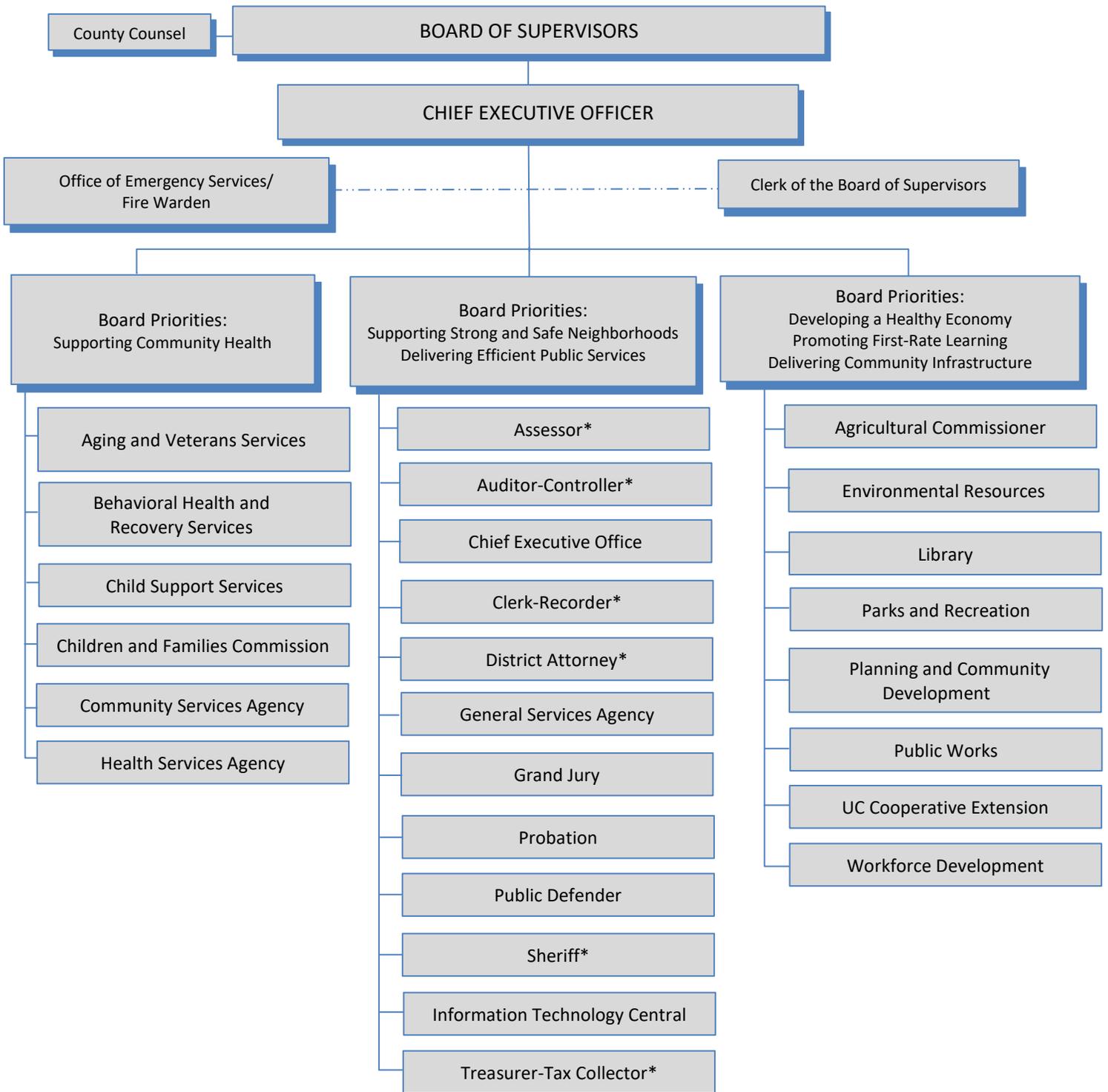
- ◆ Maintaining adequate staffing levels is an ongoing challenge for the Department, particularly in the Payroll, Accounts Payable, and Administration divisions.
- ◆ A key focus for the office is the reconciliation of trust funds involving property tax dollars. The Department will collaborate with the Assessor and Treasurer-Tax Collector to establish procedures, processes, and regular meetings for monthly reconciliations.

## **Budgets Contained within the Department**

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- ◆ **Auditor-Controller** (General Fund)
  - ◆ Funds duties and responsibilities of the Auditor-Controller, including activities for administration, general ledger, internal audit, payroll, and property tax allocation

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.



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[www.stancounty.com/board/](http://www.stancounty.com/board/)

## Board of Supervisors

	FY 2018-2019 Adopted	FY 2019-2020 Final
Budget in Brief:	Final Budget	Budget
Total Revenue	\$64,005	\$64,005
Use of Fund Balance/ Retained Earnings	\$0	\$0
Gross Costs	\$1,357,973	\$1,552,210
<b>General Fund Contributions</b>	<b>\$1,293,968</b>	<b>\$1,488,205</b>
% Funded by General Fund	95.3%	95.9%
Total Allocated Positions	9	10

## 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 meeting its administrative responsibilities by the Chief Executive Officer who is delegated broad budgetary responsibility, including the recommendation of an annual budget to the Board, the 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 countywide organization to effectively manage public resources, encouraging thoughtful 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 his or her own 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. Public meetings are broadcast live and replayed on local cable television as well as the Board of Supervisors’ website.

## Board of Supervisors Priority Area



The Board of Supervisors supports the following Board of Supervisors priority:

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 2018-2019

### Financial Performance

The following table identifies 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Board of Supervisors</b>							
0100 0014100 General Fund							
Total Revenue	\$58,636	\$60,723	\$62,691	\$64,622	\$63,752	\$64,005	99.60%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$918,708	\$971,862	\$1,055,526	\$1,158,023	\$1,261,912	\$1,411,101	89.43%
Net County Cost	\$860,072	\$911,139	\$992,835	\$1,093,401	\$1,198,160	\$1,347,096	88.94%

- ◆ Revenue has steadily increased over time, on average 2.1% per year, with a slight dip in Fiscal Year 2018-2019. However, costs have increased at a faster rate, in line with the need for additional General Fund Contribution, a little over 8% annually. This is attributed to the return to a ten-staff model, with one Field Representative per Supervisor to provide sufficient support, standard cost-of-doing-business increases, and compliance with County ordinance, updated in November 2016, to ensure comparable salary levels for Supervisors.

### Department Summary

Board of Supervisors						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$63,945	\$63,279	\$64,005	\$64,005	\$64,005	\$0
Miscellaneous Revenue	\$677	\$473	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$64,622</b>	<b>\$63,752</b>	<b>\$64,005</b>	<b>\$64,005</b>	<b>\$64,005</b>	<b>\$0</b>
Use of Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	<b>\$64,622</b>	<b>\$63,752</b>	<b>\$64,005</b>	<b>\$64,005</b>	<b>\$64,005</b>	<b>\$0</b>
Salaries and Benefits	\$976,677	\$1,072,010	\$1,150,878	\$1,188,931	\$1,337,867	\$148,936
Services and Supplies	\$107,734	\$109,951	\$117,800	\$121,923	\$121,923	\$0
Other Charges	\$73,612	\$79,936	\$89,295	\$92,420	\$92,420	\$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	\$5	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$1,158,023</b>	<b>\$1,261,912</b>	<b>\$1,357,973</b>	<b>\$1,403,274</b>	<b>\$1,552,210</b>	<b>\$148,936</b>
<b>General Fund Contribution</b>	<b>\$1,093,401</b>	<b>\$1,198,160</b>	<b>\$1,293,968</b>	<b>\$1,339,269</b>	<b>\$1,488,205</b>	<b>\$148,936</b>
<b>Total Allocated Positions</b>	-	-	9	10	10	0

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$64,005, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$64,005, consistent with the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed by historical review of costs for the provision of the annual County Single Audit by an outside audit firm; Department revenue is provided through Cost Allocation Plan (CAP) charges issued to County departments for the provision of the annual audit.

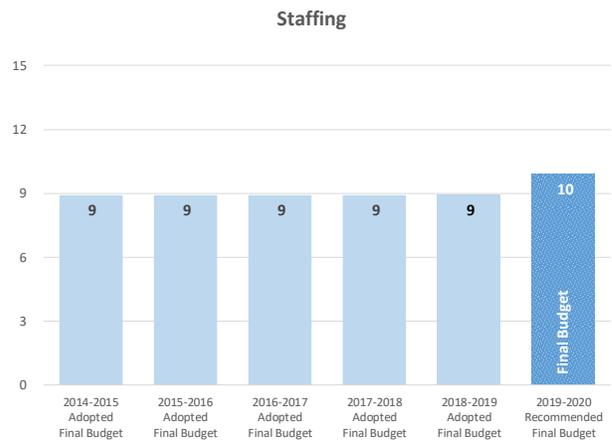
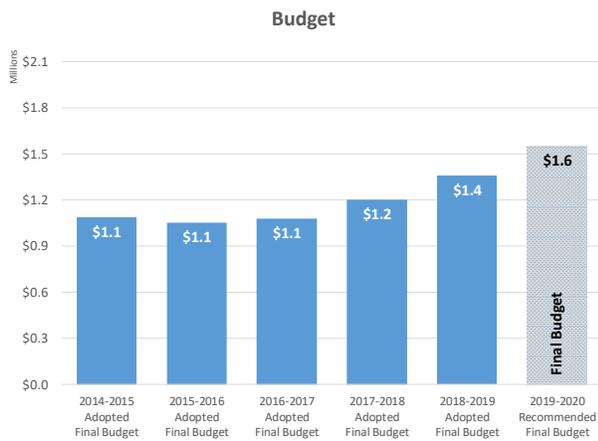
### Budget and Operations

- ◆ Gross Costs identified in the 2019-2020 Final budget total \$1.6 million, an increase of \$148,936 from the 2019-2020 Adopted Proposed Budget.
  - ◆ The transfer of year-one savings into year two as part of the Performance Visioning Carryover Savings (PVCS) program is recommended, which increases the appropriations by \$148,936. The PVCS will be dedicated to support year two operations in support of the Department's strategic initiatives.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$1.4 million, an increase of \$45,301 from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget: an increase of 5% for group health insurance, an increase of 3.75% in salaries and other benefits, and an increase of 3.5% in Services and Supplies and Other Charges to accommodate normal cost-of-doing-business increases.
    - ◆ 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. These requirements have been met over the past two fiscal years and the assumption that Board salaries would again qualify for the increase was built into Department cost assumptions.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 10, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 10, an increase of one over the 2018-2019 Adopted Final Budget allocation.
- ◆ Subsequent to the 2018-2019 Adopted Final Budget, one position has been added to the Department staffing allocation.

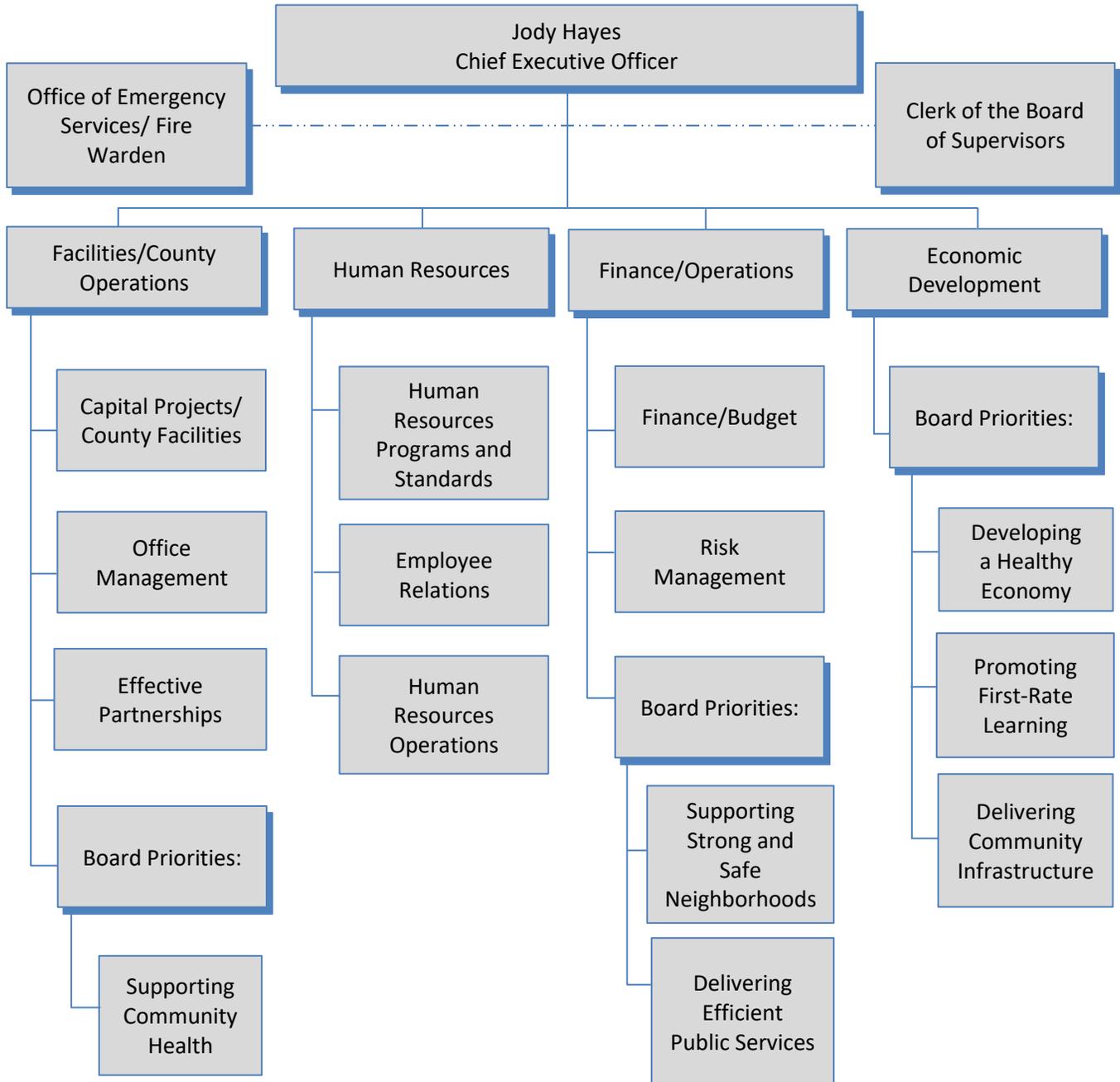
## Five-Year Historical Trends



## Budgets Contained within the Department

- ◆ **Board of Supervisors (General Fund)**
  - ◆ Funds staff and administration functions in support of the Board of Supervisors of Stanislaus County, the governing board responsible for setting County policy and approving the annual County budget which funds all County departments

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.



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[www.stancounty.com/ceo](http://www.stancounty.com/ceo)

## Chief Executive Office

Budget in Brief:	FY 2018-2019	FY 2019-2020
	Adopted	Final
Total Revenue	\$4,764,048	\$5,380,523
Use of Fund Balance/ Retained Earnings	\$0	\$0
Gross Costs	\$10,891,871	\$12,050,808
General Fund Contributions	\$6,127,823	\$6,670,285
% Funded by General Fund	56.3%	55.4%
Total Allocated Positions	55	57

## Department Services and Programs

The Chief Executive Office (CEO) provides for the overall leadership and organizational management of County government, pursuant to Board of Supervisors' 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, processes, and business procedures to guarantee the most effective use of County resources, facilities, and equipment.

Several divisions exist within the Chief Executive Office to provide a variety of services to County departments and the community, including support 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 Countywide 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 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 and effective 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. The Risk Management division 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. Additional 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 primary language other than English. The division's overriding mission is to create new jobs for a thriving community and provide critical services to the residents of Stanislaus County.

Budget and staffing information for the various Chief Executive Office budgets can be found in the following Board of Supervisors' priority sections:

- ◆ *Supporting Strong and Safe Neighborhoods*
  - ◆ CEO – Office of Emergency Services/Fire Warden
  - ◆ CEO – Capital Projects Fund
  - ◆ CEO – County Operations
- ◆ *Supporting Community Health*
  - ◆ CEO – Stanislaus Veterans Center
- ◆ *Developing a Healthy Economy*
  - ◆ CEO – Economic Development Bank
- ◆ *Delivering Efficient Public Services*
  - ◆ Chief Executive Office
  - ◆ CEO – County Operations
  - ◆ CEO – Risk Management Division and Self-Insurance Funds

## Board of Supervisors Priority Area



The Chief Executive Office supports the following Board of Supervisors priority:

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

## Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> <li>◆ Monitor and continuously improve the County's first two-year budget model, aligned with reporting 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</li> <li>◆ 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</li> <li>◆ 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</li> <li>◆ 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</li> <li>◆ 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</li> <li>◆ 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</li> </ul>

## Annual Report on Results: Fiscal Year 2018-2019

### Fiscal Year 2018-2019 Accomplishments

- ◆ Implemented the County's first two-year budget model with the 2018-2019/2019-2020 Proposed Budget, aligned with reporting of actual financial performance outcomes and performance visioning and partnered with the Government Finance Officers Association (GFOA) on a Needs Assessment of enterprise wide financial/human resources systems with the final report and recommendations for business process improvements due early in July 2019
- ◆ Completed the Bridging Design Phase for both the Empire Branch Library Replacement Project and Turlock Library Expansion Project which are scheduled to begin construction in 2019; updated the Capital Improvement Plan for the next 20 years; engaged in multiple capital projects including: the Health Services Agency Strategic Visioning Business and Facility Plan, consolidation of the County's Health Services Agency Clinic Program by partnering with the Golden Valley Health Centers and Livingston Community Health; assisted in the negotiation of a new County ambulance provider contract with Mountain Valley Emergency Medical Services Agency; relocated many Health Services Agency divisions/programs from County Center II to County Center III; demolished the former Sheriff-Coroner Facility; and addressed emergency and/or security needs/building enhancements as needs arose
- ◆ Implemented new technologies to ensure public access to information beginning with completion of the 10<sup>th</sup> Street Place Chambers Audio Visual Upgrade Project; the Agenda Management Project Team worked with all County departments to transition the countywide manual paper-based agenda process to an efficient electronic system; completed an ADA compliance evaluation of all County programs, services, activities and facilities along with a plan to carry-out ADA improvements in a phased multi-year approach
- ◆ Built community capacity through expanded support to Municipal Advisory Councils (MACs) with several training sessions offered and well attended by the various MAC memberships; rebuilt the Regional Tourism platform with Destination Analysts currently performing data collection on tourist perceptions in advance of developing a brand and marketing strategy for our region; completed 20 years of the County Employee Mentor program with mentor hours for the first half of 2019 on record to outpace mentor hours in 2018; implemented approximately 55% of the Cannabis Program with multiple Development Agreements (DA) in place; successfully certified a California Environmental Quality Act (CEQA) document for the Crows Landing Industrial Business Park (CLIBP)
- ◆ Supported the Focus on Prevention Stewardship Council implementation of strategies that will improve the quality of life in the community; implemented the Community Assessment, Response and Engagement (CARE) Multidisciplinary Team (MDT) to address vagrancy in the Downtown Modesto area and provide support for individuals in distress due to severe mental illness, substance use disorders, and high-risk health issues in Stanislaus County; established a temporary low-barrier emergency shelter and day center while planning for a Permanent Access Center; partnered with the community on the Strengthening Families initiative and Census 2020 preparedness
- ◆ Implemented a variety of Workforce Development initiatives including: the Learning Institute's Peer-Coaching Program which created 71 mentee-coach relationships among aspiring County employees; a new HR Leadership Forum consisting of County HR Managers working on policy initiatives and process efficiencies; bi-monthly recruitment meetings to strategize efficiencies in the recruitment process; updates and revisions to policies consistent with labor law, including Leave Benefits, known internally as "Tab 11", along with a narrowed focus on pre-employment drug-testing of new hires

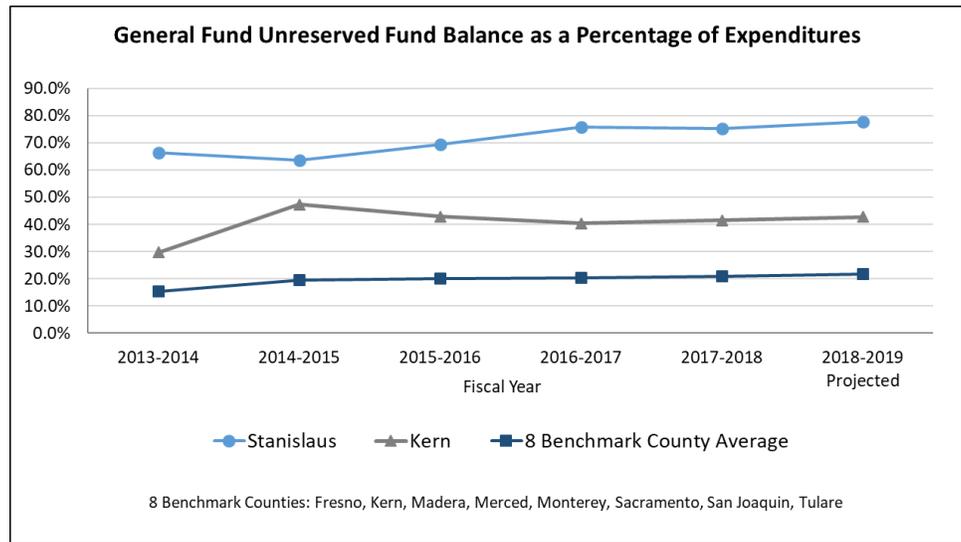
### Department Success Measures

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 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 63.7% and 77.7%; the comparison county composite ranges between 15.2% and 21.8%. 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 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 outlays (capital needs); and 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.

The County has implemented Performance Visioning to promote a focus on outcomes and community impact. Departments with a primary mission to

courteous. Operations staff will continue to maintain high standards in these strength areas while increasing focus on efficient work and timely response.

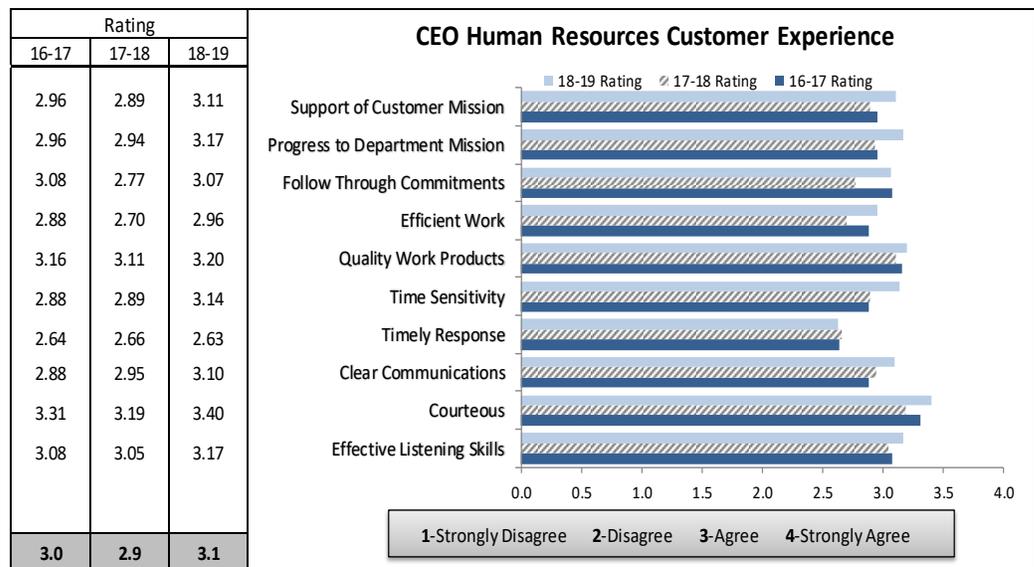


The chart below displays the results of the Customer Experience Questionnaire for the CEO-Human Resources, for 2018-2019, with an overall positive score of 3.1. This score is higher than the average rating of 3.0 for years 2017-2018 and 2016-2017. Human Resources results from the Customer Experience Questionnaire

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

are been trending upward in overall scores with the highest scores in being courteous and providing quality work product. Human Resources has improved in recognition and response to time sensitive matters, however, would like to continue to improve their rating in overall timely response to all matters. The division recognizes that departments and customers expect 2-3 day turnarounds related to inquiries. Staff will continue to maintain high standards in these strength areas while increasing

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 above displays the results of the Customer Experience Questionnaire for CEO-Operations and Services, for 2018-2019, with an overall positive score of 3.2. This score is lower



than the average rating of 3.4 for years 2017-2018 and 2016-2017. CEO Operations highest scores are in the areas of quality work product and being

focus on efficient work and timely response. The Mission of Stanislaus County Human Resources is to attract, cultivate, and train a world-class

workforce. Providing adequate turnaround in response to time sensitive matters ensures

customers are able to impact the rate of recruitment, training and information needs of the workforce.

### 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - Operations and Services</b>							
0100 0015000 General Fund							
Total Revenue	\$2,217,243	\$2,308,040	\$2,604,046	\$3,385,963	\$4,298,725	\$4,764,048	90.23%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$5,414,786	\$6,041,652	\$6,812,571	\$7,992,714	\$9,993,645	\$11,325,229	88.24%
Net County Cost	\$3,197,543	\$3,733,612	\$4,208,525	\$4,606,751	\$5,694,920	\$6,561,181	86.80%

- 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. Cost increases reflect the increase in staffing over the last five years, as displayed in the Five-Year Staffing chart. Revenue is primarily derived from charges for services through the County's cost allocation plan. Low budget utilization is due primarily to projects that will be completed in Fiscal Year 2019-2020. Funding was carried forward from Fiscal Year 2018-2019 for this purpose.

### Department Summary

Chief Executive Office						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$250,420	\$96,949	\$0	\$0	\$116,000	\$116,000
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$15,000	\$0	\$0	\$0	\$0
Charges for Service	\$3,094,032	\$4,168,867	\$4,764,048	\$5,072,023	\$5,264,523	\$192,500
Miscellaneous Revenue	\$7,961	\$4,403	\$0	\$0	\$0	\$0
Other Financing Sources	\$33,550	\$3,506	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$3,385,963</b>	<b>\$4,298,725</b>	<b>\$4,764,048</b>	<b>\$5,072,023</b>	<b>\$5,380,523</b>	<b>\$308,500</b>
<b>Use of Fund Balance/Retained Earnings</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$3,385,963</b>	<b>\$4,298,725</b>	<b>\$4,764,048</b>	<b>\$5,072,023</b>	<b>\$5,380,523</b>	<b>\$308,500</b>
Salaries and Benefits	\$6,058,110	\$7,580,690	\$7,980,647	\$8,384,931	\$8,746,790	\$361,859
Services and Supplies	\$1,527,718	\$1,948,467	\$2,333,155	\$2,220,717	\$2,705,717	\$485,000
Other Charges	\$406,631	\$464,986	\$578,069	\$598,301	\$598,301	\$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	\$255	(\$498)	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$7,992,714	\$9,993,645	\$10,891,871	\$11,203,949	\$12,050,808	\$846,859
General Fund Contribution	\$4,606,751	\$5,694,920	\$6,127,823	\$6,131,926	\$6,670,285	\$538,359
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>55</b>	<b>56</b>	<b>57</b>	<b>1</b>

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$5.4 million, an increase of \$308,500 from the 2019-2020 Adopted Proposed Budget.
  - ◆ An increase of \$192,500 in Cost Allocation Plan charges will offset public education and grant administration costs.
  - ◆ An ongoing increase of \$116,000 from the Cannabis program will fund the manager assigned to oversee the program.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$5.1 million, an increase of \$307,975 from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed by applying 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 and departments.
- ◆ The Proposed Budget includes an increase of \$150,000 in estimated revenue due to the addition of a fully reimbursed embedded budget manager.
  - ◆ This revenue is ongoing.

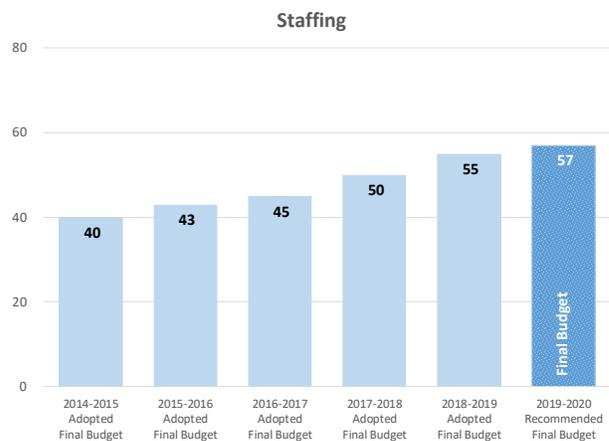
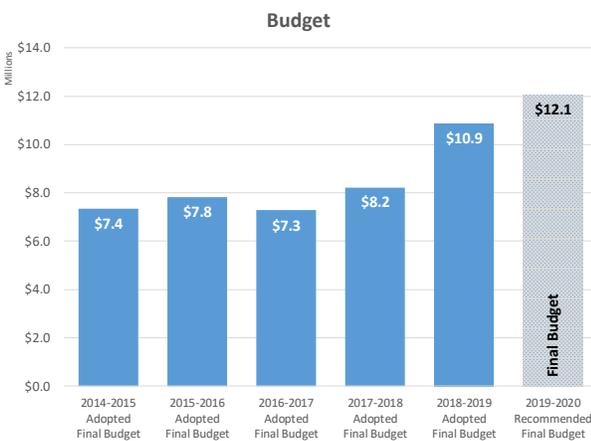
### Budget and Operations

- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$12.1 million, an increase of \$846,859 from the 2019-2020 Adopted Proposed Budget.
  - ◆ The transfer of year-one savings into year two as part of the Performance Visioning Carryover Savings (PVCS) program is recommended, which increases the appropriations by \$478,359. The PVCS will be dedicated to support the following department strategic initiatives: developing a regional value-based tourism marketing strategy based on phase one research currently underway; County public outreach and education services; contracted grant administrator support for the entire County; and year two operations in support of the Department's strategic initiatives.
  - ◆ An increase of \$50,000 for department costs related to the County's Workplace Wellness and Recognition Program will allow the Chief Executive Officer to transfer funding to departments as needed throughout the year.
  - ◆ An increase of \$10,000 will fund an ongoing annual contribution for Stanislaus Partners in Education (SPIE).
  - ◆ An increase of \$116,000 is due to the addition of a Manager IV to oversee the Cannabis program to include the permitting process, enforcement activities, ordinance review, and annual fee reviews.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$11.2 million, an increase of \$312,078 from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget: salaries and benefits increases of 3.5%; group health insurance increase of 5%; services, supplies, and Cost Allocation Plan (CAP) increases of 3.5% to cover typical cost-of-doing-business increases; and the removal of any one-time costs not applicable in Year Two.
- ◆ The Proposed Budget includes \$150,000 to accommodate the increased costs associated with one additional Manager I/II/III position added to provide embedded, skilled budget manager services to two to three smaller County departments in a pilot program aimed at supporting departmental accounting processes, budget development and monitoring, and contract compliance. The primary placement for the embedded Budget/Business Manager will be Public Defender (PD); an equal adjustment is recommended for the services to be provided in the PD budget.
  - ◆ These costs are ongoing.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 57, an increase of one over the 2019-2020 Adopted Proposed Budget allocation.
  - ◆ One new Manager IV is recommended to be added to oversee the Cannabis program to include the permitting process, enforcement activities, ordinance review, and annual fee reviews.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 56, an increase of one over the 2018-2019 Adopted Final Budget allocation.
- ◆ The Proposed Budget includes a recommendation for an increase of one to total allocated positions.
  - ◆ One new block-budgeted Manager I/II/III is recommended to be added under the direction of Finance and Operations and to be shared as a budget manager and support several small County Departments.
- ◆ The Proposed Budget includes technical adjustment recommendations that do not affect the position allocation.
  - ◆ One Maintenance Engineer I position is recommended to be reclassified upward to a block-budgeted Maintenance Engineer I/II to better align with the County structure.

### Five-Year Historical Trends



### Key Challenges and Opportunities

- ◆ Many County departments apply for and administer various grants received from State and Federal sources as well as those provided by foundations and private, non-profit entities interested in funding public policy innovation. CEO Senior Leadership will be initiating Request for Interest (RFI) seeking qualified firms/partners that could support the County in identifying, researching, recommending, and, with Board approval, compiling grant applications. County departments reported grant baseline revenue for Fiscal Year 2018-2019 at approximately \$13.9 million for 90 active grants.
- ◆ The CEO Senior Leadership team is in the process of blending the CEO Human Resources and Risk Management divisions to better serve County employees. The primary goals for this re-organization include increased business efficiencies, improved and seamless customer service, opportunities for staff development, cross training, and workforce planning.
- ◆ The non-profit Camp Taylor organization provides medically supervised camps for children with heart disease and their families. The organization is requesting a one-time \$250,000 contribution towards the construction of the camp facilities. The State of California has granted \$2 million in funding directly to Camp

Taylor. The current phases of construction seeking donor funds, State funds, and the one-time County contribution would complete the infrastructure, initial camp cabins, and other facilities to allow for overnight camp programs in the coming season. The facility will also be available for County programs and meetings.

- ◆ The County, City of Modesto, and Salvation Army have partnered to construct a new emergency shelter at the 9<sup>th</sup> Street Salvation Army site, install modular buildings for the Access Center and Salvation Army programs and administration, and purchase of Salvation Army’s 625 I Street facility for future transitional housing. The team continues in planning and negotiations with possible vendors to operate the new emergency shelter and developing the funding plan for the first full year of operations.
- ◆ Turlock Library Expansion Project and Empire Library Replacement Projects continue to experience significant budget pressure. Limited proposing builders, rising construction costs and other pressures challenge both adopted project budgets. Staff continue to work with community members to complete this important library expansion.
- ◆ The Oracle Financial Management System (FMS) and Human Resources Peoplesoft System (HRMS) are approximately 20 years old and comprise the County’s current “Enterprise Resources Planning Systems” in support of all financial, budget, human resources and payroll functions. The County contracted with the Government Finance Officers Association (GFOA) for an independent review and recommendation on the future Enterprise Resource Planning (ERP) systems. Staff will analyze the final GFOA report and report back to the Board by Midyear on the recommended ERP approach for the County.
- ◆ The Chief Executive Office has recently dedicated staff resources to work in partnership with the community to expand regional housing opportunities. This work will include establishing a long-term housing vision, supporting short-term and long-term market-focused strategies in coordination with the private development community, preserving and protecting existing affordable housing inventory, and developing an Annual Housing Report for the community.

## **Budgets Contained within the Department**

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- ◆ **Operations and Services** (includes Clerk of the Board) (General Fund)
  - ◆ Funds the operation, overall leadership, and effective management of County government, maintaining responsibility for finance, budget, debt management, human resources, departmental relations, public information, legislative and departmental training functions, Clerk of the Board services, capital projects, leadership development, business improvement, economic and community development, and organization performance for the County at large
- ◆ **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.

## **Related Links**

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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 Adopted	FY 2019-2020 Final
<b>Budget in Brief:</b>	<b>Final Budget</b>	<b>Budget</b>
Total Revenue	\$40,173,951	\$40,467,586
Use of Fund Balance/ Retained Earnings	\$0	\$0
Gross Costs	\$80,585,599	\$82,415,925
<b>General Fund Contributions</b>	<b>\$40,411,648</b>	<b>\$41,948,339</b>
% Funded by General Fund	50.1%	50.9%
Total Allocated Positions	0	0

**Department Services and Programs**

CEO – County Operations is a division within the Chief Executive Office that houses a variety of budgets related to countywide operations.

The **ADA Self-Evaluation and Transition Plan Project** 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 using revenue received from aircraft taxes, including airplane hangar maintenance, installation of fire suppression systems, and security improvements. 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 funding for 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; additional funds can be set aside for anticipated exposures identified for each fiscal year.

The **Cannabis Program** budget was established in Fiscal Year 2018-2019 to fund positions in the District Attorney, Environmental Resources, and Sheriff’s Departments, along with funding for Chief Executive Office and County Counsel assistance for the

enforcement of illegal cannabis activities using revenue derived from the Development Agreements for permitted cannabis business activities. The Community Benefit Contribution budget is being established in Fiscal Year 2019-2020 and will fund community programs and public projects that focus on youth.

**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 the maintenance of 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 renovation 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 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 supported 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*; those who are homeless in Stanislaus County can *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 results 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 appropriate 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 required County contribution via a mandated match or maintenance of effort (MOE).

### Board of Supervisors Priority Area



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

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 2018-2019

#### 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - ADA Self-Evaluation and Transition Plan Project</b>							
0100 0016006 General Fund							
Total Revenue	\$0	\$193,520	\$0	\$0	\$0	\$0	0.00%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$0	\$145,142	\$473,723	\$37,519	\$18,347	\$1018,116	1.80%
Net County Cost	\$0	(\$48,378)	\$473,723	\$37,519	\$18,347	\$1018,116	1.80%

- ◆ 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.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - Airport</b>							
0100 0016041 General Fund							
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$241,000	\$147,624	\$189,286	\$188,599	\$180,756	\$190,000	95.13%
Net County Cost	\$241,000	\$147,624	\$189,286	\$188,599	\$180,756	\$190,000	95.13%

- ◆ Aircraft tax revenue is collected through the Discretionary Revenue budget and has declined over the past five years due to the number of aircraft in the County and the decreased value as aircrafts age. Gross costs represent aircraft revenue that is transferred to the City of Modesto for improvements to the City/County Airport. The actuals for Fiscal Year 2014-2015 provided through Net County Cost to this budget unit do not accurately reflect the revenue received, which was \$209,309. A true-up for the two prior fiscal years is reflected in Fiscal Year 2015-2016, where actual revenue was \$186,155. In addition, there was a slight increase in revenue in Fiscal Year 2016-2017.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - Appropriations for Contingencies</b>							
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	\$4,808,556	0.00%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$4,808,556	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 \$4.8 million in the Legal Budget column represents the amount remaining in contingencies at the end of Fiscal Year 2018-2019.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - Cannabis Program</b>							
0100 0016105 General Fund							
Total Revenue	\$0	\$0	\$0	\$0	\$78,013	\$1,189,755	6.56%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$0	\$0	\$0	\$0	\$78,013	\$1,189,755	6.56%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ This budget was established in Fiscal Year 2018-2019, however approval of Development Agreements that generate the revenue needed to fully fund cannabis enforcement activities, has been delayed to Fiscal Year 2019-2020. As a result, Fiscal Year 2018-2019 shows low budget utilization.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - C.I.F.A.</b>							
0100 0016021 General Fund							
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$29,565	\$32,132	\$24,641	\$33,784	\$39,255	\$140,633	27.91%
Net County Cost	\$29,565	\$32,132	\$24,641	\$33,784	\$39,255	\$140,633	27.91%

- ◆ 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. Low budget utilization in Fiscal Year 2018-2019 is due to the lack of external borrowing.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - County Facilities</b>							
0100 0016091 General Fund							
Total Revenue	\$9,207	\$115,193	\$6,782	\$9,829	\$324,563	\$237,846	136.46%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$5,394,960	\$685,787	\$745,603	\$3,201,270	\$8,959,028	\$9,528,413	94.02%
Net County Cost	\$5,385,753	\$570,594	\$738,821	\$3,191,441	\$8,634,465	\$9,290,567	92.94%

- ◆ 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. In Fiscal Year 2018-2019 the County purchased private retail and commercial space on the 1<sup>st</sup> floor of 1010 10<sup>th</sup> Street (10<sup>th</sup> Street Place). Revenue collected in this budget was significantly higher than the previous years due to rent received from 1<sup>st</sup> Floor Tenants. Gross costs in Fiscal Year 2015-2016 and 2016-2017 were significantly lower than the five-year trend due to completion of several one-time capital projects.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - Crows Landing Air Facility</b>							
0100 0016046 General Fund							
Total Revenue	\$210,836	\$257,280	\$331,764	\$293,312	\$3,207,580	\$3,239,294	99.02%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$327,310	\$327,863	\$719,984	\$743,618	\$426,656	\$3,814,030	11.19%
Net County Cost	\$116,474	\$70,583	\$388,220	\$450,306	(\$2,780,924)	\$574,736	-483.86%

- ◆ Revenue decreased in Fiscal Year 2017-2018 due to the loss of an Agricultural Lease. In Fiscal Year 2018-2019, revenue increased due to a transfer of \$2.9 million from the Economic Development Bank. Increases in costs reflect the work completed for land use, engineering, and environmental consultant services for the Crows Landing development project. California Environmental Quality Act (CEQA) certification was received in Fiscal Year 2018-2019. Fiscal Year 2018-2019 low budget utilization was due to the timing of the CEQA certification and planning phases for next steps of the project; all remaining appropriations were carried forward to use in Fiscal Year 2019-2020.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - Debt Service</b>							
0100 0016081 General Fund							
Total Revenue	\$5,122,944	\$5,172,706	\$5,119,011	\$5,531,264	\$1,852,594	\$2,050,489	90.35%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$12,112,407	\$13,877,198	\$11,214,416	\$14,031,272	\$516,866	\$516,866	100.00%
Net County Cost	\$6,989,463	\$8,704,492	\$6,095,405	\$8,500,008	(\$1,335,728)	(\$1,533,623)	87.10%

- ◆ 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. Fiscal Year 2018-2019 revenue and gross costs were significantly lower than in the five-year trend due to the payoff of all debt, except for the Heating, Ventilation, and Air Conditioning (HVAC) unit in the Community Services Facility, in Fiscal Year 2017-2018.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - Focus on Prevention</b>							
0100 0016001 General Fund							
Total Revenue	\$16,257	\$44,696	\$0	\$2,682,887	\$506,348	\$843,184	60.05%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$37,175	\$235,825	\$34,135	\$873,236	\$1,490,530	\$2,566,196	58.08%
Net County Cost	\$20,918	\$191,129	\$34,135	(\$1,809,651)	\$984,182	\$1,723,012	57.12%

- ◆ 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 which was moved to assigned fund balance in General Fund at year-end. In Fiscal Year 2018-2019 there was a significant increase in spending for contracts related to homelessness. Low budget utilization in Fiscal Year 2018-2019 is due to delays in one-time projects which are budgeted to be completed in 2019-2020.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - General Fund Contribution to Other Programs</b>							
0100 0016401 General Fund							
Total Revenue	\$0	\$218,570	\$0	\$0	\$0	\$0	0.00%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$21,851,102	\$7,579,311	\$10,674,597	\$6,691,534	\$7,889,970	\$8,140,097	96.93%
Net County Cost	\$21,851,102	\$7,360,741	\$10,674,597	\$6,691,534	\$7,889,970	\$8,140,097	96.93%

- ◆ 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - General Fund Match - VLF</b>							
0100 0016051 General Fund							
Total Revenue	\$23,965,217	\$25,287,844	\$27,039,901	\$28,652,823	\$32,234,414	\$33,500,000	96.22%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$23,924,005	\$25,329,056	\$27,039,901	\$28,652,823	\$32,234,414	\$33,500,000	96.22%
Net County Cost	(\$412,12)	\$412,12	\$0	\$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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - Mandated County Match</b>							
0100 0016061 General Fund							
Total Revenue	\$2,254,823	\$385	\$410	\$1,958	\$1,866	\$0	0.00%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$17,281,093	\$16,653,979	\$16,038,970	\$18,664,225	\$18,124,794	\$19,068,077	95.05%
Net County Cost	\$15,026,270	\$16,653,594	\$16,038,560	\$18,662,267	\$18,122,928	\$19,068,077	95.04%

- ◆ 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - Plant Acquisition</b>							
0100 0016031 General Fund							
Total Revenue	\$711,105	\$656,894	\$285,633	\$52,746	\$360,988	\$0	0.00%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$2,197,258	\$2,744,390	\$3,811,862	\$3,355,892	\$4,495,672	\$7,495,060	59.98%
Net County Cost	\$1,486,153	\$2,087,496	\$3,526,229	\$3,303,146	\$4,134,684	\$7,495,060	55.17%

- ◆ This budget provides funding for the acquisition, repair, and remodel of existing and new County facilities and fluctuates based on the annual need. Fiscal Year 2018-2019 low budget utilization is due to large projects in the County’s Deferred Maintenance program being assigned to future budget years.

## Department Summary

CEO - County Operations (Efficient)						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$540,525	\$540,525
Fines, Forfeitures, Penalties	\$1,958	\$1,866	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$607,922	\$776,954	\$199,044	\$482,750	\$932,750	\$450,000
Intergovernmental Revenue	\$312,15,110	\$32,399,781	\$33,630,378	\$33,637,000	\$33,925,521	\$288,521
Charges for Service	\$1,906,034	\$1,489,678	\$3,384,529	\$5,124,607	\$4,463,790	(\$660,817)
Miscellaneous Revenue	\$161,383	\$579,086	\$80,000	\$410,000	\$410,000	\$0
Other Financing Sources	\$3,332,412	\$3,240,988	\$2,880,000	\$0	\$195,000	\$195,000
<b>Total Revenue</b>	<b>\$37,224,819</b>	<b>\$38,488,353</b>	<b>\$40,173,951</b>	<b>\$39,654,357</b>	<b>\$40,467,586</b>	<b>\$813,229</b>
Use of Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	<b>\$37,224,819</b>	<b>\$38,488,353</b>	<b>\$40,173,951</b>	<b>\$39,654,357</b>	<b>\$40,467,586</b>	<b>\$813,229</b>
Salaries and Benefits	\$607,303	\$221,618	\$83,325	\$0	\$0	\$0
Services and Supplies	\$3,697,564	\$4,617,305	\$8,189,817	\$3,311,735	\$4,685,138	\$1,373,403
Other Charges	\$6,815,143	\$6,262,292	\$9,558,666	\$8,974,889	\$9,846,457	\$871,568
Fixed Assets						
Buildings & Improvements	\$99,255	\$5,922,682	\$0	\$0	\$0	\$0
Equipment	\$68,134	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$65,193,328	\$57,421,931	\$54,868,170	\$54,705,698	\$55,905,698	\$1,200,000
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$6,955)	\$8,473	(\$29,878)	(\$29,878)	(\$29,878)	\$0
Contingencies	\$0	\$0	\$7,915,499	\$12,008,510	\$12,008,510	\$0
<b>Gross Costs</b>	<b>\$76,473,772</b>	<b>\$74,454,301</b>	<b>\$80,585,599</b>	<b>\$78,970,954</b>	<b>\$82,415,925</b>	<b>\$3,444,971</b>
General Fund Contribution	\$39,248,953	\$35,965,948	\$40,411,648	\$39,316,597	\$41,948,339	\$2,631,742
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$40.5 million, an increase of \$813,229 from the 2019-2020 Adopted Proposed Budget.
  - ◆ The Cannabis Program has identified an additional \$540,525 in revenue from application and permit fees.
  - ◆ The Crows Landing Air Facility budget will transfer in \$195,000 from the Economic Development Bank which represents loan payments received and interest earned in Fiscal Year 2018-2019.
  - ◆ The Debt Service budget has been right-sized to agree with the Auditor-Controller schedules and reflects reduced revenue of \$210,817.
  - ◆ The Focus on Prevention Program will receive \$288,521 in additional revenue for the Census 2020 Outreach Program.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$39.7 million, a decrease of \$519,594 from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed by evaluating historical trends, market analysis, and contributions associated with planned activities for the year.
- ◆ The Proposed Budget includes an increase of \$2.6 million in estimated revenue due to increased cannabis program proceeds, Crows Landing special use revenue, and rental revenue from Tenth Street Place.

- ◆ The Cannabis Program has identified nearly \$2 million in additional estimated revenue associated with Development Agreement Fees.
- ◆ Crows Landing Air Facility anticipates \$130,908 in additional revenue due to an increase in special events revenue.
- ◆ County Facilities estimates an additional \$477,000 in rental revenue due to the acquisition of Tenth Street Place first floor retail space in Fiscal Year 2018-2019.
- ◆ This revenue is ongoing.

**Budget and Operations**

- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$82.4 million, an increase of \$3.4 million from the 2019-2020 Adopted Proposed Budget.
  - ◆ The Cannabis Program includes an increase of \$540,525 to process Cannabis applications and to fund annual inspections of permitted businesses.
  - ◆ The Crows Landing Air Facility budget is increasing by \$195,000, which reflects the Economic Development Bank loan payments received and interest earned in Fiscal Year 2018-2019.
  - ◆ Debt Service costs remained unchanged from the 2019-2020 Proposed Budget, and are shown in the following chart:

Borrowing	Interest Rate	Date of Issuance	Maturity	Original Borrowing	Remaining Balance to Maturity as of June 30, 2019	2019-2020 Debt Obligation Principal	2019-2020 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	\$ 4,970,000	\$ 475,000	\$ 111,328	\$ 4,495,000
<b>Total Governmental Activities</b>				<b>\$ 7,775,000</b>	<b>\$ 4,970,000</b>	<b>\$ 475,000</b>	<b>\$ 111,328</b>	<b>\$ 4,495,000</b>

- ◆ The Focus on Prevention budget is increasing by a total of \$673,403; \$563,630 will provide contracted services at Modesto Outdoor Emergency Shelter (MOES) for an additional six months and is funded by an assignment of fund balance in the General Fund; \$288,521 will provide Census 2020 Outreach activities; and \$178,748 is transferred from Focus on Prevention to Probation to oversee the County’s Community Assessment Response and Engagement (CARE) Program.
- ◆ General Fund Contributions to Other Programs includes an increase of \$1,336,043 to cover adjustments to contributions to Local Area Formation Commission (LAFCO), Stanislaus Animal Services Agency, Stanislaus Council of Governments (StanCOG), 12<sup>th</sup> Street costs for the District Attorney, and to provide a \$1 million contribution to Information Technology Central (ITC) to evaluate technology centralization options. The following table illustrates the adjustments recommended for Final Budget:

<b>General Fund Contribution to Other Programs Summary</b>				
Department/Agency/Division	2019-2020	2019-2020	2019-2020	
	Adopted	Recommended	Recommended	Recommended
	Proposed Budget	Adjustments	Final Budget	
Aging and Veterans Services - Area Agency on Aging	\$ 421,026	\$ -	\$ 421,026	
Assessor - ASR State Grant	50,000	-	50,000	
CEO - Stanislaus Veterans Center	295,693	-	295,693	
Chief Executive Office - County Fire Service Fund	212,988	-	212,988	
District Attorney - Elder Abuse Advocacy/Outreach	4,297	-	4,297	
District Attorney - Real Estate Fraud Prosecution	71,227	-	71,227	
District Attorney - Unserved/Underserved Victim Advocacy/Outreach	9,918	-	9,918	
District Attorney - Victim Compensation and Government Claims	-	-	-	
District Attorney - Violence Against Women Grant	67,515	-	67,515	
Environmental Resources - Environmental Resources	532,974		532,974	
General Services Agency - 12th Street Office Building	20,900	5,000	25,900	
Information Technology Central (ITC)	-	1,000,000	1,000,000	
Library	491,810	-	491,810	
Local Area Formation Commission (LAFCO)	225,960	628	226,588	
North McHenry Sales Tax	2,680,000	-	2,680,000	
Parks and Recreation - Regional Water Safety Training Center	49,930	-	49,930	
Public Works - Road and Bridge	51,300	-	51,300	
Sheriff - Court Security	246,715	-	246,715	
Stanislaus Animal Services Agency (SASA)	1,701,825	330,384	2,032,209	
Stanislaus Council of Governments (StanCOG)	4,192	31	4,223	
Stanislaus County Law Library	54,240	-	54,240	
<b>Total General Fund Contributions to Other Programs</b>	<b>\$ 7,192,510</b>	<b>\$ 1,336,043</b>	<b>\$ 8,528,553</b>	

- ◆ Mandated County Match is not increasing from the 2019-2020 Proposed Budget, and is depicted in the following chart:

<b>Mandated County Match Summary</b>				
Department/Agency/Division	2019-2020	2019-2020	2019-2020	
	Adopted	Recommended	Recommended	Recommended
	Proposed Budget	Adjustments	Final 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	1,381,702	-	1,381,702	
Community Services Agency - IHSS Provider Wages	3,709,512	-	3,709,512	
Community Services Agency - PA Administration	-	-	-	
Community Services Agency - PA Benefits	98,323	-	98,323	
Community Services Agency - Program Services and Support	2,663,419	-	2,663,419	
Community Services Agency - Public Economic Assistance	1,763,985	-	1,763,985	
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	
<b>Total General Fund Contributions to Other Programs</b>	<b>\$ 18,093,077</b>	<b>\$ -</b>	<b>\$ 18,093,077</b>	

- ◆ Plant Acquisition is increasing by \$700,000 to provide funding for Sheriff Master Planning efforts including a Request for Proposals for Phase III Jail Population and Trend Staffing Analysis, and the purchase of the City’s ownership interest in the Finch Road property.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$79 million, a decrease of \$1.6 million from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by evaluating historical spending trends and identifying anticipated costs specific to County operational budgets.
- ◆ The Proposed Budget includes \$186,184 to accommodate increased costs associated with the Cannabis Program, County Facilities, and General Fund Contribution to Other Programs, offset by reductions in Airport, Mandated County Match, and Plant Acquisition.
  - ◆ Appropriations for Contingencies is not being adjusted in the 2019-2020 Proposed Budget and is being maintained at the 2019-2020 Spending Plan level. The \$12 million contingency fund accommodates a base of \$6.3 million; \$4.8 million for potential health insurance increases, General Fund cash-outs, Cost Allocation Plan (CAP) charge exposures, and potential retirement cost variances between actuals versus assumptions; and \$975,000 for Mandated County Match exposures.
  - ◆ The Cannabis Program includes a total increase in costs of \$1.9 million; \$1.4 million will cover the cost of new Sheriff positions, including new vehicles, equipment, and training costs required for additional cannabis enforcement activities, and \$525,000 will establish the Community Benefit Contribution budget that will fund community programs and public projects that focus on youth.
  - ◆ County Facilities has identified an increase of \$200,000 for the cost of managing the first-floor retail space at Tenth Street Place, including common area maintenance, security charges, and property management fees, funded by General Fund Contribution (note that rental revenue from first-floor tenants contributes to the General Fund).
  - ◆ Crows Landing Air Facility includes \$130,908 that reflects the increase in special event revenue, which will fund costs associated with the Crows Landing Industrial Business Park project.
  - ◆ Debt Service remains unchanged from the 2019-2020 Spending Plan.
  - ◆ Mandated County Match will decrease by \$975,000 to reduce overmatch funding provided to the Community Services Agency (CSA) – Program Services and Support budget.
  - ◆ Plant Acquisition is transferring the County’s deferred maintenance program to the General Services Agency, reducing costs by \$2 million.
  - ◆ CEO - Airport relies on a General Fund Contribution equal to the aircraft tax revenue received through Discretionary Revenue; this revenue has declined in recent years and anticipates a reduction of \$10,000 for Fiscal Year 2019-2020, requiring an equal reduction in budgeted costs.
  - ◆ General Fund Contribution to Other Programs includes an increase of \$890,755 to cover adjustments to contributions for the North McHenry tax sharing agreement, Area Agency on Aging, Assessor, CEO – Stanislaus Veterans Center, District Attorney, Environmental Resources, General Services Agency, Parks and Recreation, Public Works, and Sheriff, as identified in the following table.

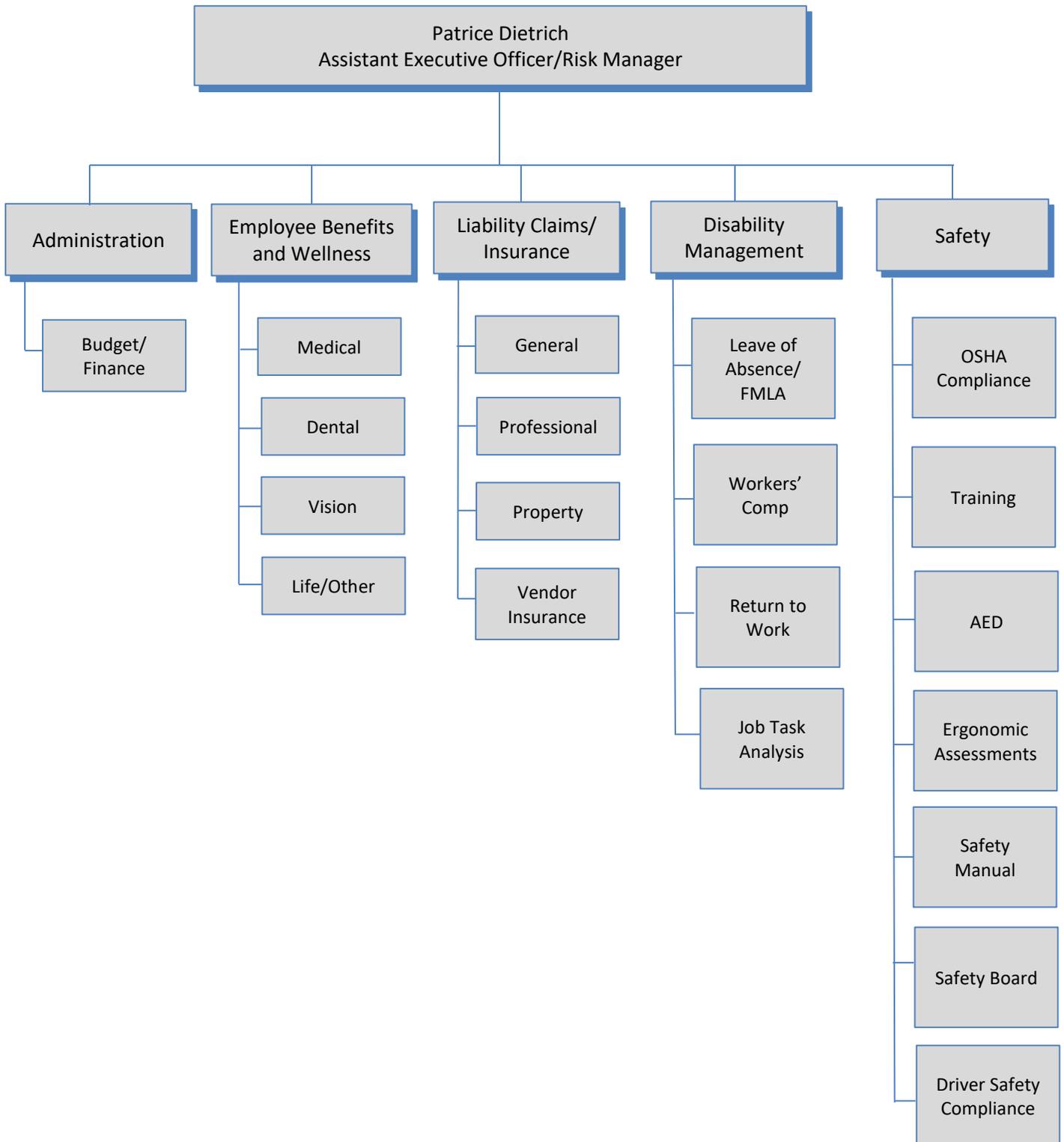
### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of zero, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of zero, consistent with the 2018-2019 Adopted Final Budget allocation.

## Budgets Contained within the Department

- ◆ **ADA Self-Evaluation and Transition Plan Project** (General Fund)
  - ◆ Provides funding for improvements to County facilities, programs, and policies as outlined in the Americans with Disabilities Act (ADA) Self-Evaluation and Transition Plan
- ◆ **Airport** (General Fund)
  - ◆ The revenue received from Aircraft Taxes is used to fund this budget and is transferred to the City of Modesto for improvements to the facility.
- ◆ **Appropriations for Contingencies** (General Fund)
  - ◆ Serves as the contingency fund for Stanislaus County, providing funds to meet unexpected and emergency financial exposures which may arise during the fiscal year
- ◆ **Cannabis Program** (General Fund)
  - ◆ Established in Fiscal year 2018-2019, provides for community contribution programs, cannabis activity enforcement, and program oversight.
- ◆ **Capital Improvement Financing Authority** (General Fund)
  - ◆ Provides funding for certain financial borrowing expenses and other professional staff service costs related to County financing initiatives
- ◆ **County Facilities** (General Fund)
  - ◆ Provides funding for minor facility improvements and costs associated with maintenance and utilities for existing County property including United Community Center in Grayson, Keyes Community Center, Paradise-Burbank Hall, Law library, Mancini Hall and the 12<sup>th</sup> Street Parking Garage, and other county-facility related expenses
- ◆ **Crows Landing Air Facility** (General Fund)
  - ◆ Provides funding for security and master planning of the air facility acquired from the Federal government in late 2004. The County has designated the former Crows Landing Air Facility as the Crows Landing Industrial Business Park for the purpose of job creation.
- ◆ **Debt Service** (General Fund)
  - ◆ Provides funding for County debt obligations; current debt is limited to the Heating, Ventilation, and Air Conditioning (HVAC) system at the Community Services Facility
- ◆ **Focus on Prevention** (General Fund)
  - ◆ Funds the County’s multi-sector collaborative process to resolve the fundamental challenges confronting families and communities in the County with a focus on a first-rate education, strengthening families, and homelessness
- ◆ **General Fund Contribution to Other Programs** (General Fund)
  - ◆ Funds programs for which no State or Federal mandate exists; programs have a General Fund contribution as a result of a Board of Supervisors’ policy decision or contractual obligation
- ◆ **General Fund Match Vehicle License Fee** (General Fund)
  - ◆ Receives and distributes Vehicle License Fee realignment revenue and is used to fund Stanislaus County Public Health, Mental Health, and Social Services programs
- ◆ **Mandated County Match** (General Fund)
  - ◆ Provides 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 requirement
- ◆ **Plant Acquisition** (General Fund)
  - ◆ Provides funding for the acquisition, repair, and remodel of existing and new County facilities

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.



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## Chief Executive Office – Risk Management

	FY 2018-2019 Adopted	FY 2019-2020 Final
<b>Budget in Brief:</b>	<b>Final Budget</b>	<b>Budget</b>
Total Revenue	\$83,449,614	\$87,674,441
Use of Fund Balance/ Retained Earnings	\$330,894	\$464,642
Gross Costs	\$84,178,980	\$88,664,968
General Fund Contributions	\$398,472	\$525,885
% Funded by General Fund	0.5%	0.6%
Total Allocated Positions	13	13

## Department Services and Programs

The CEO – 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 Countywide 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 County departments through the Cost Allocation Plan (CAP).

**Employee Benefits and Wellness** 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.

**Disability Management** 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 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 ongoing efforts of the County’s safety program in controlling the severity and frequency of work-related injuries.

The **Safety** unit assists County departments to ensure staff tasks and business processes comply 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 the 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

## Two-Year Objectives

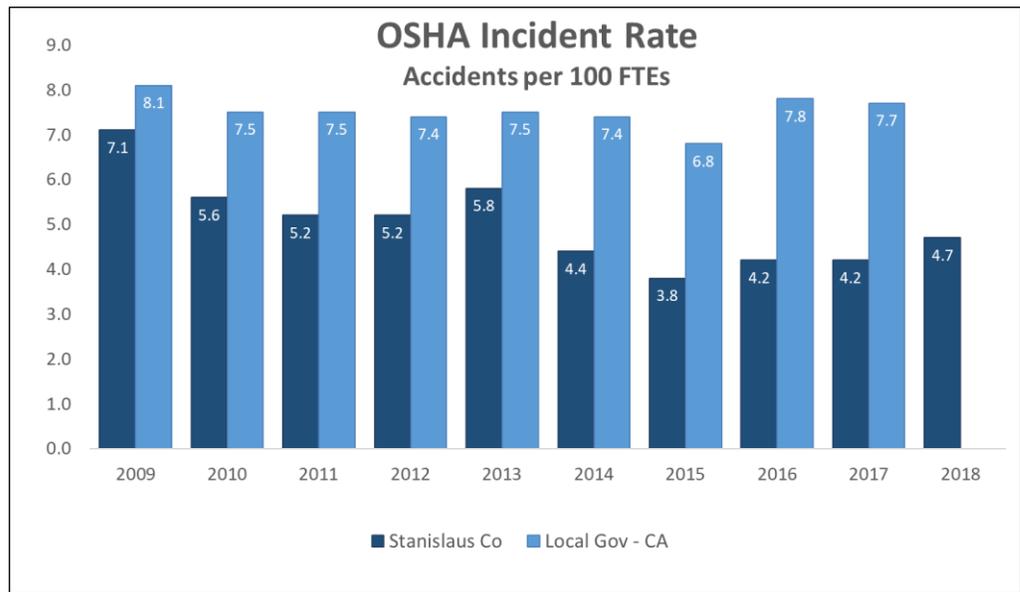
Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> <li>◆ Increase awareness and knowledge of all employee benefits and wellness initiatives to motivate employees to adopt healthier habits by providing opportunities and a supportive environment to create positive lifestyle changes</li> <li>◆ 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</li> <li>◆ 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</li> <li>◆ Leverage the expertise of the new local Workers' Compensation Third-Party Administrator to increase the timeliness and frequency of file review, to benefit customer support for employees and enhance communication with departments</li> </ul>

## Annual Report on Results: Fiscal Year 2018-2019

Fiscal Year 2018-2019 Accomplishments
<ul style="list-style-type: none"> <li>◆ Distributed monthly wellness initiative mailings and conducted several events that provided all medical plan enrollees with information about common illnesses and medical conditions and opportunities to participate in related classes and screenings</li> <li>◆ The Contract and Insurance Management System (CIMS) has been successfully rolled out to departments, streamlining the insurance approval process</li> <li>◆ A comprehensive audit tool has been developed and tested, and areas have been identified for improved safety practices at some work locations</li> <li>◆ The expertise of the new local Workers' Compensation Third-Party Administrator has been leveraged; timeliness and frequency of file review have increased, benefitting customer support for employees and enhancing Department communications</li> </ul>

Department Success Measures

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

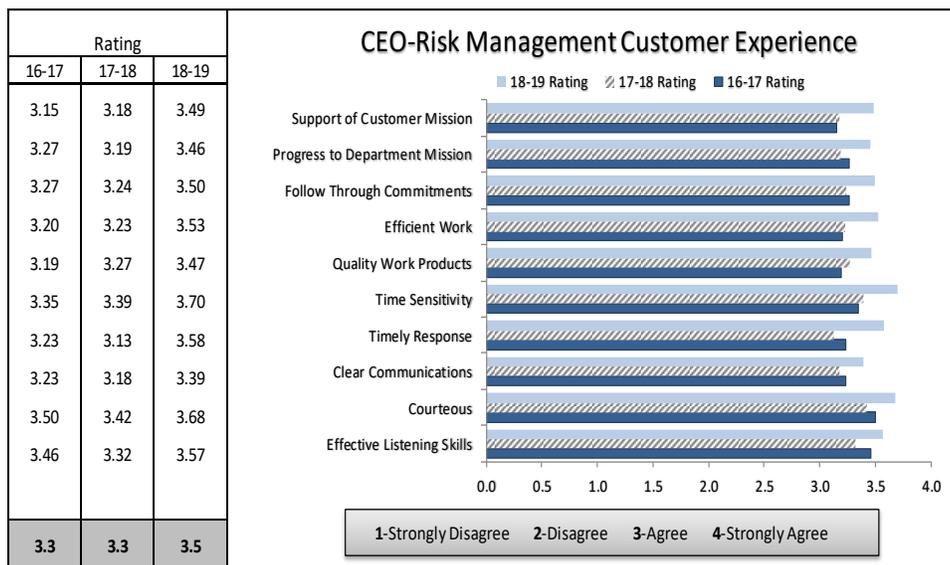


illnesses that occurred in Stanislaus County in comparison to other local governments in the State. The adjacent chart identifies the trends over the past nine years, comparing the OSHA Incident Rate for all self-insured California local governments to the Stanislaus County rate. An incident rate of 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 for California, and in the past five years

has experienced one of the lowest rates realized in the State. Stanislaus County continues to strive to reduce the number of injuries and illnesses, finding effective and creative ways to support employee safety and wellness.

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 on the previous page displays the results of the Customer Experience Questionnaire for the CEO – Risk Management Division, for 2018-2019, with an overall positive score of 3.5. This is higher than the average rating of 3.3 for years 2017-2018 and 2016-

2017. The highest scores are in the areas of time sensitivity and being courteous. Risk Management staff will continue to maintain high standards in these areas while transitioning to a new blended Human Resources/Risk Management Division during 2019-2020.

### 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - Risk Management Division</b>							
0100 0015600 General Fund							
Total Revenue	\$1,197,840	\$1,307,291	\$1,441,556	\$1,404,438	\$1,445,194	\$1,518,730	95.16%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$1,381,718	\$1,475,944	\$1,786,968	\$1,702,414	\$1,754,378	\$1,923,758	91.20%
Net County Cost	\$183,878	\$168,653	\$345,412	\$297,976	\$309,184	\$405,028	76.34%

- ◆ Fluctuations in gross costs include the significant purchase of automated external defibrillator (AED) units 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. Other fluctuations are consistent with cost of doing business increases for labor and operations, and the addition of one new position.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - Dental Self-Insurance</b>							
5101 0018101 Internal Service Fund							
Total Revenue	\$3,601,609	\$3,962,631	\$4,082,122	\$4,350,204	\$3,772,253	\$4,362,869	86.46%
Use of Fund Balance	\$312,182	\$58,322	(\$29,332)	(\$180,079)	\$376,764	\$202,735	185.84%
Gross Costs	\$3,913,791	\$4,020,953	\$4,052,790	\$4,170,125	\$4,149,017	\$4,565,604	90.88%
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 Self-Insurance programs. Dental rates paid by County departments and dental plan participants were increased or lowered to cover the costs for dental claims and administration while also providing for retained earnings that meet SCO guidelines. During the five-year period depicted above, two large refunds were processed to return revenues in excess of the acceptable level of retained earnings to departments.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - General Liability</b>							
5051 0018051 Internal Service Fund							
Total Revenue	\$4,596,893	\$5,334,505	\$4,867,883	\$3,598,536	\$5,559,548	\$5,549,233	100.19%
Use of Fund Balance	(\$1,746,452)	(\$1,157,907)	(\$849,606)	\$1,822,624	(\$23,286)	\$643,785	-3.62%
Gross Costs	\$2,850,441	\$4,176,598	\$4,018,277	\$5,421,160	\$5,536,262	\$6,193,018	89.40%
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 eligible claim: a general liability insurance policy provides reimbursement for all other allowable costs once the \$250,000 deductible has been met. Fluctuations in use of retained earnings reflect a deficit repayment plan implemented to rebuild retained earnings, and then the use of retained earnings to spend down the excess balance to an acceptable level per the SCO guidelines.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - Medical Self-Insurance</b>							
5091 0018091 Internal Service Fund							
Total Revenue	\$54,820,254	\$54,708,139	\$57,109,971	\$58,854,134	\$60,108,258	\$64,680,734	92.93%
Use of Fund Balance	(\$7,683,998)	(\$3,424,266)	(\$2,233,732)	\$1,869,439	(\$5,400,118)	(\$224,925)	2400.85%
Gross Costs	\$47,136,256	\$51,283,873	\$54,876,239	\$60,723,573	\$54,708,140	\$64,455,809	84.88%
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 those subscribers who lived outside the less expensive Stanislaus County Partners in Health (SCPH) service area. In Fiscal Year 2017-2018, increased costs and the use of retained earnings is attributed to a change in the third-party administrators 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. Fluctuations in revenue reflect changes to the number of subscribers and the medical program premium rates, the amount paid by subscribers and departments.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - Other Employee Benefits</b>							
5093 0018093 Internal Service Fund							
Total Revenue	\$496,306	\$493,988	\$281,377	\$506,703	\$532,810	\$524,271	101.63%
Use of Fund Balance	\$21,593	\$1,488	\$154,085	\$23,556	\$30,837	\$157,685	19.56%
Gross Costs	\$517,899	\$495,476	\$435,462	\$530,259	\$563,647	\$681,956	82.65%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ In Fiscal Year 2016-2017, the Deferred Compensation component of this fund had accumulated 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 revenues

for several supplemental insurances and medical benefits staff salaries. Changes in gross costs reflect fluctuations in staffing levels and County cost allocation plan changes.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - Professional Liability</b>							
5061 0018061 Internal Service Fund							
Total Revenue	\$670,211	\$410,979	\$18,155	\$362,739	\$228,890	\$232,820	98.31%
Use of Fund Balance	(\$97,882)	\$14,439	\$266,810	\$202,409	\$241,694	\$271,820	88.92%
Gross Costs	\$572,329	\$425,418	\$284,965	\$565,148	\$470,584	\$504,640	93.25%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- Actual costs include insurance premiums, claims and operating 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, and insurance coverage pays the remainder. During Fiscal Year 2016-2017, revenue was used to provide refunds to the departments participating in the program, and in Fiscal Years 2017-2018 and 2018-2019 monthly charges to departments were reduced significantly to spend down additional retained earnings to be more in line with SCO guidelines.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - Unemployment Insurance</b>							
5071 0018071 Internal Service Fund							
Total Revenue	\$201,556	\$213,158	\$118,460	\$441,474	\$678,712	\$675,350	100.50%
Use of Fund Balance	\$213,752	\$249,950	\$476,645	\$95,822	(\$73,013)	(\$57,293)	127.44%
Gross Costs	\$415,308	\$463,108	\$595,105	\$537,296	\$605,699	\$618,057	98.00%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- Revenue consists of a fee charged per employee per fiscal year. Previously, the fee was reduced to \$50 per employee per fiscal year to spend down a large portion of retained earnings that had grown to exceed SCO guidelines, bringing revenue in lower than gross costs. In Fiscal Year 2016-2017 departments also received a revenue refund of approximately \$95,000. In July 2017, the fee was increased to \$100 as retained earnings had reached an acceptable level, but notable increases in the number and cost of claims had increased. In July 2018, the fee was increased again to \$150 per employee per fiscal year to restore retained earnings to a positive balance.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - Vision Care Insurance</b>							
5111 0018111 Internal Service Fund							
Total Revenue	\$525,791	\$725,046	\$606,079	\$732,616	\$731,158	\$731,779	99.92%
Use of Fund Balance	\$193,775	(\$19,793)	\$89,574	\$11,473	(\$28,849)	\$30,000	-96.16%
Gross Costs	\$719,566	\$705,253	\$695,653	\$744,089	\$702,309	\$761,779	92.19%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- Vision care insurance revenue is based on the premium rates charged to all participants. In plan years 2013 and 2014, premium rates were reduced by 50% due to significant savings generated in the vision care

insurance program from prior years. In 2015 rates were restored, and in subsequent years were increased or lowered to cover the gross costs for claims and administration while also providing for retained earnings that meet SCO guidelines. The trend in vision care costs is consistent with the ongoing increases to the cost of healthcare. Minor fluctuations in gross costs occur based on participant usage of vision care benefits.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Chief Executive Office - Workers Compensation</b>							
5081 0018081 Internal Service Fund							
Total Revenue	\$4,853,544	\$4,952,129	\$4,757,580	\$5,581,168	\$5,467,642	\$5,223,568	104.67%
Use of Fund Balance	(\$58,794)	\$1,111,302	(\$820,603)	\$1,419,406	(\$827,644)	\$12	-6897033.33%
Gross Costs	\$4,794,750	\$6,063,431	\$3,936,977	\$7,000,574	\$4,639,998	\$5,223,580	88.83%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The trend for this program reflects the variances in actual claims activities and any settlements for costs up to \$500,000 per claim; a Workers’ Compensation insurance policy provides reimbursement for all other allowable costs once the \$500,000 deductible has been met. Fluctuations in gross costs also include administrative costs for staff overseeing the program, a contracted Third-Party Administrator, insurance premiums and the Risk Management liability expense which is an accounting entry to reserve funds for future costs of existing claims in an amount determined by annual Actuarial reports. Workers’ Compensation revenue is made up of charges to all County departments based on the number of staff and claim history. 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 fund balance by individual budget unit along with a Department total for each fiscal year.

Five-Year History	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
Chief Executive Office - Dental Self-Insurance	\$1,004,324	\$692,142	\$633,820	\$663,152	\$843,231
Chief Executive Office - General Liability	(\$968,022)	\$778,430	\$1,936,338	\$2,785,944	\$963,320
Chief Executive Office - Medical Self-Insurance	(\$8,856,182)	(\$1,172,184)	\$2,252,082	\$4,485,815	\$2,542,549
Chief Executive Office - Other Employee Benefits	\$417,913	\$396,319	\$394,832	\$240,747	\$217,190
Chief Executive Office - Professional Liability	\$709,823	\$807,705	\$793,267	\$526,457	\$324,048
Chief Executive Office - Unemployment Insurance	\$1,008,054	\$794,302	\$544,352	\$67,707	(\$28,115)
Chief Executive Office - Vision Care Insurance	\$340,856	\$147,081	\$166,874	\$77,301	\$65,828
Chief Executive Office - Workers Compensation	\$1,778,383	\$1,837,178	\$725,876	\$1,546,479	\$127,074
<b>Total Retained Earnings</b>	<b>(\$4,564,851)</b>	<b>\$4,280,973</b>	<b>\$7,447,441</b>	<b>\$10,393,602</b>	<b>\$5,055,125</b>

\*Note: Only Listed for Non-General Fund Units

- ◆ Dental Self-Insurance – The trend shows steady decreases for the first three fiscal years due to the planned effort to spend down retained earnings to a level that complies with State Controller’s Office (SCO) guidelines. In the years retained earnings was to supplement this program, minimal to no increases in premium rates were needed. In the most recent year, despite a decrease in rates, an increase in retained earnings occurred as revenues still exceeded gross costs.
- ◆ General Liability – The beginning negative retained earnings deficit was alleviated through a deficit repayment plan that began Fiscal Year 2012-2013. The following years saw incremental increases in retained earnings

due to savings in the cost of claims and settlements until the most recent which year saw a decrease due to significant increases in insurance premiums and non-reimbursable claim costs, and the number and complexity of claims.

- ◆ Medical Self-Insurance – The initial negative retained earnings balance resulted from rates that were set too low and continued until a savings-generating medical plan model was implemented on January 1, 2015. This strategy was successful in rebuilding the retained earnings balance until the most recent years when retained earnings were needed due to a \$1.9 million stop-loss reimbursement 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.
- ◆ Unemployment Insurance – The rate per employee per fiscal year charged to all County departments was reduced to \$50 in Fiscal Year 2013-2014 to spend down retained earnings and comply with SCO guidelines. In July 2017, the fee was increased to \$100 which still resulted in a deficit. In July 2018, the fee was increased to \$150 per employee to restore retained earnings to a positive balance.
- ◆ Vision Care Insurance – A steady decrease in rates resulted from a 50% rate reduction in Fiscal Year 2012-2013 that was carried through calendar year 2014 to spend down retained earnings to comply with SCO guidelines. Rates were restored in 2015 to neutralize the use of retained earnings, and in subsequent years were increased or lowered to cover the gross costs for claims and administration while also providing for retained earnings that meet SCO guidelines.
- ◆ Workers' Compensation Insurance – Between July 1, 2013 and July 1, 2015 the program accumulated a large increase in retained earnings 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 2015-2016, the fund experienced a decrease in retained earnings due to an unexpected increase in insurance premiums. The most recent fiscal year also experienced a major decrease in retained earnings due to the Risk Management liability expense, which is an accounting entry to reserve funds for future costs of existing claims in an amount determined by annual Actuarial reports, increased significantly in part due to the close out of the prior Third-Party Administrator.

## Department Summary

CEO - Risk Management Division						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$444,237	\$966,308	\$491,800	\$506,554	\$506,554	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$75,283,636	\$77,424,802	\$82,859,314	\$85,893,400	\$87,066,432	\$1,173,032
Miscellaneous Revenue	\$104,139	\$133,355	\$98,500	\$101,455	\$101,455	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$75,832,012</b>	<b>\$78,524,465</b>	<b>\$83,449,614</b>	<b>\$86,501,409</b>	<b>\$87,674,441</b>	<b>\$1,173,032</b>
<b>Use of Fund Balance/Retained Earnings</b>	<b>\$5,264,650</b>	<b>(\$5,703,615)</b>	<b>\$330,894</b>	<b>\$492,245</b>	<b>\$464,642</b>	<b>(\$27,603)</b>
<b>Total Funding Sources</b>	<b>\$81,096,662</b>	<b>\$72,820,850</b>	<b>\$83,780,508</b>	<b>\$86,993,654</b>	<b>\$88,139,083</b>	<b>\$1,145,429</b>
Salaries and Benefits	\$1,485,778	\$1,604,848	\$1,710,276	\$1,780,166	\$1,876,010	\$95,844
Services and Supplies	\$78,880,067	\$70,386,390	\$81,246,960	\$84,379,004	\$85,524,433	\$1,145,429
Other Charges	\$1,010,440	\$1,138,362	\$1,221,713	\$1,264,494	\$1,264,494	\$0
Fixed Assets						
Equipment	\$18,308	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$45	\$434	\$31	\$31	\$31	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$81,394,638</b>	<b>\$73,130,034</b>	<b>\$84,178,980</b>	<b>\$87,423,695</b>	<b>\$88,664,968</b>	<b>\$1,241,273</b>
<b>General Fund Contribution</b>	<b>\$297,976</b>	<b>\$309,184</b>	<b>\$398,472</b>	<b>\$430,041</b>	<b>\$525,885</b>	<b>\$95,844</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>0</b>

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$87.7 million, an increase of \$1.2 million from the 2019-2020 Adopted Proposed Budget.
  - ◆ The General Liability Program is increasing revenue through the Cost Allocation Plan to fund increases in insurance premiums and loss expense costs.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$86.5 million, an increase of \$3.1 million from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed by applying the following escalators to the 2018-2019 Adopted Final Budget: a standard 3% Long-Range Model (LRM) escalator was used to estimate revenue for each of the nine CEO-Risk Management Division budgets.
- ◆ The Proposed Budget includes an increase of \$548,307 in estimated revenue in the Professional Liability budget due to an increase in claims, settlements, and insurance premium costs that will result in additional revenue through the County Cost Allocation Plan (CAP) charges to County departments. The one-time use of \$250,000 in retained earnings in the 2018-2019 Final Budget that was carried over into the 2019-2020 Spending Plan with a 3% escalator added; the additional revenue negates the need for the use of \$259,885 in retained earnings originally identified in the Spending Plan.
  - ◆ This revenue is ongoing.
- ◆ The Department has a total of \$9.9 million in available retained earnings as of July 1, 2019, of which \$464,642 is budgeted for use in Fiscal Year 2019-2020.

- ◆ Dental Self-Insurance retained earnings balance is \$466,467, of which \$231,645 is used to balance the budget.
- ◆ General Liability Self-Insurance retained earnings balance is \$986,606; no reliance on the use of retained earnings is required for this budget.
- ◆ Medical Self-Insurance retained earnings balance is \$7.1 million, of which \$90,529 is used to balance the budget.
- ◆ Other Employee Benefits retained earnings balance is \$186,353, of which \$137,562 is used to balance the budget.
- ◆ Professional Liability Insurance retained earnings balance is \$82,353; no reliance on the use of retained earnings is required for this budget.
- ◆ Unemployment Self-Insurance retained earnings balance is \$44,898 and is budgeted to increase by \$55,922.
- ◆ Vision Care Self-Insurance retained earnings balance is \$94,677, of which \$34,710 is used to balance the budget.
- ◆ Workers' Compensation Self-Insurance retained earnings balance is \$954,717, of which \$26,118 is used to balance the budget.
- ◆ The \$3.1 million, or 3.7%, variance in revenue between the 2018-2019 Adopted Final Budget and 2019-2020 Proposed Budget is mostly attributed to the 3% LRM escalator added to the Final Budget amounts along with the Proposed Budget adjustment of \$548,307 for the Professional Liability fund. The planned use of \$492,245 in retained earnings varies by \$161,351, or 48.8%, from that used in the 2018-2019 Adopted Final Budget. This is primarily the result of changes in the use of retained earnings in the Medical Insurance fund which can vary based on assumptions identified annually.

### Budget and Operations

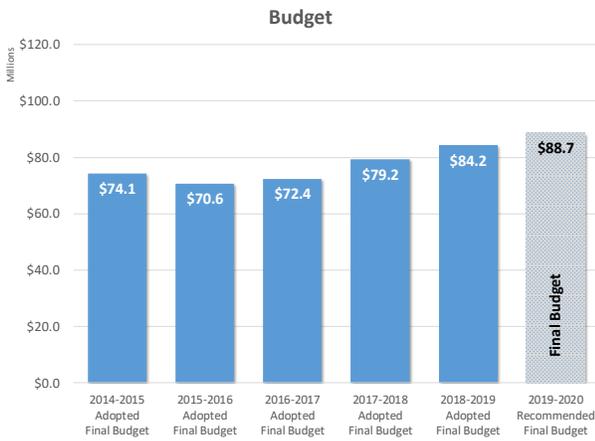
- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$88.7 million, an increase of \$1.2 million from the 2019-2020 Adopted Proposed Budget.
  - ◆ The General Liability Program is increasing to fund increased insurance premiums and loss expense costs.
  - ◆ The transfer of year-one savings into year two as part of the Performance Visioning Carryover Savings (PVCS) program is recommended, which increases the appropriations by \$95,844. The PVCS will be dedicated to support year two operations in support of the Department's strategic initiatives.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$87.4 million, an increase of \$3.2 million from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget: salaries and benefits increase of 3.5%, group health insurance increase of 5%, and services, supplies, and CAP charge cost increases of 3.5% were applied for each of the nine CEO-Risk Management Division budgets.
- ◆ The Proposed Budget includes \$288,422 to accommodate the increased costs associated with the 2019-2020 Professional Liability insurance policy renewal, medical malpractice claims costs, and the future settlement associated with a case covered under the previous insurance policy that requires the County pay the first \$500,000 prior to becoming eligible for insurance reimbursements, requiring no additional General Fund Contribution.
  - ◆ The adjustment includes \$150,000 in one-time costs and \$138,422 in ongoing costs.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 13, consistent with the 2019-2020 Adopted Proposed Budget allocation.

- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 13, consistent with the 2018-2019 Adopted Final Budget allocation.

### Five-Year Historical Trends



### Key Challenges and Opportunities

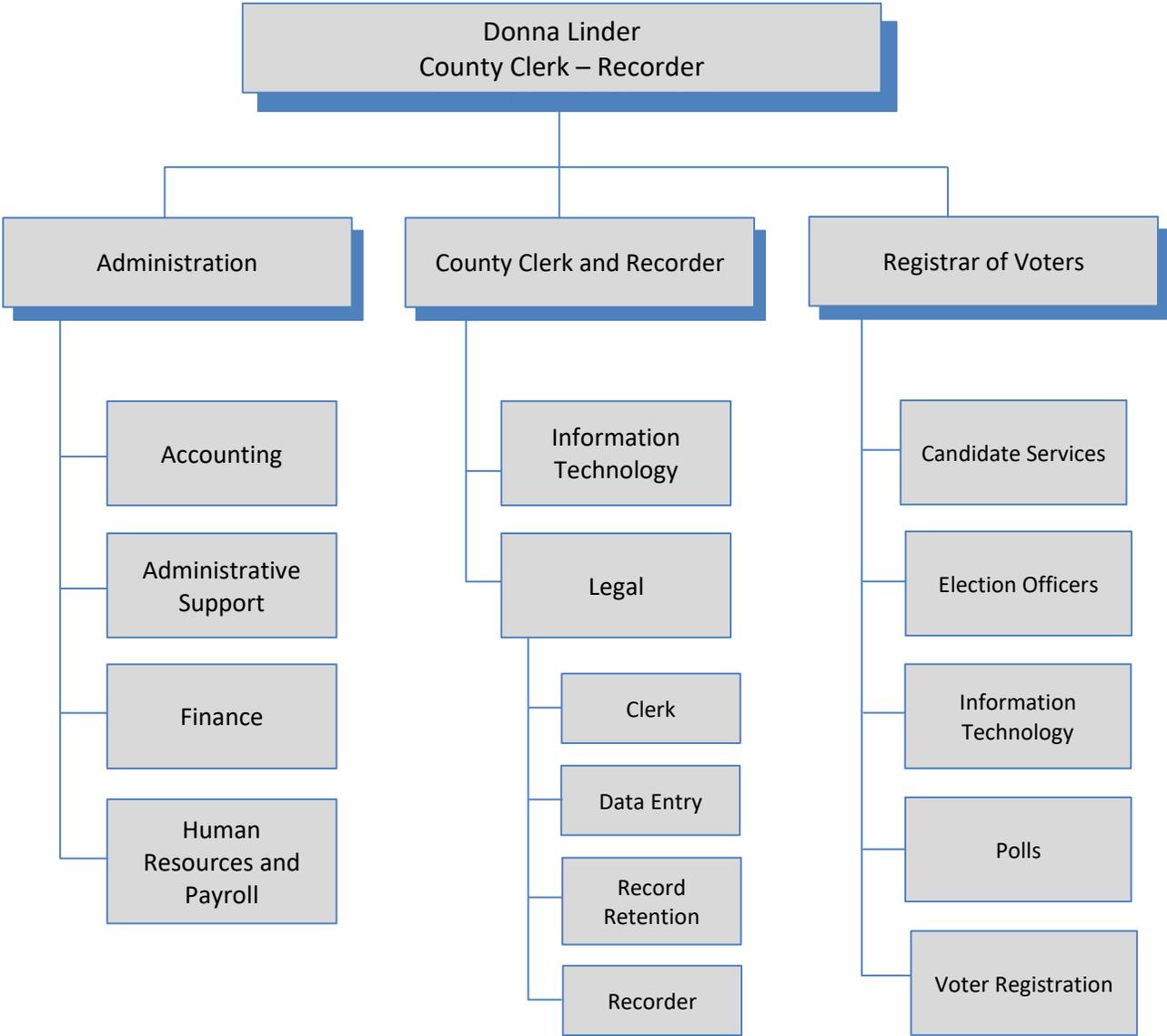
- ◆ For many fiscal years the two-dollar bi-monthly Admin fee charged to departments for each employee enrolled in the medical benefits plan has generated enough revenue in the Other Employees Benefits budget to cover the costs of the Employee Benefits unit staff and associated overhead costs. Beginning in 2017-2018 expenses exceeded revenues and retained earnings were needed to cover the excess. With the addition of a new CA IV to the unit it is recommended an analysis be completed to determine the appropriate Admin fee amount for implementation with the next two-year budget cycle.
- ◆ The Chief Executive Office is “blending” the Human Resources and Risk Management Divisions staff into a new rebranded Human Relations Division, with fiscal and general liability staff moving to the Finance/Operations Division. Staff are presented with many challenges as they are in the process of providing and/or receiving training, physically moving to new work areas, acclimating to new supervisors, teams and customers, plus working to identify fiscal changes to the Finance/Operations, Human Resources and Risk Management cost plans for the next two-year budget cycle.
- ◆ The Employee Benefits Manager continues to work with the medical insurance plan consultants on expanding strategies to educate, encourage and engage employees and other County medical plan participants in information sharing, training opportunities and activities that will lead to healthier lifestyles, improved wellness and happier lives through monthly Wellness Initiatives flyers, quarterly events, Walk Across America competitions and the annual Wellness Connect event.
- ◆ The Department continues to watch for any legislative changes to the Affordable Care Act and medical insurance delivery system, occupational safety and health, and Workers’ Compensation.

### Budgets Contained within the Department

- ◆ **Risk Management Division (General Fund)**
  - ◆ Funds personnel and administrative operations of the division, supporting the programs listed below.

- ◆ **Dental Self-Insurance** (Internal Service Fund)
  - ◆ Funds dental benefits and services for County employees, COBRA participants, and their families; claims administration for the program is provided by Delta Dental.
- ◆ **General Liability** (Internal Service Fund)
  - ◆ Funds auto, property, casualty, surety, fiduciary, and excess insurance premiums; auto, liability, and medical claim losses; self-insured retention; legal defense; actuarial services; and administrative costs. This program has a \$250,000 self-insured retention (deductible).
- ◆ **Medical Self-Insurance** (Internal Service Fund)
  - ◆ Provides medical insurance for County employees, COBRA participants, pre-Medicare (under age 65) retirees, and their families. Two options exist – a High Deductible Health Plan (HDHP) with a Health Savings Account (HSA), or an Exclusive Provider Organization (EPO) Plan. This program has a \$275,000 individual stop loss deductible for calendar year 2019.
- ◆ **Other Employee Benefits** (Internal Service Fund)
  - ◆ Funds employee life insurance, management long-term disability, deferred compensation, and staff costs for administering employee benefits.
- ◆ **Professional Liability** (Internal Service Fund)
  - ◆ Funds the management of claim losses, legal defense, cost of claims administration, actuarial services, and the administration of medical malpractice insurance. Effective October 1, 2014, the County is participating in a fully-insured program through California State Association of Counties – Excess Insurance Authority (CSAC-EIA) with a \$10,000 deductible, however claims incurred prior to this date fall under the self-insured program.
- ◆ **Unemployment Insurance** (Internal Service Fund)
  - ◆ Funds unemployment insurance for County employees, including full-time, extra-help, and employment contractors.
- ◆ **Vision Care Insurance** (Internal Service Fund)
  - ◆ Funds vision benefits and services to full-time County employees, COBRA participants, and their families.
- ◆ **Workers’ Compensation** (Internal Service Fund)
  - ◆ Funds Workers’ Compensation benefits to injured employees who have sustained an injury/illness which arises out of employment and in the course of employment with the County. Provides funding for claims expenses, excess insurance coverage, actuarial services, claims administration, loss control and prevention, legal defense, licensing fees, support services, and general County overhead. This program has a \$500,000 self-insured retention (deductible).

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.



1021 I Street, Modesto, CA 95354 Tel: (209) 525-5250  
[www.stancounty.com/clerkrecorder](http://www.stancounty.com/clerkrecorder), [www.stanvote.com](http://www.stanvote.com)  
County Clerk – Recorder Suite 101, Registrar of Voters Suite 102

## County Clerk – Recorder

	FY 2018-2019 Adopted	FY 2019-2020 Final
<b>Budget in Brief:</b>	<b>Final Budget</b>	<b>Budget</b>
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	\$10,171,455
<b>General Fund Contributions</b>	<b>\$2,868,518</b>	<b>\$4,678,430</b>
% Funded by General Fund	36.5%	46.0%
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, 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 Voters** 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 the Registrar of Voters' website at [www.stanvote.com](http://www.stanvote.com) or call the division at (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

## Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> <li>◆ Obtain and implement a new software system to access official public records</li> <li>◆ Install an online application and Department kiosk system to enable the public to request official public records</li> <li>◆ Conduct the November 2018 Statewide General Election as mandated by State and Federal law</li> <li>◆ Conduct the November 2019 Uniform District Election Law election</li> <li>◆ Conduct the March 2020 Presidential Primary Election as mandated by State and Federal law</li> </ul>

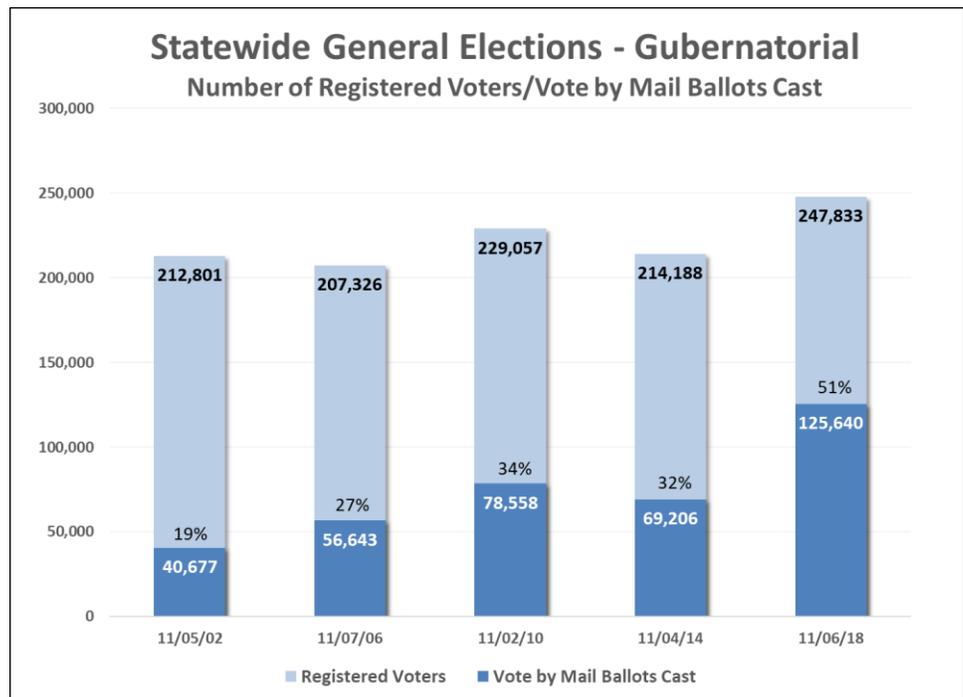
## Annual Report on Results: Fiscal Year 2018-2019

Fiscal Year 2018-2019 Accomplishments
<ul style="list-style-type: none"> <li>◆ Purchase and implementation of a new document retrieval software system is in progress, with a Board agenda item seeking approval of a contract pending</li> <li>◆ The Department has prepared an agenda item seeking Board approval to install an online application and Department kiosk system to enable the public to request official public records without waiting in line</li> <li>◆ Successfully conducted the November 2018 Statewide General Election</li> </ul>

### Department Success Measures

The Elections Division of the County Clerk-Recorder Department identifies the increase of registered voters and Vote by Mail (VBM) ballots received over the past five Statewide General Elections/Gubernatorial as a meaningful measure of success. The last Statewide General Election occurred during Fiscal Year 2018-2019, on November 6, 2018. As illustrated in the adjacent chart, the number of voter registrations continue to show an upward trend, with an average election year increase of 4.3% over the past five election cycles and a 15.7% increase in November 2018 compared to November 2014. With the implementation of the New Motor Voter Act overall voter registration numbers are expected to continue to increase.

registered to vote by mail has more than tripled, with the most recent election year measuring an 81.5%



The largest noticeable impact to voter turnout is the number of returned VBM ballots. During the tracking period noted in the chart, the number of voters

increase in VBM ballots. In election year 2018, ballots cast by mail made up 51% of voter registration numbers, the highest percentage to date. Statewide changes that will be implemented in the near future will almost certainly guarantee a continued, upward trend in VBM numbers.

### 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Clerk-Recorder</b>							
0100 0020001 General Fund							
Total Revenue	\$1,874,626	\$2,013,614	\$2,251,438	\$2,314,694	\$2,780,802	\$2,161,687	128.64%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$1,787,940	\$1,877,792	\$1,929,911	\$2,487,670	\$2,650,859	\$2,787,279	95.11%
Net County Cost	(\$86,686)	(\$135,822)	(\$321,527)	\$172,976	(\$129,943)	\$625,592	-20.77%

- ◆ The Clerk Recorder Division collected a total revenue of \$2.8 million in Fiscal Year 2018-2019, much more than anticipated due primarily to the administrative fee revenue received from The California Building Homes and Jobs Act netting an additional \$500,000 over that budgeted. This fee is currently under review and is expected

to decrease. Recording fees have decreased in the past two years by an average of 9.2%; this trend is expected to continue in anticipation of a declining real estate market. Overall, both costs and revenue have steadily increased over the five-year period.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Clerk-Recorder - Elections</b>							
0100 0020299 General Fund							
Total Revenue	\$465,261	\$677,938	\$529,265	\$876,337	\$1,037,022	\$490,311	211.50%
Use of Fund Balance	-	-	-	-	-	-	-
Gross Costs	\$1,855,976	\$2,806,623	\$2,455,407	\$2,801,114	\$2,843,171	\$3,122,375	91.06%
Net County Cost	\$1,390,715	\$2,128,685	\$1,926,142	\$1,924,777	\$1,806,149	\$2,632,064	68.62%

- ◆ The Elections Division collected total revenue of \$1 million during Fiscal Year 2018-2019, significantly higher than anticipated due to Senate Bill 415, the Voter Participation Act, which encouraged local districts to consolidate from an odd to even year election cycle. The overwhelming majority of Stanislaus County local districts moved to the even year election cycle creating an increase in revenue tied to the 2018 Statewide General Election. Note that revenue and costs for this budget fluctuate from year to year based on the type of elections conducted during a fiscal year.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Clerk-Recorder - Modernization</b>							
1723 0020500 Special Revenue Fund							
Total Revenue	\$782,121	\$841,283	\$901,809	\$814,107	\$744,798	\$740,118	100.63%
Use of Fund Balance	\$277,310	\$262,027	\$35,318	\$67,401	\$135,325	\$2,535,979	5.34%
Gross Costs	\$1,059,431	\$1,103,310	\$937,127	\$881,508	\$880,123	\$3,276,097	26.86%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Clerk Recorder Modernization Special Revenue Fund collected a total revenue of \$744,798 during Fiscal Year 2018-2019, consistent with Department projections. Costs and the use of fund balance, that were budgeted in Fiscal Year 2018-2019 did not materialize due to a delay in initiating a vendor contract for a new document management system. The Department expects to move forward with this project in Fiscal Year 2019-2020.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Clerk-Recorder - Vital &amp; Health Statistics</b>							
1786 0020601 Special Revenue Fund							
Total Revenue	\$54,690	\$46,281	\$55,591	\$58,815	\$66,075	\$56,745	116.44%
Use of Fund Balance	(\$54,690)	(\$46,281)	(\$55,591)	(\$58,815)	(\$66,075)	\$127,539	-51.81%
Gross Costs	\$0	\$0	\$0	\$0	\$0	\$184,284	0.00%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The Clerk Recorder Vital and Health Statistics Special Revenue Fund collected a total revenue of \$66,075 during Fiscal Year 2018-2019, slightly higher than anticipated due to increased Certified Birth Certificate requests in compliance with the California Real ID requirements. As with Modernization Fund expenditures, budgeted costs did not materialize due to a delay in initiating a vendor contract for a new document

management system; the Department expects to move forward with this project in Fiscal Year 2019-2020 and will rely on funding from both Modernization Fund and Vital and Health Statistics.

### 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, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
Clerk-Recorder - Modernization	\$3,087,398	\$2,810,088	\$2,548,061	\$2,512,743	\$2,445,342
Clerk-Recorder - Vital & Health Statistics	\$200,010	\$254,700	\$300,981	\$356,572	\$415,387
<b>Total Fund Balance</b>	<b>\$3,287,408</b>	<b>\$3,064,788</b>	<b>\$2,849,042</b>	<b>\$2,869,315</b>	<b>\$2,860,729</b>

\*Note: Only Listed for Non-General Fund Units

- ◆ The Clerk Recorder Modernization Special Revenue Fund has remained relatively stable with steady usage over the past five years. Project agreements for system upgrades are in process and will likely utilize much of this fund balance.
- ◆ The Clerk Recorder Vital and Health Statistics Special Revenue Fund has remained relatively stable with regular contributions to fund balance over the past five years. Project agreements for system upgrades are in process and will likely utilize much of this fund balance.

### Department Summary

Clerk-Recorder						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$137,452	\$131,281	\$134,947	\$139,670	\$139,670	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$20,573	\$0	\$0	\$0	\$0
Charges for Service	\$3,437,664	\$3,904,719	\$2,657,425	\$3,255,277	\$3,255,277	\$0
Miscellaneous Revenue	\$488,837	\$572,124	\$371,178	\$373,359	\$373,359	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$4,063,953</b>	<b>\$4,628,697</b>	<b>\$3,163,550</b>	<b>\$3,768,306</b>	<b>\$3,768,306</b>	<b>\$0</b>
<b>Use of Fund Balance/Retained Earnings</b>	<b>\$8,586</b>	<b>\$69,250</b>	<b>\$1,825,219</b>	<b>\$1,724,719</b>	<b>\$1,724,719</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$4,072,539</b>	<b>\$4,697,947</b>	<b>\$4,988,769</b>	<b>\$5,493,025</b>	<b>\$5,493,025</b>	<b>\$0</b>
Salaries and Benefits	\$3,481,156	\$3,894,868	\$4,261,831	\$4,396,980	\$5,783,999	\$1,387,019
Services and Supplies	\$1,864,756	\$1,931,818	\$2,992,404	\$3,687,887	\$3,687,887	\$0
Other Charges	\$377,151	\$508,980	\$451,913	\$467,730	\$467,730	\$0
Fixed Assets						
Equipment	\$0	\$36,530	\$50,000	\$230,000	\$230,000	\$0
Other Financing Uses	\$446,709	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$520	\$1,957	\$1,139	\$1,839	\$1,839	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$6,170,292</b>	<b>\$6,374,153</b>	<b>\$7,857,287</b>	<b>\$8,784,436</b>	<b>\$10,171,455</b>	<b>\$1,387,019</b>
<b>General Fund Contribution</b>	<b>\$2,097,753</b>	<b>\$1,676,206</b>	<b>\$2,868,518</b>	<b>\$3,291,411</b>	<b>\$4,678,430</b>	<b>\$1,387,019</b>
<b>Total Allocated Positions</b>	-	-	48	48	48	0

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$3.8 million, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$3.8 million, an increase of \$604,756 from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed by forecasting recordable documents based on local property transfers and reimbursement of election costs. The projections will need close monitoring during Fiscal Year 2019-2020 to determine housing market trends.
- ◆ The Department has a total of \$2.8 million in available fund balance as of July 1, 2019, of which \$1.7 million is budgeted for use in Fiscal Year 2019-2020.
  - ◆ Modernization Trust Fund has \$2.3 million in available fund balance as of July 1, 2019, of which \$1.8 million is budgeted for use in Fiscal Year 2019-2020 for the ongoing re-indexing project.
  - ◆ Vital and Health Statistics has \$481,462 in available fund balance as of July 1, 2019; anticipated revenue in excess of budgeted expenditures means that \$28,447 will be added to fund balance in Fiscal Year 2019-2020.

### Budget and Operations

- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$10.2 million, an increase of \$1.4 million from the 2019-2020 Adopted Proposed Budget.
  - ◆ The transfer of year-one savings into year two as part of the Performance Visioning Carryover Savings (PVCS) program is recommended, which increases the appropriations by a total of \$1.4 million; this represents an increase of \$646,854 in Clerk-Recorder and \$740,165 in Elections. The PVCS will be dedicated to support year two operations in support of the Department’s strategic initiatives.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$8.8 million, an increase of \$927,149 from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget:
    - ◆ Salaries and benefits increase of 3.5%
    - ◆ CAP increase of 3.5%
    - ◆ Group Health Insurance increase of 5%
    - ◆ Services and supplies 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, which is anticipated to significantly increase the voter rolls and associated costs in Stanislaus County.
- ◆ The Proposed Budget includes \$80,000 to accommodate the increased costs associated with either replacement of the network/server room cooling system or moving server room operations to the SBT data center, requiring a General Fund Contribution of \$80,000. Due to the urgent nature of the request, it will be funded by General Fund Contribution with an offsetting reduction to the Department Performance Visioning Carryover Savings.
  - ◆ This cost is one-time.
  - ◆ Subsequent to Proposed Budget, a team comprised of staff from the Clerk-Recorder, Information Technology Central (ITC), General Services Agency, and Chief Executive Office reviewed this issued and determined to replace the network/server room cooling system due to the upcoming fall election

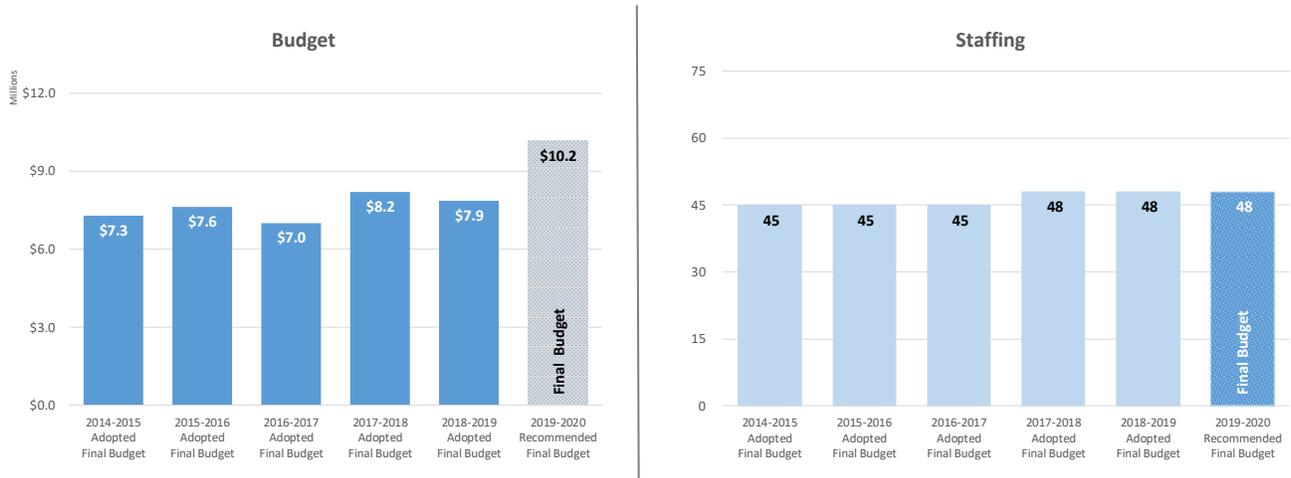
cycle and current reliance on a temporary solution to maintain the required server room temperature. Future partnership with ITC is planned for optimal server siting.

- ◆ The Final Budget includes \$230,000 in total fixed assets, consistent with the 2019-2020 Adopted Proposed Budget.
  - ◆ In addition to the \$80,000 for the cooling system noted previously, \$150,000 in computer equipment is budgeted in the Modernization Trust Fund budget.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 48, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 48, consistent with the 2018-2019 Adopted Final Budget allocation.

### Five-Year Historical Trends



### Key Challenges and Opportunities

- ◆ The Department continues to work on installing a new system to record, store, and maintain vital documents; the vendor of the existing system is no longer in operation.
- ◆ The installation of an online application and Department kiosk system will allow customers to request official public records conveniently.
- ◆ Staff will work with the County Capital Projects team to complete a remodel of the Clerk-Recorder division to ensure Americans with Disabilities Act (ADA) compliance as well as improved customer services capabilities.
- ◆ The Department will purchase and implement a new voter ballot tabulation system in Fiscal Year 2019-2020, training staff and Election Officers on operations of the new equipment.
- ◆ The Elections division will conduct the November 2019 Uniform District Election Law (UDEL) and the March 2020 Presidential Primary elections in Fiscal Year 2019-2020.
- ◆ Assembly Bill (AB) 1461, which automatically registers to vote all driver’s license or State identification applicants, will greatly increase voter rolls and associated costs, including the issuance of mandated notices, County voter information guides, and ballots.

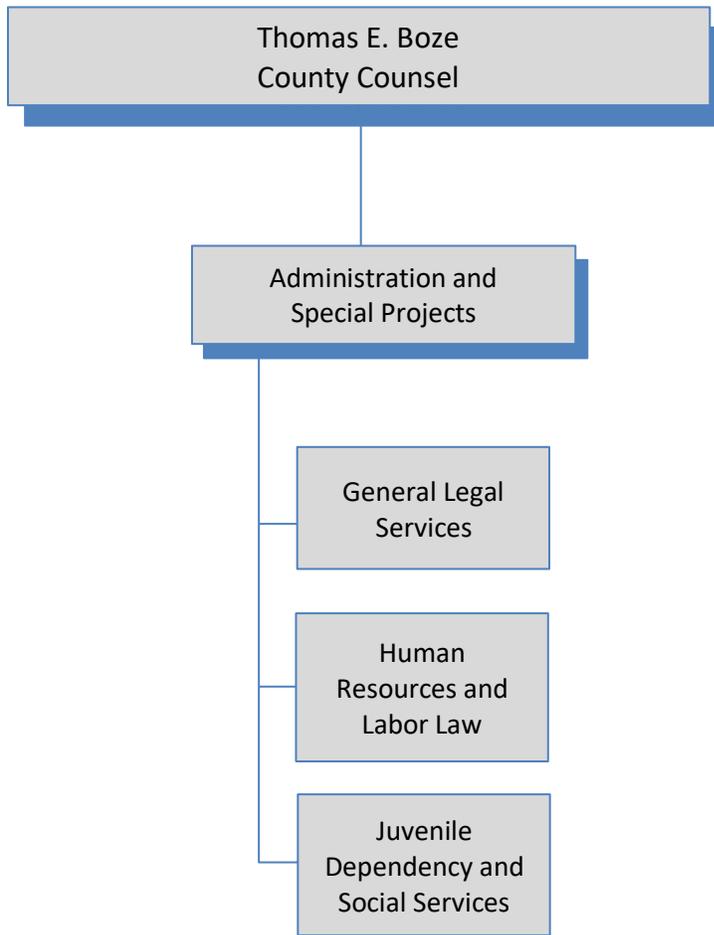
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## Budgets Contained within the Department

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- ◆ **Recorder Division** (General Fund)
  - ◆ Funds the Clerk-Recorder division’s responsibility to process documents and records as required by law and reports all manner of business related to marriage licenses, certified copies of vital statistic records, document filings, and recordings of real property
- ◆ **Elections Division** (General Fund)
  - ◆ Funds the Clerk-Recorder Elections division in providing Stanislaus County citizens the ability to exercise their constitutional right to vote
- ◆ **Modernization Trust Fund** (Special Revenue Fund)
  - ◆ Funds necessary operations, maintenance, and upgrades for electronic processing equipment within the Clerk-Recorder’s Office, supported by specific recording fees
- ◆ **Vital Health Statistics** (Special Revenue Fund)
  - ◆ Funds the restoration and preservation of original vital statistics documents (Birth, Death, and Marriage Certificates) showing significant deterioration, as well as the printing and management of appropriate forms permitting public access to records, supported by certified copies

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.



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## County Council

	FY 2018-2019 Adopted Final Budget	FY 2019-2020 Final Budget
Budget in Brief:		
Total Revenue	\$1,591,667	\$1,851,982
Use of Fund Balance/ Retained Earnings	\$0	\$0
Gross Costs	\$3,315,160	\$4,079,099
General Fund Contributions	\$1,723,493	\$2,227,117
% Funded by General Fund	52.0%	54.6%
Total Allocated Positions	16	17

## Department Services and Programs

The office of County Counsel 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 Counsel also provides legal services on a fee basis to other public entities where it is obligated to do so such as special districts, joint powers authorities (JPAs), and the Civil Grand Jury. County Counsel also supports the Stanislaus County Local Agency Formation Commission (LAFCO).

The office provides legal services through four core program areas as identified in the organizational chart: **Administration and Special Projects, General Legal Services, Juvenile Dependency and Social Services, and Human Resources and Labor Law.**

The **Administration and Special Projects** area supports departmental administration, planning, fiscal management, and personnel services; 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 respective missions and objectives while reducing the risk of liability.

The area of **General Legal Services** serves as the primary legal services program provided by County

Counsel. The program provides general legal advice and litigation representation to the Board of Supervisors, all County departments, and includes advice and representation regarding contracts and agreements, 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 development of contracts to provide essential government services. Attorneys also provide legal advice and services to several special districts within this area. The County has historically contracted with outside counsel for highly specialized legal services, such as workers' compensation, most torts, and capital projects.

The **Juvenile Dependency and Social Services** area provides all legal and court representation for the Community Services Agency (CSA) in its 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 before the court. Training on a variety of topics ensures effective services and is provided to (1) Social Workers on 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 a Court Appointed Special Advocate (CASA). Attorneys also analyze new legislation and provide opinions to the Department, offering legal assistance in preparing contracts necessary for providing child dependency services.

The area of **Human Resources and Labor Law** provides all necessary legal support, advice, and representation before State and Federal courts and administrative agencies regarding labor relations and personnel matters that involve County employees. In addition, these attorneys serve as primary counsel for Human Resource issues Countywide. Services in this area include the drafting and review of personnel and salary ordinances along with the provision of legal advice regarding labor arbitrations, unfair labor practices,

various discrimination complaints, and other investigations.

The primary goal of the office of County Counsel is to provide high quality and cost-effective legal services to all clients in a timely manner consistent with the highest ethical standards. Achieving these goals requires experienced and dedicated attorneys and support staff who are able to adjust to the ever-changing regulatory, legislative, and judicial environment in which the County operates.

### Board of Supervisors Priority Area



The County Counsel 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

### Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> <li>◆ Provide highly competent legal advice to clients on matters related to their duties and responsibilities, aligning services to available resources to maintain fiscal stability</li> <li>◆ Deliver legal services to client departments in as efficient and economical manner as possible</li> <li>◆ Maximize revenue and interfund reimbursements by focusing on full cost recovery through accurate billable rates to chargeable client departments and by streamlining timekeeping tasks</li> <li>◆ Provide modern document management and storage infrastructure to increase productivity and ensure superior service to County Counsel customers</li> <li>◆ Provide State mandated training on ethics for elected and appointed officials and the prevention of workplace harassment and bullying</li> </ul>

## Annual Report on Results: Fiscal Year 2018-2019

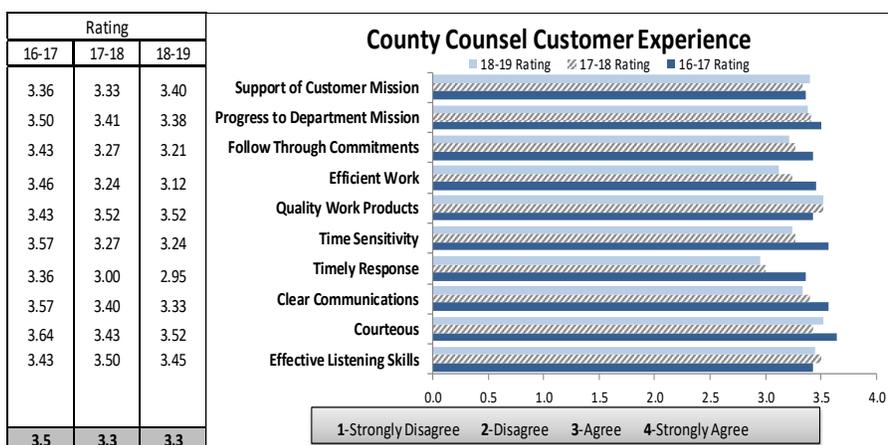
### Fiscal Year 2018-2019 Accomplishments

- ◆ Provided highly specialized legal services to 26 departments, nine commissions, four boards, six special districts, three joint powers authorities, and 19 committees, agencies, and other entities, including the following: maintained 265 mental health conservatorships, of which 74 were new in 2018, eliminating the threat of homelessness for those clients; reviewed 1,173 contracts as to legal form; and ensured that 307 abused and neglected children in Stanislaus County were provided safety, security, and permanency in the form of reunification adoption or guardianship
- ◆ Assisted all departments in effectively navigating legal issues to help them accomplish their respective missions and achieve the outcomes reported as their business highlights
- ◆ Maximized revenue and interfund reimbursements by focusing on full cost recovery through accurate billable rates to chargeable client departments while streamlining timekeeping tasks, resulting in a 1.4% increase in revenue and a 7.8% decrease in reliance on the General Fund in Fiscal Year 2018-2019; Department revenue currently represents 56.6% of total costs
- ◆ The 2019-2020 Adopted Proposed Budget includes appropriations to support embedded Information Technology Central staff to assist in document management and office portability projects to ensure superior service to Department customers
- ◆ Provided 30 local officials ethics training as required by Assembly Bill 1234

### 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 adjacent chart displays the results of the Customer Experience Questionnaire for the County Counsel Department, for 2018-2019, with an overall positive score of 3.3. This is slightly lower than the average rating of 3.4 for Fiscal Years 2017-2018 and 2016-2017. The Department remains committed to continuous improvement for excellent customer service.



### 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>County Council</b>							
0100 0022000 General Fund							
Total Revenue	\$1,206,254	\$1,195,442	\$1,458,682	\$1,732,411	\$1,756,720	\$1,785,742	98.37%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$2,385,648	\$2,316,545	\$2,505,034	\$2,692,820	\$3,105,168	\$3,618,072	85.82%
Net County Cost	\$1,179,394	\$1,121,103	\$1,046,352	\$960,409	\$1,348,448	\$1,832,330	73.59%

- ◆ The Gross Costs have increased gradually over the past five years due to the cost of doing business in salaries, benefits, and Cost Allocation Plan (CAP) charges. The increase in revenue is associated with an increase in service level provided to Child Support Services and additional revenue collected.

### Department Summary

County Council						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$195,009	\$35,335	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$4,747	\$21,886	\$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	\$1,532,448	\$1,699,469	\$1,591,667	\$1,851,982	\$1,851,982	\$0
Miscellaneous Revenue	\$207	\$30	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$1,732,411</b>	<b>\$1,756,720</b>	<b>\$1,591,667</b>	<b>\$1,851,982</b>	<b>\$1,851,982</b>	<b>\$0</b>
Use of Fund Balance/Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	<b>\$1,732,411</b>	<b>\$1,756,720</b>	<b>\$1,591,667</b>	<b>\$1,851,982</b>	<b>\$1,851,982</b>	<b>\$0</b>
Salaries and Benefits	\$2,445,687	\$2,792,914	\$2,882,723	\$3,199,523	\$3,601,135	\$401,612
Services and Supplies	\$94,153	\$111,773	\$213,415	\$242,452	\$242,452	\$0
Other Charges	\$152,813	\$200,286	\$213,992	\$235,482	\$235,482	\$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	\$167	\$195	\$30	\$30	\$30	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$2,692,820</b>	<b>\$3,105,168</b>	<b>\$3,315,160</b>	<b>\$3,677,487</b>	<b>\$4,079,099</b>	<b>\$401,612</b>
<b>General Fund Contribution</b>	<b>\$960,409</b>	<b>\$1,348,448</b>	<b>\$1,723,493</b>	<b>\$1,825,505</b>	<b>\$2,227,117</b>	<b>\$401,612</b>
<b>Total Allocated Positions</b>	-	-	16	17	17	0

### Operating Plan: 2019-2020 Final Budget

#### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$1.6 million, consistent with the 2019-2020 Adopted Proposed Budget.

- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$1.9 million, an increase of \$260,315 from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed by applying the following escalators to the 2018-2019 Adopted Final Budget: a 3% increase in revenue over Fiscal Year 2018-2019 along with analysis of historical revenue trends.
- ◆ The Proposed Budget includes an adjustment increasing the 2019-2020 Spending Plan by a total of \$175,780 due to ongoing revenue associated with Board approved adjustments in Fiscal Year 2018-2019.
- ◆ The Proposed Budget includes an increase of \$36,785 in estimated revenue due to the anticipated reimbursement of additional staffing costs, information technology costs, and replacement of aging equipment; allowable department costs are charged to County departments through the Cost Allocation Plan (CAP) process.
  - ◆ The adjustment includes \$15,196 in one-time revenue and \$21,589 in ongoing revenue.

### Budget and Operations

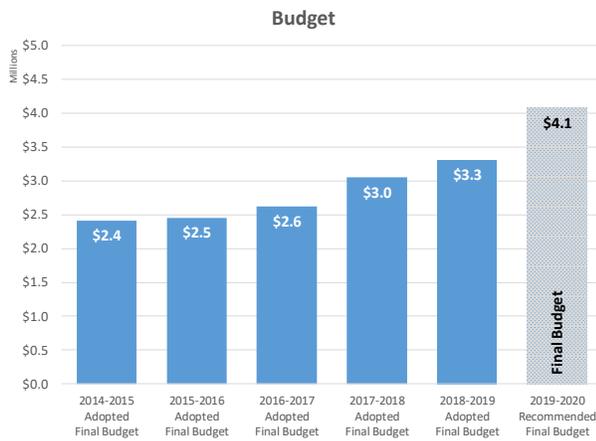
- ◆ Gross Costs identified in 2019-2020 Final Budget total \$4.1 million, an increase of \$401,612 from the 2019-2020 Adopted Proposed Budget.
  - ◆ The transfer of year-one savings into year two as part of the Performance Visioning Carryover Saving (PVCS) program is recommended, which increases the appropriations by \$401,612. The PVCS will be dedicated to support year two operations in support of the Department's strategic initiatives.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$3.7 million, an increase of \$362,327 from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget: salaries and benefits increases of 3.5%, group health insurance increase of 5%, and services, supplies, and CAP charge cost increases of 3.5% for normal cost-of-living increases.
- ◆ The Proposed Budget includes an adjustment increasing the 2019-2020 Spending Plan by a total of \$187,000 due to ongoing costs associated with Board approved adjustments in Fiscal Year 2018-2019, requiring an additional General Fund Contribution of \$11,220 in Budget Year 2019-2020.
- ◆ The Proposed Budget includes \$73,570 to accommodate the increased costs associated with staffing, the anticipated replacement of aging equipment, and the expected increased information technology costs to coordinate document management and office portability needs, requiring an additional General Fund Contribution of \$36,785.
  - ◆ An extra-help attorney will provide legal services for special projects and backup to deputies at a cost of \$43,178.
  - ◆ A \$14,000 increase in information technology costs will support an embedded Information Technology Central staff member in the County Counsel office for a two-month project to assist in document management and office portability projects.
  - ◆ A \$16,392 increase in costs will allow for the replacement of aging office equipment and the purchase of cell phones for two attorneys operating out of the office and in court several hours each week.
  - ◆ The adjustment includes \$30,392 in one-time costs and \$43,178 in ongoing costs.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 17, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 17, an increase of one over the 2018-2019 Adopted Final Budget allocation.

- ◆ Subsequent to the 2018-2019 Adopted Final Budget, one position was added to the Department staffing allocation.

### Five-Year Historical Trends



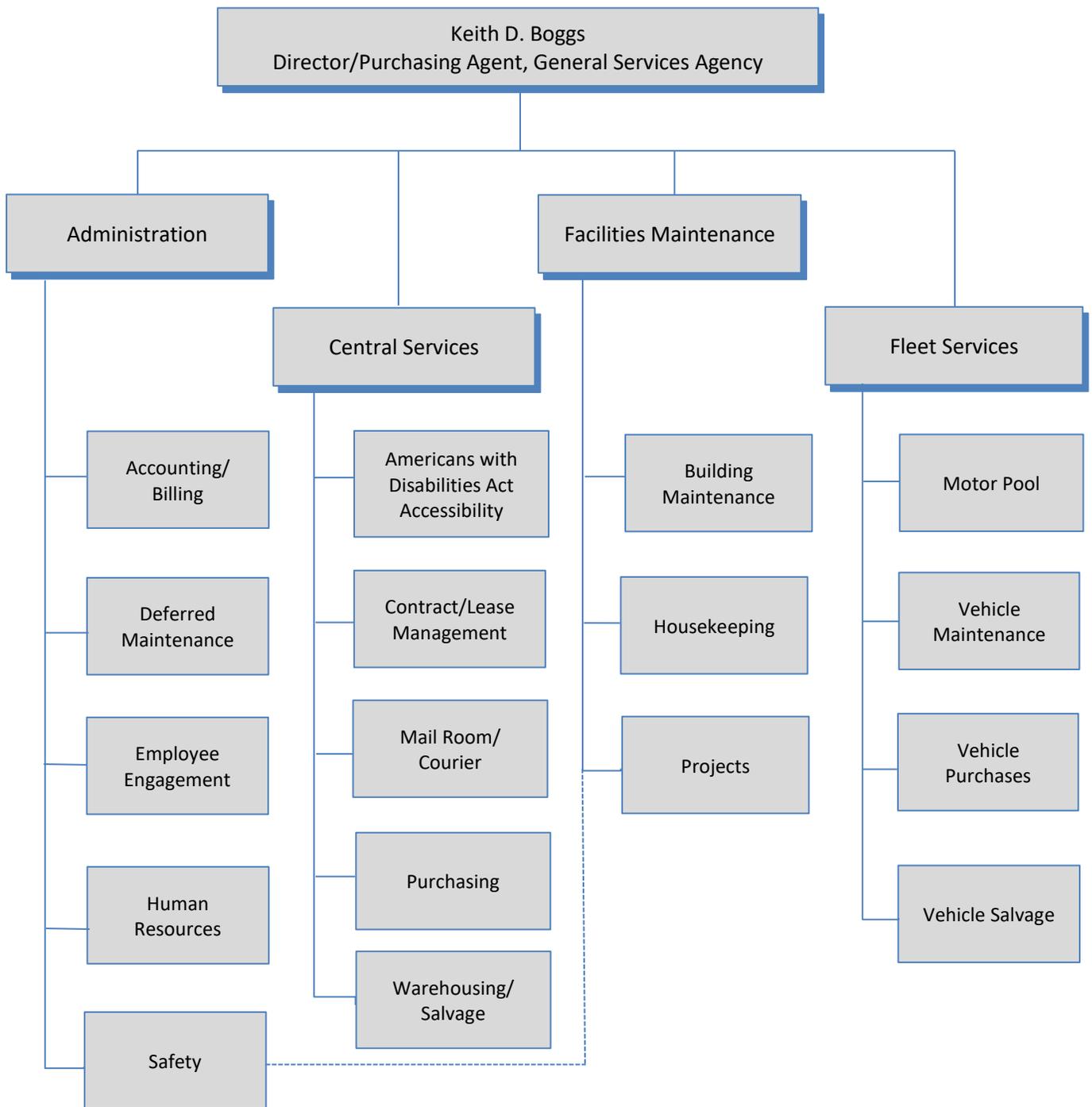
### Key Challenges and Opportunities

- ◆ The Department continues to be challenged with the processing and storage of paper and needs to put into place a new document management and storage infrastructure system. This type of system will increase productivity and efficiency by reducing and/or eliminating the need for hard copy files to be stored both on and off site.
- ◆ As the economy improves, staff are seeing an increased demand for legal services, including services related to State and local licensing and enforcement of cannabis businesses, increases in the number of children in foster care, and significant increases in the number and complexity of Public Records Act Requests and subpoenas.
- ◆ Existing County Council office space does not provide a sufficient number of individual offices for allocated attorney positions; the Department will analyze options for office reconfiguration to meet space needs and may convert a conference room into an office to accommodate one attorney position.
- ◆ The department is experiencing a significant increase in demand for legal services regarding public records requests due to several factors, including recent changes in law, that have increased the number, complexity and burden of record requests.

### Budgets Contained within the Department

- ◆ **County Council (General Fund)**
  - ◆ The budget funds Administration and Special Projects, General Legal Services, Juvenile Dependency and Social Services, and Human Resources and Labor Law through the direct billing of client departments and General Fund support.

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.



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## General Services Agency

Budget in Brief:	FY 2018-2019	FY 2019-2020
	Adopted	Final
Total Revenue	\$17,694,000	\$19,184,485
Use of Fund Balance/ Retained Earnings	\$506,600	\$313,400
Gross Costs	\$18,220,700	\$21,518,785
General Fund Contributions	\$20,100	\$2,020,900
% Funded by General Fund	0.1%	9.4%
Total Allocated Positions	62	65

## 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 12<sup>th</sup> 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. The Americans with Disabilities Act (ADA) budget funds activities that will ensure the County is in compliance with ADA requirements. 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	<p>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...</p>	
Two-Year Strategies	<p>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</p>	
Success Measures	Customer Experience	Negotiated Savings of Procurement Services

## Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> <li>◆ 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</li> <li>◆ 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</li> <li>◆ 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</li> <li>◆ 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</li> </ul>

## Annual Report on Results: Fiscal Year 2018-2019

Fiscal Year 2018-2019 Accomplishments
<ul style="list-style-type: none"> <li>◆ Provided access to the online WinCams billing module within the target goal of five business days of the monthly Oracle close, providing timely detailed billing information to County departments</li> <li>◆ Achieved an overall cost savings of \$5.2 million for goods and services procured for all county departments through the end of Fiscal Year 2018-2019, approximately 10% below the target goal, which is primarily due to one-time office remodels and furniture, fixture, and equipment purchases of \$3.4 million at the Community Services Facility that occurred in Fiscal Year 2017-2018 which did not occur in Fiscal Year 2018-2019</li> <li>◆ Completed 6,728 (73.3%) routine calls for services within 15 days from receipt in Fiscal Year 2018-2019 compared to 6,738 (73.3%), which is 6.7% below the target goal of 80%; this is primarily due to a Facilities Maintenance Division vacancy rate of 18% (three FTEs) that occurred through the end of the third quarter of Fiscal Year 2018-2019, impacting reaction times and productivity</li> <li>◆ Relocated a 4-post vehicle lift for quicker and safer access, which reduced vehicle set-up time by five minutes per service activity consistent with the target goal of 5-10 minutes</li> </ul>

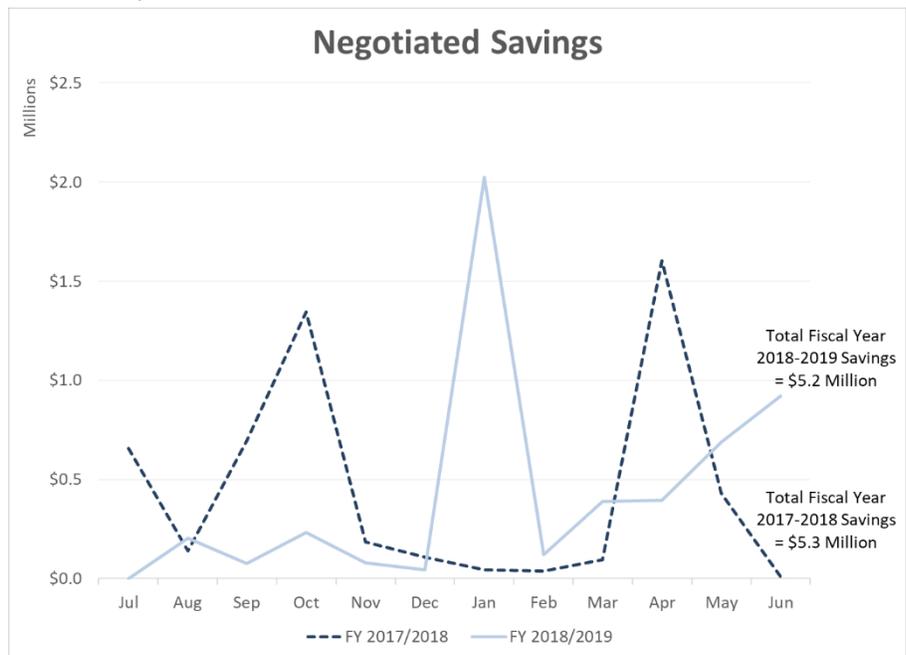
- ◆ Completed \$1.1 million in Deferred Maintenance projects, including elevator modernizations, replacement of mechanical systems, interior and exterior repaint, installation of new carpeting, and card reader system upgrades

### Department Success Measures

The General Services Agency contains several divisions with distinct functions, including the Central Services division which is responsible for acquiring goods and services, leasing property and equipment, and negotiating contracts. Central Services has identified the efficient delivery of procurement services that provide overall value to the County as a meaningful measure of success.

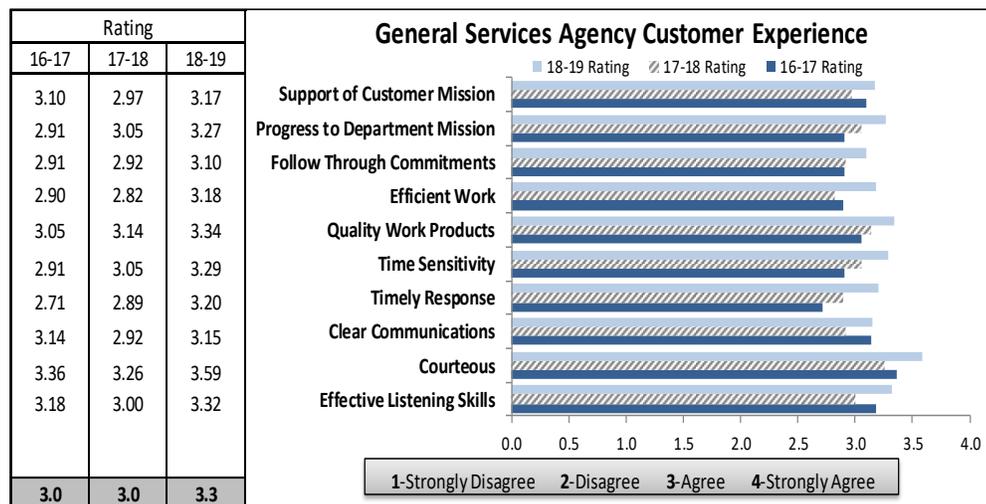
Targeting an increase of 10% in negotiated savings achieved through the competitive procurement process over that achieved in the previous fiscal year, the Department attained an overall cost savings of \$5.2 million through the end of Fiscal Year 2018-2019. While significant, these savings fall approximately 10% below the target goal, primarily due to one-time office remodels and furniture, fixture, and equipment purchases of \$3.4 million acquired at the

Community Services Facility that occurred in Fiscal Year 2017-2018; variations in actual expenditures heavily impact this measure. The Department has achieved a total savings of \$10.5 million for the County in the two years this data has been tracked.



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 on the previous page displays the results of the Customer Experience Questionnaire for the General Services Agency Department, for 2018-2019, with an overall positive score of 3.3. This is higher than the

average rating of 3.0 for years 2017-2018 and 2016-2017.

Over the past year, the Department strategically implemented measures to address its core value of providing excellent customer service. The moderate increase of 0.3 year over year reflects GSA's commitment to meeting the needs of the 26 County departments.

**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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>General Services Agency - Administration</b>							
<b>0100 0019010 General Fund</b>							
Total Revenue	\$574,744	\$602,846	\$604,489	\$644,390	\$798,673	\$897,663	88.97%
Use of Fund Balance	-	-	-	-	-	-	-
Gross Costs	\$573,460	\$601,623	\$604,489	\$644,389	\$798,488	\$897,663	88.95%
Net County Cost	(\$1284)	(\$1223)	\$0	(\$1)	(\$185)	\$0	0.00%

- ◆ Administration has recognized slight increases in revenue and expenditures due to increased salaries and services and supplies costs. In Fiscal Year 2018-2019 the American's with Disabilities Act (ADA) legal budget unit was added to Administration at midyear. Fiscal Year 2018-2019 actuals were below budget due to lower than budgeted payroll costs due to vacant, funded positions added in the ADA legal budget unit

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>General Services Agency - Central Services Division</b>							
<b>5001 0018210 Internal Service Fund</b>							
Total Revenue	\$1,154,803	\$1,328,767	\$1,304,946	\$1,394,734	\$1,543,187	\$1,579,710	97.69%
Use of Fund Balance	(\$93,084)	(\$11,608)	(\$66,493)	(\$35,310)	(\$70,085)	\$86,234	-81.27%
Gross Costs	\$1,061,719	\$1,317,159	\$1,238,453	\$1,359,424	\$1,473,102	\$1,665,944	88.42%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Central Services has experienced a gradual increase in revenue and costs over the last 5-years. In Fiscal Year 2015-2016 costs rose due to an increase in payroll and compensated absences. Actual revenue for courier and salvage charges for service were higher due to demand. Fiscal Year 2018-2019 actuals were below budget due to lower than budgeted salary expenses and reduced fixed asset costs due to a repair of equipment instead of a replacement.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>General Services Agency - Facilities Maintenance Division</b>							
5170 0018700 Internal Service Fund							
Total Revenue	\$4,592,416	\$4,845,119	\$5,677,215	\$6,356,897	\$6,683,241	\$6,759,400	98.87%
Use of Fund Balance	(\$48,565)	\$326,810	(\$354,694)	(\$429,214)	(\$273,209)	\$532,827	-51.28%
Gross Costs	\$4,543,851	\$5,171,929	\$5,322,521	\$5,927,683	\$6,410,032	\$7,292,227	87.90%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Revenue has increased steadily over the last few years due to an increased demand for services by County departments, and closing work orders in 15 days of receipt. Gross costs have increased with the addition of staffing resources due to demand in services. Fiscal Year 2018-2019 actuals expenditures were below budget due to lower than budgeted salary expenses primarily as a result of an 18% vacancy rate that occurred due to retirements and reduced fixed asset costs for a planned for purchase.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>General Services Agency - Fleet Services Division</b>							
5021 0018500 Internal Service Fund							
Total Revenue	\$2,861,205	\$2,745,708	\$2,773,017	\$3,086,057	\$3,837,741	\$3,814,998	100.60%
Use of Fund Balance	(\$213,538)	\$264	\$193,374	\$24,972	(\$211,919)	\$266,922	-79.39%
Gross Costs	\$2,647,667	\$2,745,972	\$2,966,391	\$3,111,029	\$3,625,822	\$4,081,920	88.83%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Fleet Services has experienced moderate fluctuations in expenses and revenue over the last 5-years. This is primarily due to an increase in the County's fleet of vehicles, and increased service and supplies costs including fuel. In Fiscal Year 2018-2019 Fleet Services completed 3,620 repair orders, which resulted in an increase in revenue of 24% over Fiscal Year 2017-2018.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>General Services Agency - 12th Street - Office Building</b>							
171A 0016200 Special Revenue Fund							
Total Revenue	\$11,767	\$13,026	\$20,234	\$20,307	\$12,608	\$20,200	62.42%
Use of Fund Balance	\$13,672	(\$145)	\$157	(\$6,837)	\$2,173	\$0	0.00%
Gross Costs	\$33,986	\$26,235	\$42,421	\$32,155	\$34,781	\$40,300	86.31%
Net County Cost	\$8,547	\$13,354	\$22,030	\$18,685	\$20,000	\$20,100	99.50%

- ◆ 12<sup>th</sup> Street Office Building has experienced normal increases in expenses over the period and will generally carry a zero Fund Balance. Only actual costs are billed to building tenants.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>General Services Agency - Utilities</b>							
5170 0018720 Internal Service Fund							
Total Revenue	\$4,144,606	\$4,190,938	\$4,292,801	\$4,726,539	\$5,016,774	\$5,132,500	97.75%
Use of Fund Balance	\$0	\$0	\$34,017	(\$945)	(\$2,036)	\$0	0.00%
Gross Costs	\$4,144,606	\$4,190,938	\$4,326,818	\$4,725,594	\$5,014,738	\$5,132,500	97.71%
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, utility charges increased approximately 9.2% over Fiscal Year 2016-2017 as a result of changes in building inventory including the addition of the Veteran's Center and opening of the REACT Center.

### 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, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
General Services Agency - Central Services Division	\$99,927	(\$432,839)	\$204,618	\$271,111	(\$283,936)
General Services Agency - Facilities Maintenance Division	\$1,350,949	(\$276,244)	\$1,072,881	\$1,393,557	\$240,430
General Services Agency - Fleet Services Division	\$1,072,568	\$653,897	\$1,285,842	\$1,092,468	\$487,846
General Services Agency - 12th Street - Office Building	\$6,952	(\$6,720)	(\$6,574)	(\$6,732)	\$105
Total Retained Earnings	\$2,530,396	(\$61,906)	\$2,556,767	\$2,750,404	\$444,445

\*Note: Only Listed for Non-General Fund Units

- ◆ Central Service Retained Earnings experienced a decrease in Fiscal Year 2014-2015 due to the implementation of Governmental Accounting Standards Board (GASB) 68 and subsequent reversal of entries. The negative balance as of July 1, 2018 is due to GASB 68 and 75 entries on the balance sheet at year-end which reduced Retained Earnings.
- ◆ 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. The decrease of \$1.2 million in retained earnings as of July 1, 2018 is primarily due to GASB 68 and 75 entries on the balance sheet at year-end.
- ◆ Fleet Services Retained Earnings experienced a decrease in decrease in Fiscal Year 2014-2015 due to the implementation of GASB 68 and subsequent reversal of entries. The decrease of approximately \$600,000 in retained earnings as of July 1, 2018 is primarily due to GASB 68 and 75 entries on the balance sheet at year-end.
- ◆ 12<sup>th</sup> 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 Summary

General Services Agency						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$10,562	\$10,112	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$16,143,950	\$17,816,859	\$17,647,600	\$19,136,385	\$19,136,385	\$0
Miscellaneous Revenue	\$60,307	\$65,253	\$43,900	\$45,500	\$45,500	\$0
Other Financing Sources	\$4,105	\$0	\$2,500	\$2,600	\$2,600	\$0
<b>Total Revenue</b>	<b>\$16,228,924</b>	<b>\$17,892,224</b>	<b>\$17,694,000</b>	<b>\$19,184,485</b>	<b>\$19,184,485</b>	<b>\$0</b>
Use of Fund Balance/Retained Earnings	(\$447,334)	(\$555,076)	\$506,600	\$313,400	\$313,400	\$0
<b>Total Funding Sources</b>	<b>\$15,781,590</b>	<b>\$17,337,148</b>	<b>\$18,200,600</b>	<b>\$19,497,885</b>	<b>\$19,497,885</b>	<b>\$0</b>
Salaries and Benefits	\$5,314,925	\$5,644,117	\$6,383,400	\$6,875,375	\$6,875,375	\$0
Services and Supplies	\$9,119,478	\$10,093,395	\$9,845,200	\$12,818,400	\$12,818,400	\$0
Other Charges	\$1,280,904	\$1,568,672	\$1,651,500	\$1,693,010	\$1,693,010	\$0
Fixed Assets						
Equipment	\$84,967	\$50,779	\$340,600	\$132,000	\$132,000	\$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
<b>Gross Costs</b>	<b>\$15,800,274</b>	<b>\$17,356,963</b>	<b>\$18,220,700</b>	<b>\$21,518,785</b>	<b>\$21,518,785</b>	<b>\$0</b>
General Fund Contribution	\$18,684	\$19,815	\$20,100	\$2,020,900	\$2,020,900	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>62</b>	<b>65</b>	<b>65</b>	<b>0</b>

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$19.2 million, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$19.2 million, an increase of \$1.5 million from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed by applying the following escalators to the 2018-2019 Adopted Final Budget: A 3% escalator for service costs and historical trend analysis was used for all budget units.
- ◆ The Proposed Budget includes an increase of \$674,185 in estimated revenue, from the 2019-2020 Spending Plan, primarily due to increased revenue for charges for services through the cost allocation plan as outlined below:
  - ◆ Increase in revenue of \$7,800 in Administration to charge for services for the oversight and direction of the Agency to provide human resources, payroll, safety, and accounts payable functions to the other divisions. An additional General Fund contribution of \$2.0 million is associated with a transfer of net county cost contribution to manage and implement the deferred maintenance (DM) program and address some of the most visible and immediate critical needs of County infrastructure by completing the prioritized projects annually.

- ◆ Increase in revenue of \$289,685 in Central Services to charge for services associated with implementation of the new American's with Disabilities Act (ADA) Transition Plan that is allocated to the County's 26 departments through the cost allocation plan based on headcount. Additionally, minor increases in revenue can be attributed to increased charges for services associated with mailroom postage and presort activities that were allocated through the cost plan based on historical use.
- ◆ Increase in revenue of \$186,300 in Facilities Maintenance to charge for services associated with the addition of one embedded Maintenance Engineer for Behavioral Health and Recovery Services that will be charged directly to the department for dedicated maintenance engineer services, for contracted water treatment and security services, and 10<sup>th</sup> Street Joint Powers Agency charges for services.
- ◆ Increase in revenue of \$190,400 in Fleet Services to charges for services associated with increased fuel costs/usage.
- ◆ The Department has a total of \$1 million in available retained earnings as of July 1, 2019, of which \$313,400 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ The Central Services Division has negative \$213,850 in available retained earnings of which \$56,000 is budgeted for computer upgrades, purchasing and salvage software annual licensing, minor furnishing upgrades in the mailroom and to demolish a walk-in refrigeration unit that will be converted to revenue generating storage space at County Center III. Note, the July 1, 2019 retained earnings balance has been decreased due to the posting of adjustments for the unfunded pension liability and other postemployment benefits specific to this department in accordance with requirements of Governmental Accounting Standards Board (GASB) Statement Nos. 68 and 75 in the amount of \$575,134. This was an accounting entry for purposes of financial statement reporting and was not representative of department operations. In the absence of GASB 68 and 75, the retained earnings balance would be \$361,284;
  - ◆ Facilities Maintenance has a total of \$515,675 in available retained earnings of which \$228,000 is budgeted for replacement vehicles, storm water consultation, staff training, and vacation cash-outs, which increases services hours; and
  - ◆ Fleet Services has a total of \$699,765 in available retained earnings of which \$29,400 is budgeted for two new Motor Pool rental vehicles, which is partially offset by Motor Pool revenue from charges for service for daily rentals;
  - ◆ 12<sup>th</sup> Street Office Building has a total of \$105 in available retained earnings, of which zero is budgeted for use.
- ◆ The Department has budgeted a decrease in the use of department retained earnings of \$193,200 below Fiscal Year 2018-2019 Adopted Final Budget, 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 2019-2020 Final Budget total \$21.5 million, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ The Final Budget includes \$132,000 in total fixed assets, consistent with the 2019-2020 Adopted Proposed Budget.
  - ◆ Fixed asset costs are allocated toward the purchase of two vehicles for the Fleet Services motor pool and two vehicles for Facilities Maintenance.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$21.5 million, an increase of \$3.3 million from the 2018-2019 Adopted Final Budget.

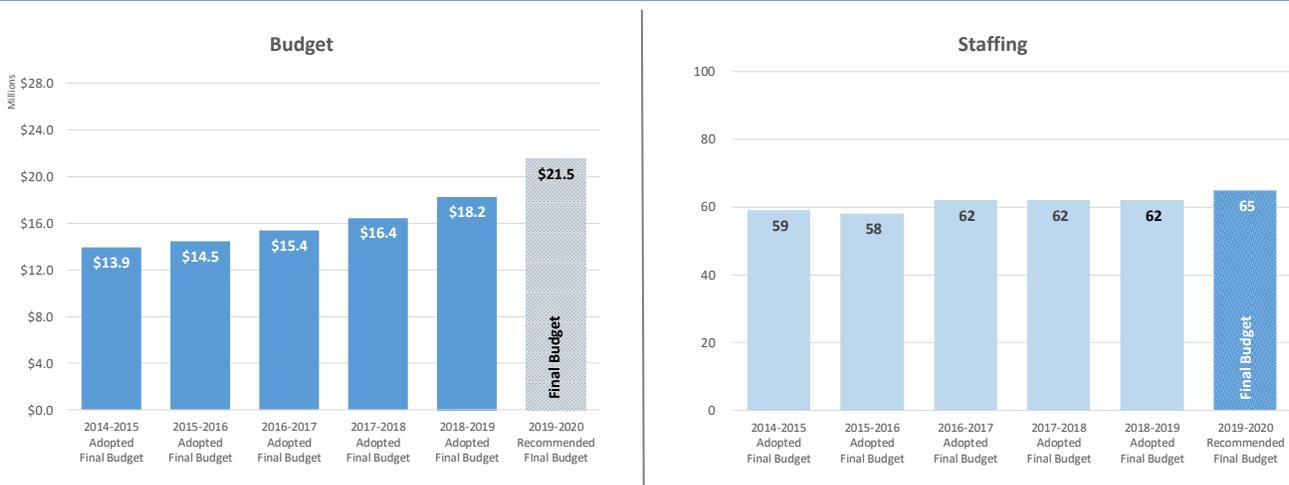
- ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget:
  - ◆ Salaries and benefits increase of 3.5%
  - ◆ Group health insurance increase of 5%
  - ◆ Services and Supplies increase of 3.5%
  - ◆ Cost Allocation Plan (CAP) increase of 3.5%
  - ◆ Utility rate increase of 4.0% on average
  - ◆ Gasoline costs increase of 3.5%
- ◆ The Proposed Budget includes a net increase of \$2.9 million from the 2019-2020 Spending Plan. This can be attributed to an overall increase of \$285,375 in Salaries and Benefits, \$2.6 million in Services and Supplies, a decrease of \$15,390 in Other Chargers, and a decrease of \$13,000 in Fixed Asset expenditure.
  - ◆ Administration includes an increase slightly above \$2.0 million. Of this amount, \$7,800 is for increased Salary and Benefits costs, and \$2.0 million is for the ongoing costs in Services and Supplies to manage and implement the Deferred Maintenance (DM) program and to address some of the most visible and immediate critical needs of County infrastructure associated. This is a technical adjustment from the Chief Executive Office Plant Acquisition budget to Administration which will allow for greater efficiency in managing the day-to-day procurement and project management activities in one legal budget unit.
  - ◆ Increase in Central Services by a total of \$345,685. Of this amount, \$282,685 is attributed to ongoing costs for Salaries and Benefits for new staff and startup costs associated with the County's ADA Transition Plan. An additional increase of \$61,700 is associated with computer refresh, mailroom furniture, fixtures and equipment, purchasing software, and a warehouse demolition project all funded by retained earnings.
  - ◆ Increase in Facilities Maintenance by \$269,300. Of the total amount, \$48,100 is attributed to Salary and Benefit costs for the addition of one embedded Maintenance Engineer for Behavioral Health and Recovery Services to provide dedicated maintenance services at their various campuses. An increase of \$283,200 in Services and Supplies of which \$100,000 is to provide departments contracted water treatment services, \$20,000 to provide additional staff training, and \$163,200 for contracted services including janitorial, security, and 10<sup>th</sup> Street Joint Powers Agency costs, all of which are a pass through and charged directly back to departments based on actual costs. Finally, a decrease of \$62,000 in Fixed Asset costs is attributed to decreased vehicle purchases.
  - ◆ Increase Fleet Services by a total of \$237,600. Of the total amount, \$6,100 is due to increased retirement costs that were not factored into the Department's long-range model that forecasts year over year salary and benefit costs. An increase of \$238,500 in Services and Supplies for the ongoing increase in fuel costs. These costs are pass through and will be charged to departments based on actual costs. A decrease of \$56,000 is attributed to facilities maintenance Services and Supplies cost allocation plan charges which were reduced based on the 2018-2019 Spending Plan fiscal year-end projections. Finally, \$49,000 is attributed to costs for the purchase of two new motor pool vehicles that will be rented to County departments and charged to department based on actual costs. The motor pool vehicles will be funded by retained earnings with no impact to the General Fund.
  - ◆ The Proposed Budget includes an adjustment requesting to increase the 2019-2020 12<sup>th</sup> Street Office Building Spending Plan by a total of \$800 for insurance premium costs to be an increase in County Match.
- ◆ The Proposed Budget includes the replacement of four vehicles: two for Facilities Maintenance and two for Fleet Services Motor Pool. The total cost is estimated to be \$129,000, funded by departmental retained earnings and is included in the base.

- ◆ The General Services Agency has 42 vehicles in divisions supporting daily work and 16 in Motor Pool for the use by all County departments, for a total of 58 vehicles. Of the 42 GSA division vehicles, 17 meet the minimum age requirement to be considered for replacement under the Fleet Services Policy. Of the 16 Motor Pool Vehicles, 14 vehicles meet the minimum age requirement to be considered for replacement under the Fleet Services Policy.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 65, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 65, an increase of three over the 2018-2019 Adopted Final Budget allocation.
- ◆ Subsequent to the 2018-2019 Adopted Final Budget, two positions have been added to the Department staffing allocation.
- ◆ The Proposed Budget includes a recommendation for an increase of one to total allocated positions.
  - ◆ One new block-budgeted Maintenance Engineer I/II position is recommended to be added to the Facilities Maintenance unit. This position will be embedded at Behavioral Health and Recovery Services (BHRS) through a Facilities Maintenance Support Services Agreement to provide just in time facilities maintenance services at the various BHRS sites.
- ◆ The Proposed Budget includes technical adjustment recommendations that do not affect the position allocation.
  - ◆ One Account Clerk III position is recommended to be reclassified upward to a block-budgeted Storekeeper I/II to better align the position with the current duties and level of responsibilities;
  - ◆ One Administrative Clerk II position is recommended to be reclassified upward to an Administrative Clerk III to better align the position with the current duties and level of responsibilities; and
  - ◆ One Manager III position and one Administrative Clerk III position are recommended to be transferred from the Administration unit to the Central Services legal unit residing in the Internal Service Fund. The costs associated with these positions are spread through the Cost Allocation Plan (CAP) accounts based on the level of service provided to the County Departments. This technical adjustment will ensure all costs associated with the services provided are recorded in the internal services fund to be fully charged out to customer departments.

### Five-Year Historical Trends



## Key Challenges and Opportunities

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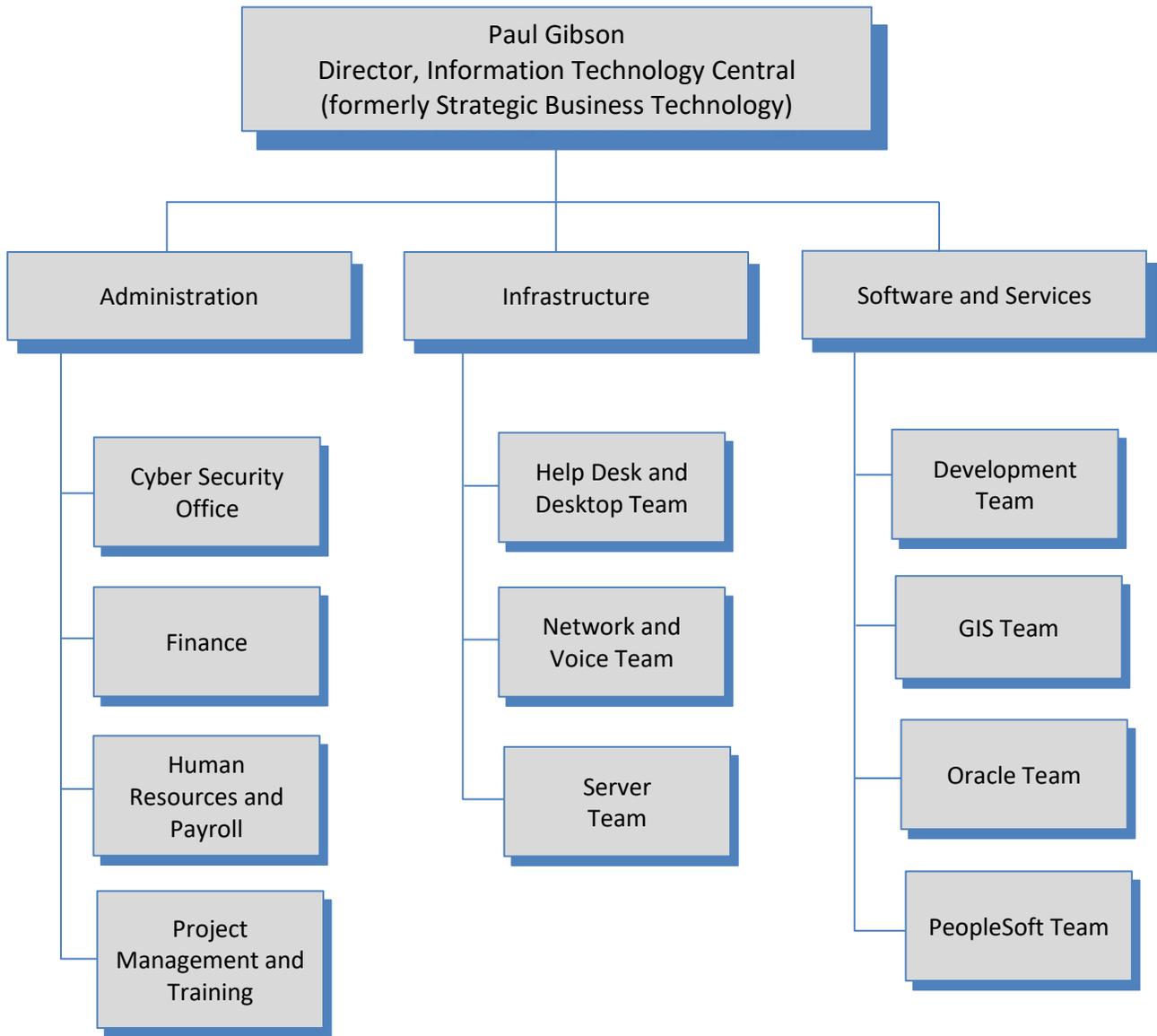
- ◆ Maintenance of aging buildings and equipment has remained a priority for the Department and it continues to address both immediate and long-term infrastructural challenges by utilizing annual deferred maintenance funding with approximately 173 projects completed over the past six years at a cost of \$10.1 million
- ◆ The expanding footprint of County buildings challenges the staffing levels and requires new ways to approach preventative and routine maintenance service level demands
- ◆ The volatility in fuel commodity pricing makes it increasingly challenging to forecast annual costs without adjustments during the fiscal year

## Budgets Contained within the Department

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- ◆ **Administration** (General Fund)
  - ◆ Funds oversight and direction for the General Services Agency (GSA), and ensures that all GSA divisions are achieving operational efficiency and exceptional standards.
- ◆ **Central Services Division** (Internal Service Fund)
  - ◆ Funds the management of property and equipment leasing, acquisition of goods and services, contract negotiation, and consultation on procurement needs to County departments, in addition to the sale and/or disposal of surplus County property, mailroom, messenger, and salvage services.
- ◆ **Facilities Maintenance Division** (Internal Service Fund)
  - ◆ Funds two main programs, Maintenance Services and Custodial Services.
- ◆ **Fleet Services Division** (Internal Service Fund)
  - ◆ Funds preventative and prescriptive maintenance for nearly 950 County vehicles and other pieces of specialized equipment.
- ◆ **12<sup>th</sup> Street Office Building** (Special Revenue Fund)
  - ◆ Funds operational costs associated with the 12<sup>th</sup> Street Office Building Condominium Association including utilities, maintenance, custodial, and other ongoing costs of the building.
- ◆ **Utilities** (Internal Service Fund)
  - ◆ Funds countywide utility payments made on behalf of County departments.

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.



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[www.stancounty.com/ITC/](http://www.stancounty.com/ITC/)

## Information Technology Central (formerly Strategic Business Technology)

Budget in Brief:	FY 2018-2019	FY 2019-2020
	Adopted	Final
Total Revenue	\$8,331,928	\$10,412,433
Use of Fund Balance/ Retained Earnings	\$721,050	\$404,709
Gross Costs	\$9,052,978	\$11,817,142
General Fund Contributions	\$0	\$1,000,000
% Funded by General Fund	0.0%	8.5%
Total Allocated Positions	31	39

### Department Services and Programs

The Department provides information technology services and support for County departments. Collectively, Information Technology Central, formerly called 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.

Stanislaus County’s information technology department was formerly called Strategic Business Technology. **Changing the Department’s name to Information Technology Central** best represents the role the Department plays in County operations and is more in line with what other County information technology departments are named.

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 Information Technology Central 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

## Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> <li>◆ Implement a County-wide IT security training program led by the Cyber Security Officer</li> <li>◆ Develop a County Intranet based on Office 365 technologies</li> <li>◆ Inventory all entry-points to the County network and conduct an external IT Security Audit</li> <li>◆ 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</li> <li>◆ Implement a comprehensive internal software catalog</li> </ul>

## Annual Report on Results: Fiscal Year 2018-2019

Fiscal Year 2018-2019 Accomplishments
<ul style="list-style-type: none"> <li>◆ Implemented an Information Technology (IT) Security awareness program using the KnowBe4 platform</li> <li>◆ Continued implementation of a County intranet based on Office 365 technologies to be live by the second quarter of Fiscal Year 2019-2020</li> <li>◆ Contracted with a reputable IT security firm for a County IT Security audit to be completed in the first quarter of Fiscal Year 2019-2020</li> <li>◆ Worked with County departments and the IT Steering Committee to develop an updated IT Strategic Plan to be finalized no later than June 2020</li> <li>◆ Information Technology Central (ITC) will compile a comprehensive internal software catalog in a broader IT Security initiative related to software vulnerability assessments; that broader effort is pending the outcome of the IT Security audit referenced above</li> <li>◆ Migrated the Geographical Information System (GIS Central) system off an aging infrastructure</li> <li>◆ Expanded services for County customers through embedded IT Staff at the departments of Chief Executive Office, Planning and Community Development, Public Works, StanCERA and Treasurer-Tax Collector.</li> </ul>

### Department Success Measures

Information Technology Central (ITC) provides information technology services and support to County departments. A basis to measure quality service is performance on minimizing disruptions to

for all systems that fall under ITC management, most of which are customer-facing.

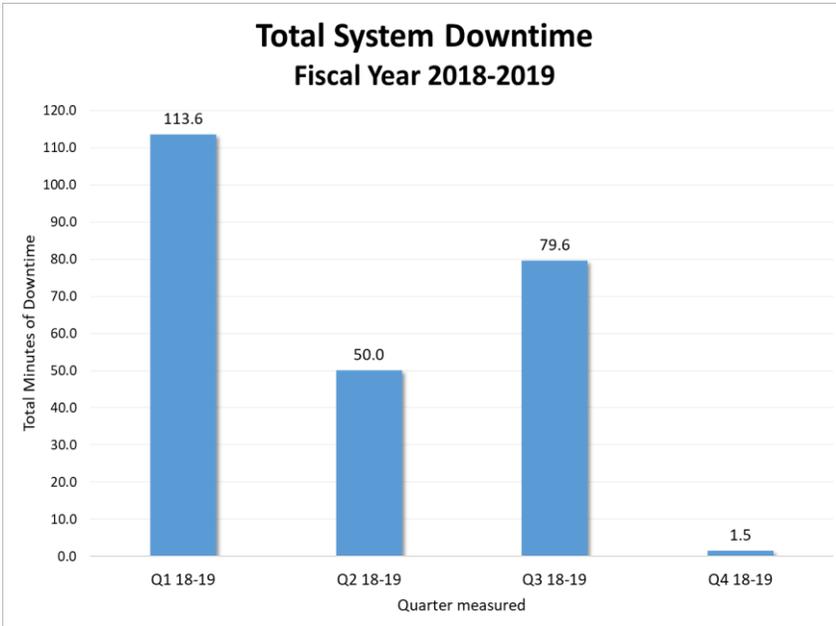
As the chart shows, system downtime for Fiscal Year 2018-2019 has continued to improve, from an initial value of 113 combined minutes of downtime for the period June through August of 2018 to the most recent value of 1.5 minutes of total downtime for the period April through June of 2019. In the third quarter of Fiscal Year 2018-2019, two systems began to experience failures and were ultimately upgraded, which resolved those downtime periods. This demonstrates how even relatively minor disruptions (an average of 15 minutes of downtime for two systems) can have a significant impact on this success measurement. Put another way, the issues with those two systems highlight how exceptional the fourth quarter was: only 90 seconds of reported downtime

staff and the public caused by outages of systems. The chart above indicates overall system availability by displaying total minutes of downtime experienced

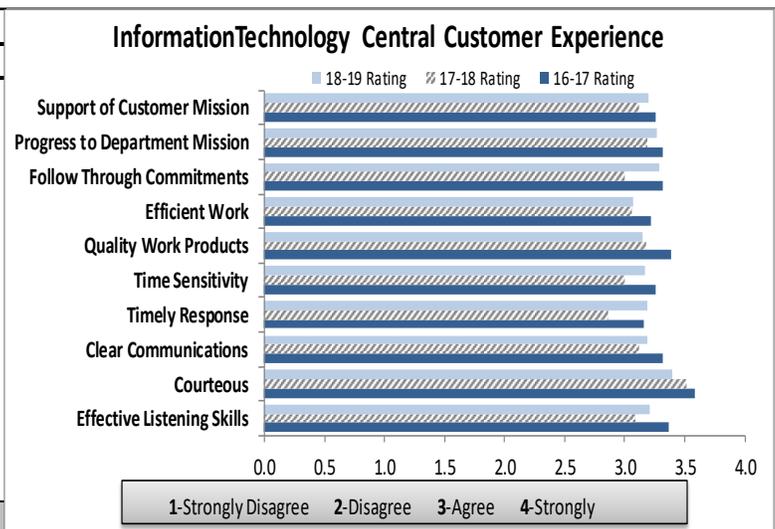
for all systems over a three-month period. This result is due to an increased focus and emphasis on minimizing downtime overall.

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



	Rating		
	16-17	17-18	18-19
	3.26	3.12	3.20
	3.32	3.19	3.27
	3.32	3.00	3.29
	3.22	3.06	3.07
	3.39	3.18	3.15
	3.26	3.00	3.17
	3.16	2.86	3.19
	3.32	3.12	3.19
	3.58	3.51	3.40
	3.37	3.09	3.21
<b>Average</b>	<b>3.3</b>	<b>3.1</b>	<b>3.2</b>



"best" or top score, and one - strongly disagree, as the lowest score. The chart on the previous page displays the results of the Customer Experience Questionnaire for the Information Technology

Central Department, for 2018-2019, with an overall positive score of 3.2. This is the same as the average rating of 3.2 for years 2017-2018 and 2016-2017 combined.

### 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Information Technology Central</b>							
<b>5031 0048100 Internal Service Fund</b>							
Total Revenue	\$4,273,395	\$4,525,741	\$4,861,619	\$4,966,889	\$7,549,778	\$7,583,270	99.56%
Use of Fund Balance	(\$321,179)	(\$108,383)	(\$836,876)	\$2,327,683	(\$183,406)	\$1,145,772	-16.01%
Gross Costs	\$3,952,216	\$4,417,358	\$5,985,088	\$7,294,572	\$7,366,372	\$8,729,042	84.39%
Net County Cost	\$0	\$0	\$1,960,345	\$0	\$0	\$0	0.00%

- ◆ ITC continues its initiative to simultaneously align the value of retained earnings with State Controller’s Office guidelines and to set service rates that cover Department costs. In Fiscal Year 2016-2017 \$2.0 million in Net County Cost was used to fund implementation of Office 365 Countywide. Revenue increased in Fiscal Year 2018-2019 due to Office 365 costs being funded by County Departments through CAP charge revenue and due to the implementation of a new billing methodology that covers cost of doing business without the use of Department retained earnings.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Information Technology Central - Telecommunications</b>							
<b>5011 0048200 Internal Service Fund</b>							
Total Revenue	\$844,145	\$888,251	\$928,235	\$1,006,738	\$1,144,506	\$998,658	114.60%
Use of Fund Balance	(\$45,562)	(\$25,423)	\$35,871	\$122,764	(\$55,473)	\$446,871	-12.41%
Gross Costs	\$798,583	\$862,828	\$964,106	\$1,129,502	\$1,089,033	\$1,445,529	75.34%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ ITC - Telecommunications continues to focus on expanding the Voice over Internet Protocol implementation in order to modernize County telephone operations and to control costs going forward. In addition, the Department plans to ensure retained earnings is only used for one-time, non-routine, operational expenses.

### 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, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
Information Technology Central	\$2,640,207	\$690,640	\$3,069,769	\$3,906,645	(\$512,724)
Information Technology Central - Telecommunications	\$809,200	\$630,796	\$880,186	\$844,315	\$519,212
<b>Total Retained Earnings</b>	<b>\$3,449,407</b>	<b>\$1,321,436</b>	<b>\$3,949,955</b>	<b>\$4,750,960</b>	<b>\$6,488</b>

\*Note: Only Listed for Non-General Fund Units

- ◆ In order to align the value of retained earnings with State Controller’s Office guidelines, the value of ITC’s retained earnings has been intentionally reduced in recent years. The negative retained earnings balance is due to accounting entries as a result of Governmental Accounting Standards Board (GASB) Statement Nos. 68 and 75, as discussed in the Revenue and Funding Sources section below. ITC Telecommunications fund balance is on track to meet the State Controller’s Office guidelines.

## Department Summary

Information Technology Central						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$5,973,331	\$8,708,397	\$8,281,928	\$10,246,813	\$10,362,433	\$115,620
Miscellaneous Revenue	\$296	\$421	\$50,000	\$50,000	\$50,000	\$0
Other Financing Sources	\$0	(\$14,534)	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$5,973,627</b>	<b>\$8,694,284</b>	<b>\$8,331,928</b>	<b>\$10,296,813</b>	<b>\$10,412,433</b>	<b>\$115,620</b>
<b>Use of Fund Balance/Retained Earnings</b>	<b>\$2,450,447</b>	<b>(\$238,879)</b>	<b>\$721,050</b>	<b>\$300,000</b>	<b>\$404,709</b>	<b>\$104,709</b>
<b>Total Funding Sources</b>	<b>\$8,424,074</b>	<b>\$8,455,405</b>	<b>\$9,052,978</b>	<b>\$10,596,813</b>	<b>\$10,817,142</b>	<b>\$220,329</b>
Salaries and Benefits	\$3,437,899	\$4,197,967	\$4,173,350	\$4,860,898	\$4,941,227	\$80,329
Services and Supplies	\$3,863,000	\$3,660,989	\$3,888,978	\$4,723,425	\$5,863,425	\$1,140,000
Other Charges	\$606,447	\$596,579	\$415,650	\$616,300	\$616,300	\$0
Fixed Assets						
Equipment	\$516,728	(\$130)	\$575,000	\$396,190	\$396,190	\$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
<b>Gross Costs</b>	<b>\$8,424,074</b>	<b>\$8,455,405</b>	<b>\$9,052,978</b>	<b>\$10,596,813</b>	<b>\$11,817,142</b>	<b>\$1,220,329</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>31</b>	<b>38</b>	<b>39</b>	<b>1</b>

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$10.4 million, an increase of \$115,620 from the 2019-2020 Adopted Proposed Budget.
  - ◆ An increase of \$48,000 in revenue from the Department of Child Support Services (DCSS) to partially fund a contract with Gartner Consulting for and IT assessment of DCSS.
  - ◆ An increase of \$67,620 in revenue from a service level agreement with Public Works for an embedded service agent.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$10.3 million, an increase of \$2.0 million from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed by estimating costs and allocating them according to Information Technology Central’s billing methodology as described in the Cost Allocation Plan after subtracting revenue for services identified in specific agreements with individual departments.

- ◆ The Proposed Budget includes an adjustment increasing the 2019-2020 Spending Plan by a total of \$965,353 of which \$203,164 due to ongoing revenue associated with Board approved adjustments in Fiscal Year 2018-2019.
- ◆ The Proposed Budget includes an increase of \$965,353 in estimated revenue of which \$762,189 is due to increased charges to County departments in order to cover increased costs as described in the Budget and Operations section below, as well as an increase in the use of Retained Earnings.
  - ◆ This revenue is ongoing.
- ◆ The Department has a total of \$189,601 in available retained earnings as of July 1, 2019, of which \$404,709 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ Note, the July 1, 2019 retained earnings balance has been decreased due to the posting of adjustments for the unfunded pension liability and other postemployment benefits specific to this department in accordance with the requirements of Governmental Accounting Standards Board (GASB) Statement Nos. 68 and 75 in the amount of \$2.3 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 and 75, the retained earning balance would be \$2.5 million.
  - ◆ The retained earnings balance for Information Technology Central is negative \$385,084 as of July 1, 2019 of which \$104,709 is budgeted for Fiscal Year 2019-2020.
  - ◆ The retained earnings balance for Information Technology Central - Telecommunications is \$574,685, as of July 1, 2019 of which \$300,000 is budgeted for Fiscal Year 2019-2020

### Budget and Operations

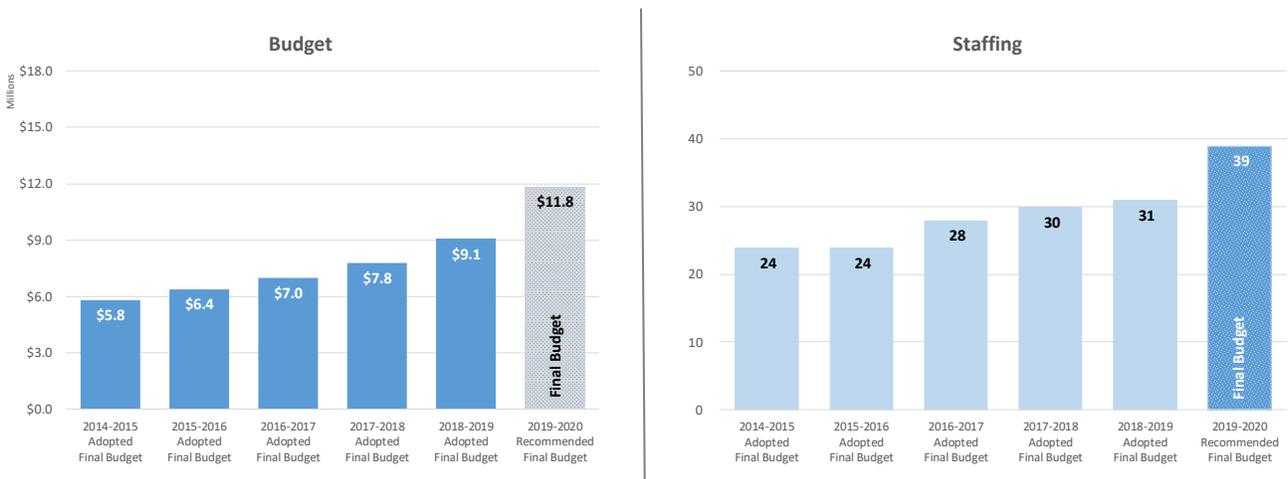
- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$11.8 million an increase of \$1.2 million from the 2019-2020 Adopted Proposed Budget.
  - ◆ An increase of \$1 million to fund Countywide IT consulting services funded by a General Fund Assignment for Enterprise and Technology Upgrades.
  - ◆ An increase of \$140,000 to fund a contract with Gartner Consulting for IT consulting services to develop the foundation for a County-wide IT standardization assessment funded by \$48,000 in revenue from the Department of Child Support Services and \$92,000 funded by Department retained earnings.
  - ◆ An increase of \$80,329 to fund a new embedded service agent for Public Works funded by \$67,620 in revenue from a service level agreement with Public Works and \$12,709 funded by Department retained earnings.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$10.6 million, an increase of \$ 1.5 million from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by adjusting projected salary and benefit expenses by 3%, and by gathering updated information about planned new and recurring expenditures based on historical or contracted escalators.
- ◆ The Proposed Budget includes an adjustment increasing the 2019-2020 Spending Plan by a total of \$1.3 million of which \$203,164 is due to ongoing costs associated with depreciation expenses for the Storage Area Network (SAN) that was Board approved in Fiscal Year 2018-2019, requiring no additional General Fund Contribution in Budget Year 2019-2020.
- ◆ The Proposed Budget includes a \$1.1 million adjustment to accommodate the increased costs associated with six new staff requests, phone replacements, a training room expansion and contracts for new services requiring no additional General Fund Contribution.
  - ◆ \$100,644 increase for Closed Captioning Services for the Board of Supervisors meetings and County Enterprise technology contracts; these costs are ongoing.

- ◆ \$488,000 increase for costs associated with four PeopleSoft positions being transferred into Information Technology Central from the Auditor Controller; these costs are ongoing.
- ◆ \$129,512 increase for two Application Specialist III positions to fulfill embedded service agent positions for three Departments; Planning, Treasurer Tax Collector, and StanCERA; these costs are ongoing.
- ◆ \$78,200 decrease in fixed assets due to fewer Fixed Assets needed; these are one-time cost reductions.
- ◆ \$75,000 increase to remodel and expand the training room funded by Department CAP charge Revenue. This cost is one-time.
- ◆ \$347,233 increase to replace Health Services Agency phones funded by \$47,233 in CAP charge revenue and use of \$300,000 in Retained Earnings. The adjustment includes \$300,000 in one-time costs and \$47,233 in ongoing costs.
- ◆ The adjustment includes a reduction of \$3,200 in one-time costs and an increase of \$765,389 in ongoing costs.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 39, an increase of one over the 2019-2020 Adopted Proposed Budget allocation.
  - ◆ One new Software Developer/Analyst III is recommended to be added to support Public Works' Geographic Information System (GIS) needs.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 38, an increase of seven over the 2018-2019 Adopted Final Budget allocation.
- ◆ Subsequent to the 2018-2019 Adopted Final Budget, one position has been added to the Department staffing allocation.
- ◆ The Proposed Budget includes a recommendation for an increase of six to total allocated positions.
  - ◆ Two new Application Specialist III positions are recommended to be added and to be embedded at Planning, StanCERA, and Treasurer Tax Collector through an internal agreement to support customer desktop and application support needs; and
  - ◆ Four positions (one Senior Software Developer/Analyst, one Software Developer / Analyst III, one Senior Application Specialist, and one Application Specialist III) are recommended to be transferred in from the Auditor Controller Office to better align with the County's informational technology services structure.

### Five-Year Historical Trends



## Key Challenges and Opportunities

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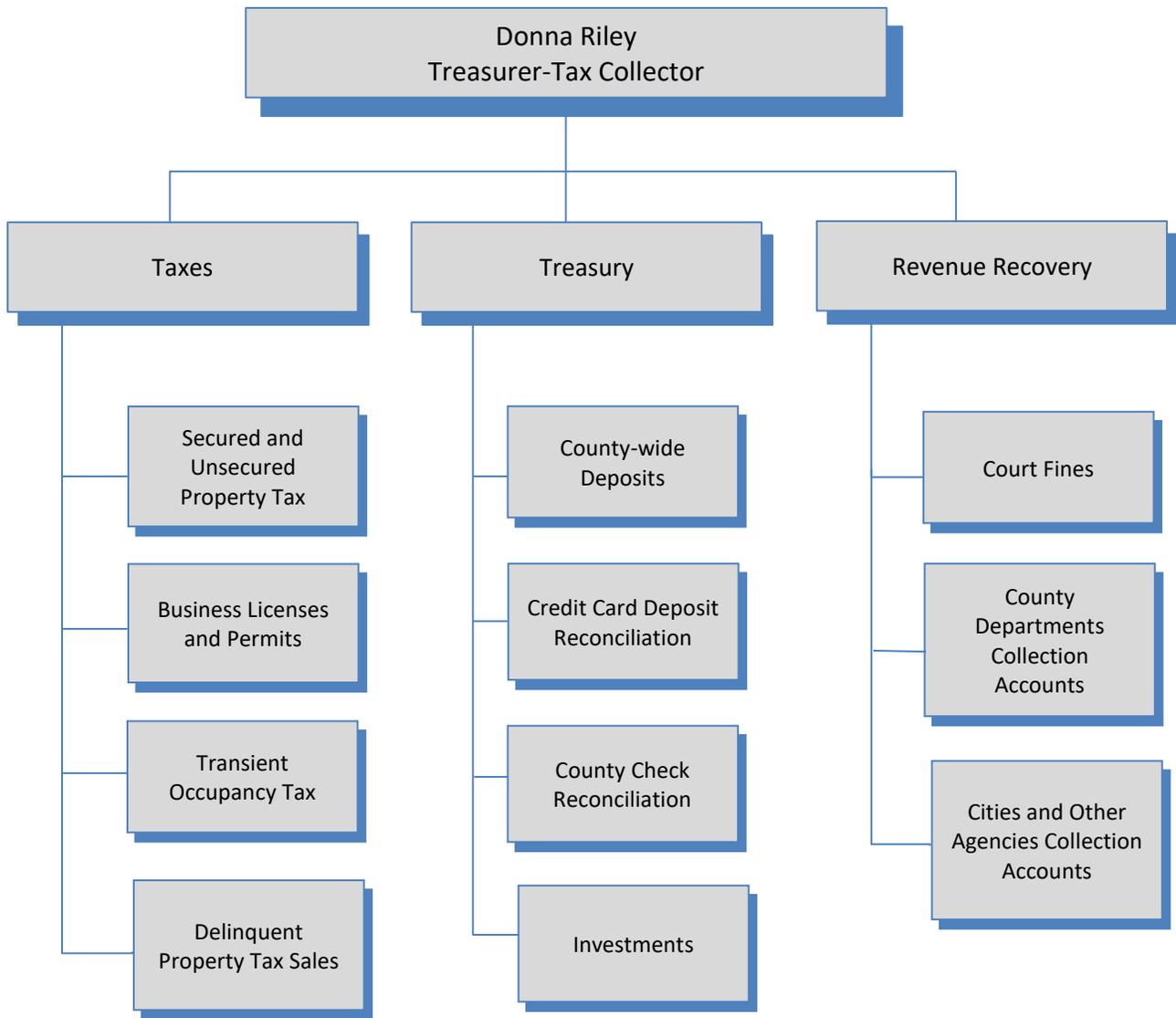
- ◆ In Fiscal Year 2019-2020, the County will undertake a Countywide assessment of the current IT environment and develop a proactive Strategic Plan that reimagines what County IT looks like in the future. The Strategic Plan will include strategies to mitigate debilitating effects and costs of cyber-attacks and ensure an IT environment that is secure and nimble. Once adopted, it is anticipated the Strategic Plan will be reviewed and revised every two years to keep up with the fast-paced technological environment.
- ◆ Information Technology Central (ITC) continues to face significant challenges with attracting qualified information technology staff, most especially in the software developer classifications.
- ◆ Information Technology Central (ITC) has been adjusting the cost allocation plan methodology and approach to the use of retained earnings over the past several years. As a result of that positive effort, Fiscal Year 2019-2020 will be the first year in recent history where the ITC's retained earnings are not being used to reduce charges for operational costs to County departments. ITC has experienced moderate growth over that period. While additional growth in terms of staffing and County-wide responsibility appears likely to continue, it will be important to manage costs carefully and to seek opportunities to reduce County-wide information technology expenditures so that the net impact to departments and the General Fund is not burdensome.
- ◆ The “embedded” support model, whereby information technology staff from ITC are allocated to County customer departments a percentage of time to more directly serve those departments is proving to be a quite successful model. Opportunities continue to emerge for more embedded IT support and ITC needs to remain nimble in order to be able to accommodate these needs as they arise.

## Budgets Contained within the Department

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- ◆ **Information Technology Central (Internal Service Fund)**
  - ◆ This budget funds the Information Technology Central (ITC) Department which provides services and support for all County Departments including systems infrastructure, software, and other services such as project management.
- ◆ **Information Technology Central – Telecommunication (Internal Service Fund)**
  - ◆ This budget funds the telecommunications function of ITC which supports the Countywide Voice Over Internet Protocol telephony system as well as other telephone systems.

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.



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Taxes (209) 525-6388, Treasury (209) 525-6524, Revenue Recovery (209) 525-4450  
[www.stancounty.com/tr-tax/](http://www.stancounty.com/tr-tax/)

## Treasurer-Tax Collector

	FY 2018-2019 Adopted	FY 2019-2020 Final
<b>Budget in Brief:</b>	<b>Final Budget</b>	<b>Budget</b>
Total Revenue	\$2,882,896	\$2,926,830
Use of Fund Balance/ Retained Earnings	\$0	\$0
Gross Costs	\$4,012,184	\$4,096,022
General Fund Contributions	\$1,129,288	\$1,169,192
% Funded by General Fund	28.1%	28.5%
Total Allocated Positions	33	33

### Department Services and Programs

The Treasurer – Tax Collector Department is made up of three distinct divisions: Taxes, Treasury, and Revenue Recovery.

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 collects fees for various types of licenses and permits.

The **Treasury** Division accepts deposits for all County departments, school districts and special districts; processes deposits for countywide over-the-counter credit card payments; and receives absent heir funds to be held in trust before distribution to the State of California. Staff ensure the accurate payment and reconciliation of approved check disbursements and wire transfers; process forged check 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. Staff also maintain the County’s 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. 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 operating 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

## 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

## Annual Report on Results: Fiscal Year 2018-2019

### Fiscal Year 2018-2019 Accomplishments

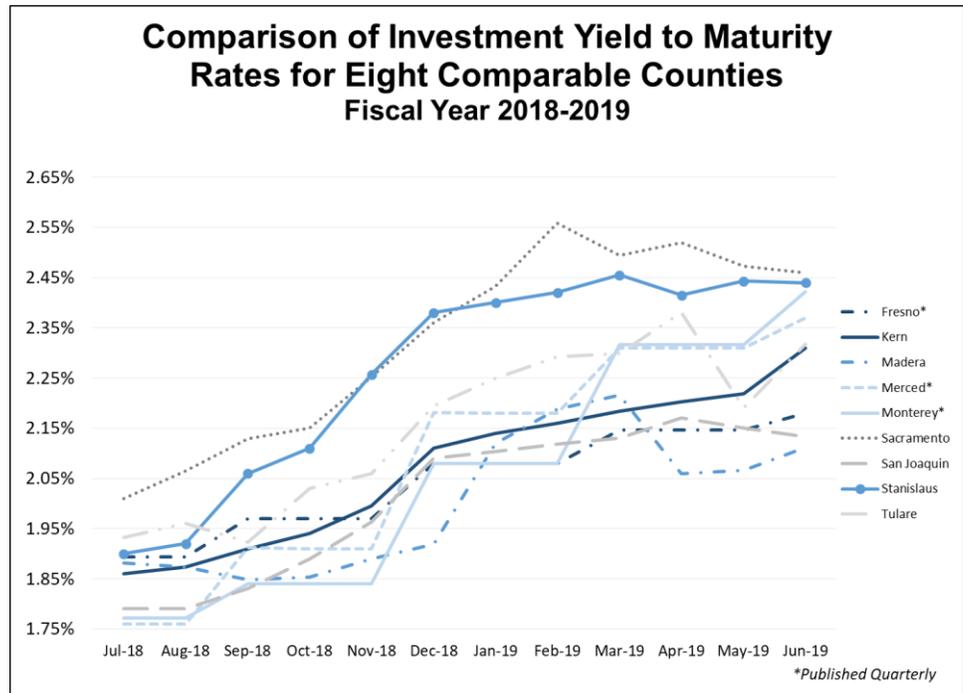
- ◆ Improved banking efficiencies in Treasury through Check 21 electronic remote deposit to the County
- ◆ Increased the interest rate of return on the Treasury Pool through strategic investment purchases and the addition of a sweep investment account and purchased investments within the limits of California Government Code and the County Investment Policy, thereby reducing risk to principal
- ◆ Reconfigured second floor office layout to provide a more efficient and conducive working environment
- ◆ Substantially completed installation of new collection software in Revenue Recovery; currently updating workflows and processes to improve efficiencies in collection efforts
- ◆ Expanded and updated on-line forms to be pdf fillable for convenience to customers and to provide quality documentation to the department; added a printer-friendly property tax bill option on the County website for property owners, thereby providing efficiencies and conveniences to Stanislaus County taxpayers; and established a notification process with Everbridge product to remind taxpayers when payments are due

### Department Success Measures

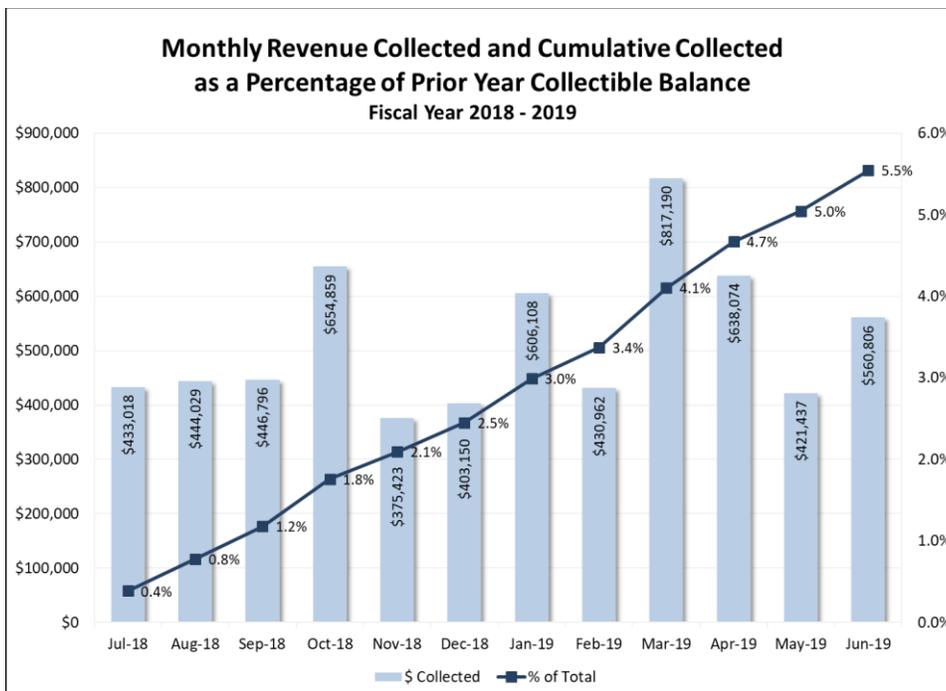
The Treasurer-Tax Collector Treasury Division completes banking and investment activity for the County. The adjacent graph charts the monthly interest rate percentage for the yield to maturity on the Treasury investments in Stanislaus County and eight surrounding Board-approved comparable counties.

The comparable counties differ both in population and investment portfolio size from that experienced in Stanislaus County. Within the total group of nine counties, Stanislaus County ranks fifth in population at 549,815 and seventh in portfolio size at \$1.5 million (high to low). Stanislaus County interest rate yields have remained competitive throughout the fiscal year and have maintained a consistent second-place ranking since September 2018. This ranking settles in just below that of Sacramento County, which has the largest population among the

group at 1,540,975 and the largest portfolio size at \$4.4 million.



The Revenue Recovery Division collects outstanding debts owed to County departments, Courts, and other agencies by personal contact with the debtor in addition to enhanced collection methods. The following graph charts the monthly collection amounts received by the division.



Fluctuations in collections can be attributed to timing of enhanced collections such as tax intercept, bank seizure, and wage garnishments.

The collection percentage rate is based on a cumulative monthly collection total identified throughout Fiscal Year 2018-2019 as a percentage of the ending collectible balance of \$112.4 million in Fiscal Year 2017-2018. The division collected outstanding debts totaling \$6.2 million throughout the year and discharged \$55.6

million from accountability on a total 187,235 accounts determined to be uncollectible. Collection percentages in Fiscal Year 2019-2020 will continue to improve since accounts that have been determined to be uncollectible have been removed

from the current collection count and associated workflow. This shift increases the overall collectability of accounts being pursued and increases office efficiencies.

**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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Treasurer - Admin/Taxes</b>							
0100 0030001 General Fund							
Total Revenue	\$461,834	\$430,635	\$534,812	\$495,281	\$508,436	\$487,250	104.35%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$1,270,064	\$1,309,444	\$1,392,295	\$1,390,423	\$1,632,703	\$1,755,633	93.00%
Net County Cost	\$808,230	\$878,809	\$857,483	\$895,142	\$1,124,267	\$1,268,383	88.64%

- ◆ Admin/Taxes gross costs in Fiscal Year 2018-2019 trended higher than the previous year due to increased salary costs for a new Property Tax manager position and the upward reclassification of an Accountant I position to an Accountant II. Outside of the slight related boost in Fiscal Year 2018-2019, revenue has remained fairly steady over the past five years.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Treasurer - Revenue Recovery</b>							
0100 0030002 General Fund							
Total Revenue	\$984,980	\$1,109,961	\$1,100,738	\$1,197,793	\$1,244,607	\$1,733,955	71.78%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$976,096	\$1,109,056	\$1,094,192	\$1,189,151	\$1,187,233	\$1,747,534	67.94%
Net County Cost	(\$8,884)	(\$905)	(\$6,546)	(\$8,642)	(\$57,374)	\$13,579	-422.52%

- ◆ Revenue Recovery revenue and gross costs in Fiscal Year 2018-2019 are in line with trends from previous years although both fell short of Legal Budget projections. The division experienced several retirements of long-term staff in Fiscal Year 2018-2019, which contributed to decreased salary costs. Additionally, a software conversion led to decreased revenue collections during the conversion and training process.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Treasurer - Treasury</b>							
0100 0030004 General Fund							
Total Revenue	\$550,770	\$569,825	\$566,376	\$783,187	\$642,737	\$901,135	71.33%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$525,141	\$566,417	\$558,082	\$775,074	\$611,752	\$901,135	67.89%
Net County Cost	(\$25,629)	(\$3,408)	(\$8,294)	(\$8,113)	(\$30,985)	\$0	0.00%

- ◆ Treasury revenue and gross costs decreased in Fiscal Year 2018-2019 from the previous year due to a reduction in bank costs. The County’s primary cash management bank increased the earnings credit rate (interest rate) that it uses to pay for balances that the County leaves on deposit overnight. The increased interest earnings were used as a credit to offset bank fees and greatly reduced overall bank fees paid.

## Department Summary

Treasurer-Tax Collector						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$65,529	\$71,002	\$65,000	\$103,600	\$103,600	\$0
Fines, Forfeitures, Penalties	\$100,030	\$93,360	\$65,000	\$62,100	\$62,100	\$0
Revenue from use of Assets	\$777,166	\$627,077	\$793,268	\$757,710	\$757,710	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$1,485,325	\$1,491,525	\$1,907,478	\$1,944,555	\$1,944,555	\$0
Miscellaneous Revenue	\$37,779	\$80,477	\$37,150	\$43,415	\$43,415	\$0
Other Financing Sources	\$10,432	\$32,339	\$5,000	\$5,450	\$5,450	\$0
<b>Total Revenue</b>	<b>\$2,476,261</b>	<b>\$2,395,780</b>	<b>\$2,882,896</b>	<b>\$2,926,830</b>	<b>\$2,926,830</b>	<b>\$0</b>
<b>Use of Fund Balance/Retained Earnings</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$2,476,261</b>	<b>\$2,395,780</b>	<b>\$2,882,896</b>	<b>\$2,926,830</b>	<b>\$2,926,830</b>	<b>\$0</b>
Salaries and Benefits	\$2,703,896	\$2,791,486	\$3,067,067	\$3,353,513	\$3,420,466	\$66,953
Services and Supplies	\$652,048	\$739,269	\$1,071,360	\$806,772	\$806,772	\$0
Other Charges	\$313,858	\$348,239	\$378,495	\$430,923	\$430,923	\$0
Fixed Assets						
Equipment	\$163,668	\$2,187	\$10,000	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$478,822)	(\$449,493)	(\$514,738)	(\$562,139)	(\$562,139)	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$3,354,648</b>	<b>\$3,431,688</b>	<b>\$4,012,184</b>	<b>\$4,029,069</b>	<b>\$4,096,022</b>	<b>\$66,953</b>
<b>General Fund Contribution</b>	<b>\$878,387</b>	<b>\$1,035,908</b>	<b>\$1,129,288</b>	<b>\$1,102,239</b>	<b>\$1,169,192</b>	<b>\$66,953</b>
<b>Total Allocated Positions</b>	-	-	33	34	33	-1

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$2.9 million, consistent with the 2019-2020 Adopted Proposed Budget.

- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$2.9 million, an increase of \$43,934 from the 2018-2019 Adopted Final Budget.
- ◆ Revenue for the 2019-2020 Spending Plan was developed by applying the following escalators to the 2018-2019 Adopted Final Budget: a standard escalator of 3.5% and evaluating historical trend for the Revenue Recovery division.
- ◆ The Proposed Budget includes an adjustment decreasing the 2019-2020 Spending Plan by a total of \$8,566 in estimated revenue due to:
  - ◆ An increase of \$38,240 in estimated revenue for one Manager II position approved in the Fiscal Year 2018-2019 at First Quarter Financial Report in the Administration/Taxes division.
  - ◆ An increase of \$10,675 in estimated revenue for one Accountant II position approved in the Fiscal Year 2018-2019 First Quarter Financial Report in the Revenue Recovery division.
  - ◆ An increase of \$24,200 in estimated revenue in the Revenue Recovery division and \$7,900 in the Treasury division for 30% of the cost of an embedded Information Technology position.
  - ◆ A decrease of \$89,581 in estimated revenue due to a decrease in previously funded operations requests to align with the current Department vision.
  - ◆ These revenues are ongoing.

### Budget and Operations

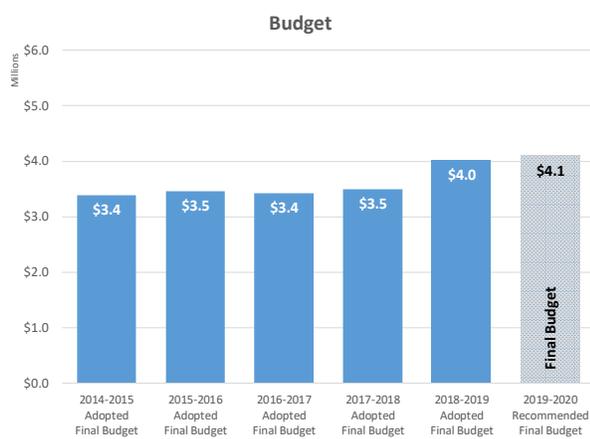
- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$4.1 million, an increase of \$66,953 from the 2019-2020 Adopted Proposed Budget.
  - ◆ The transfer of year-one savings into year two as part of the Performance Visioning Carryover Savings (PVCS) program is recommended, which increases the appropriations by \$66,953. The PVCS will be dedicated to support year two operations in support of the Department's strategic initiatives.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$4 million, a decrease of \$16,885 from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget: standard escalators of 5% for Health Care, 3.5% for all other costs and additions for embedded IT Staff which is spread by payroll across all divisions.
- ◆ The Proposed Budget includes an adjustment increasing the 2019-2020 Spending Plan by a total of \$32,387 due to ongoing costs associated with Board approved adjustments in Fiscal Year 2018-2019 and 30% of the cost of an embedded Information Technology, requiring an additional General Fund Contribution of \$40,953.
  - ◆ An increase of \$68,093 in Salaries and Benefits for one Manager II position approved in Fiscal Year 2018-2019 First Quarter Financial Report in the Administration/Taxes division, funded by an increase in estimated revenue of \$38,240, and an increase of \$29,853 in General Fund Contribution.
  - ◆ An increase of \$10,675 in Salaries and Benefits for one Accountant II position approved in the Fiscal Year 2018-2019 First Quarter Financial Report in the Revenue Recovery division, funded by a \$10,675 increase in estimated revenue.
  - ◆ An increase of \$43,200 in Other Charges for 30% cost of an embedded Information Technology position, funded by an increase in estimated revenue of \$32,100, and an increase of \$11,100 in General Fund Contributions.
  - ◆ These costs are ongoing.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 33, a decrease of one from the 2019-2020 Adopted Proposed Budget allocation.

- ◆ One vacant Accountant I position is recommended to be deleted; this would be the last of the four positions to be exchanged for the four new positions approved and added in the 2018-2019 Proposed Budget.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 34, an increase of one over the 2018-2019 Adopted Final Budget allocation.
- ◆ Subsequent to the 2018-2019 Adopted Final Budget, four positions have been added to the Department staffing allocation.
- ◆ The Proposed Budget includes a recommendation for a decrease of three to total allocated positions.
  - ◆ Two vacant Accountant I positions are recommended to be deleted since they have been replaced with two Accountant II positions; and
  - ◆ One Account Clerk III position is recommended to be deleted since it has been replaced with an Accounting Technician position.

### Five-Year Historical Trends



### Key Challenges and Opportunities

- ◆ The Department has been impacted by the retirement of several long-term staff members. While the reduction has led to a short-term reduction in efficiency to accommodate for training on processes and procedures previously completed by retired staff, it has also provided an opportunity to review processes and procedures for efficiency and appropriate use of technology.
- ◆ In Fiscal Year 2018-2019, the Revenue Recovery Division entered into a year-long conversion from Columbia Ultimate Debt Collection System software to Ontario System RevQ software. The new software is not fully implemented, and the division is working through training and implementation issues. As a result of these ongoing challenges, collection of revenues on behalf of County departments, agencies, and the Courts have been inhibited. When the system is fully operational in Fiscal Year 2019-2020, efficiencies in automated workflow processes that previously required manual processing are anticipated to increase collection recoveries.

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## Budgets Contained within the Department

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- ◆ **Admin/Taxes** (General Fund)
  - ◆ Funds Tax division and a portion of administrative staff of the Treasurer-Tax Collector Department to process tax payments, assist taxpayers with their questions, and provide information regarding property taxes
- ◆ **Revenue Recovery** (General Fund)
  - ◆ Funds division and a portion of administrative staff to collect outstanding debt owed to over 20 County departments and agencies, assist debtors, and maintain records to ensure the accuracy of accounts owed, supported by charges to customer departments and agencies
- ◆ **Treasury Division** (General Fund)
  - ◆ Funds division and a portion of administrative staff to process Countywide deposits, wire transfers, check disbursements, bank reconciliations, and investment of excess idle funds, supported by Treasury earnings

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.

## 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.

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 and activities. 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.

Two community-wide indicators that were identified that are representative 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

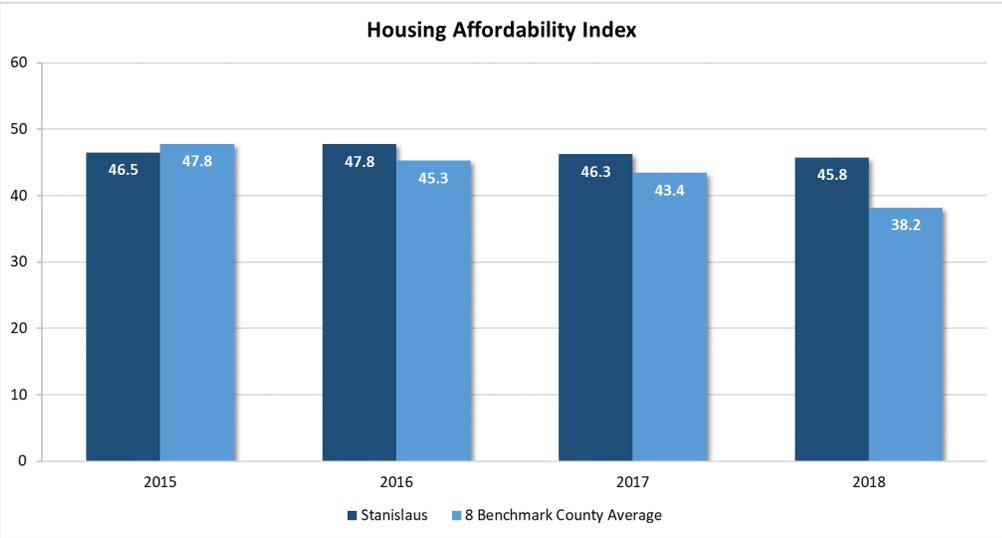
Housing affordability is one of the most concerning issues in the County. Being able to afford and purchase a home is the cornerstone of working toward financial stability and advancement. There are numerous factors that can influence the affordability of a home not the least of which include lack of 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 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 from 2015 to 2018 compares Stanislaus County with the



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

Source: California Association of Realtors Historical Housing Affordability Index, which measures the percentage of households that can afford to purchase the median priced home (the monthly median home price in Stanislaus County is \$300,000, with a monthly mortgage payment of \$1,550, and a minimum qualifying income of \$62,100)

eight benchmark counties—Fresno, Kern, Madera, Monterey, Merced, Sacramento, San Joaquin, and Tulare. According to the index, the County’s housing affordability, measured by the percentage of households that can afford a home, has decreased slightly: 47.8% in 2016, 46.3% in 2017, and 45.8% in 2018.

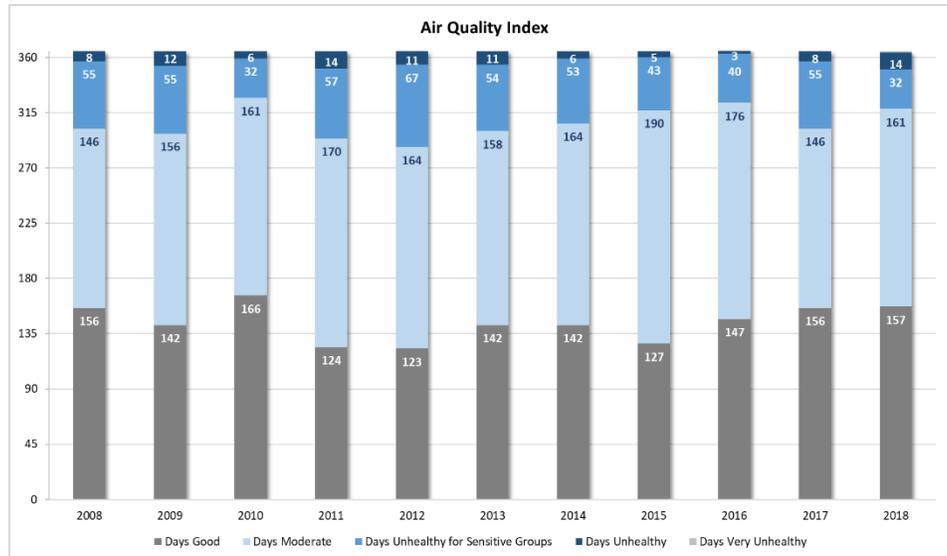
During this same period, only Monterey and San Joaquin County experienced less affordability whereas Fresno, Kern, Merced, Sacramento, and Tulare consistently showed a higher percentage of housing affordability. The housing affordability crisis not only has affected Stanislaus County, but also other 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 is 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 good days in 2008 and 157 good days in 2018 with the highest 2-year period of good days occurring from 2017 through 2018.

As the chart indicates, in 2008, County residents experienced more days defined as good than days defined as moderate; whereas, from 2009 to 2016, there were more days of moderate air quality than good, but in 2017 and 2018 the reverse was true. The



Source: Stanislaus County Outdoor Air Quality Data, Air Quality Index Report, U.S. Environmental Protection Agency, which is an indicator of overall air quality, as it takes into account all of the criteria for air pollutants measured within a geographic area

overall County air quality was good to moderate from 2008 to 2018.

Both the housing affordability index and air quality index are indicators that provide a 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, the County seeks to bring together community partners and other local government agencies to support the growth of housing availability along the entire housing continuum. 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.

Focused on the environment and infrastructure, 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 promotes economic development through diverse land use, enhancing community infrastructure, improving public services, and providing streamlined permit processing services.
  - ◆ The Public Works department 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

Over-arching goals for departments *Delivering community infrastructure to benefit our residents and businesses*, include: ensuring reliable water sources – quantity and quality; improving transportation circulation; promoting effective solid waste disposal; and developing a comprehensive flood control strategy. Departments delivering efficient community infrastructure continually work to improve County residents' experiences while utilizing public venues, services and the

transportation system. Public Works will implement 23 projects in Fiscal Year 2019-2020 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 parks. 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

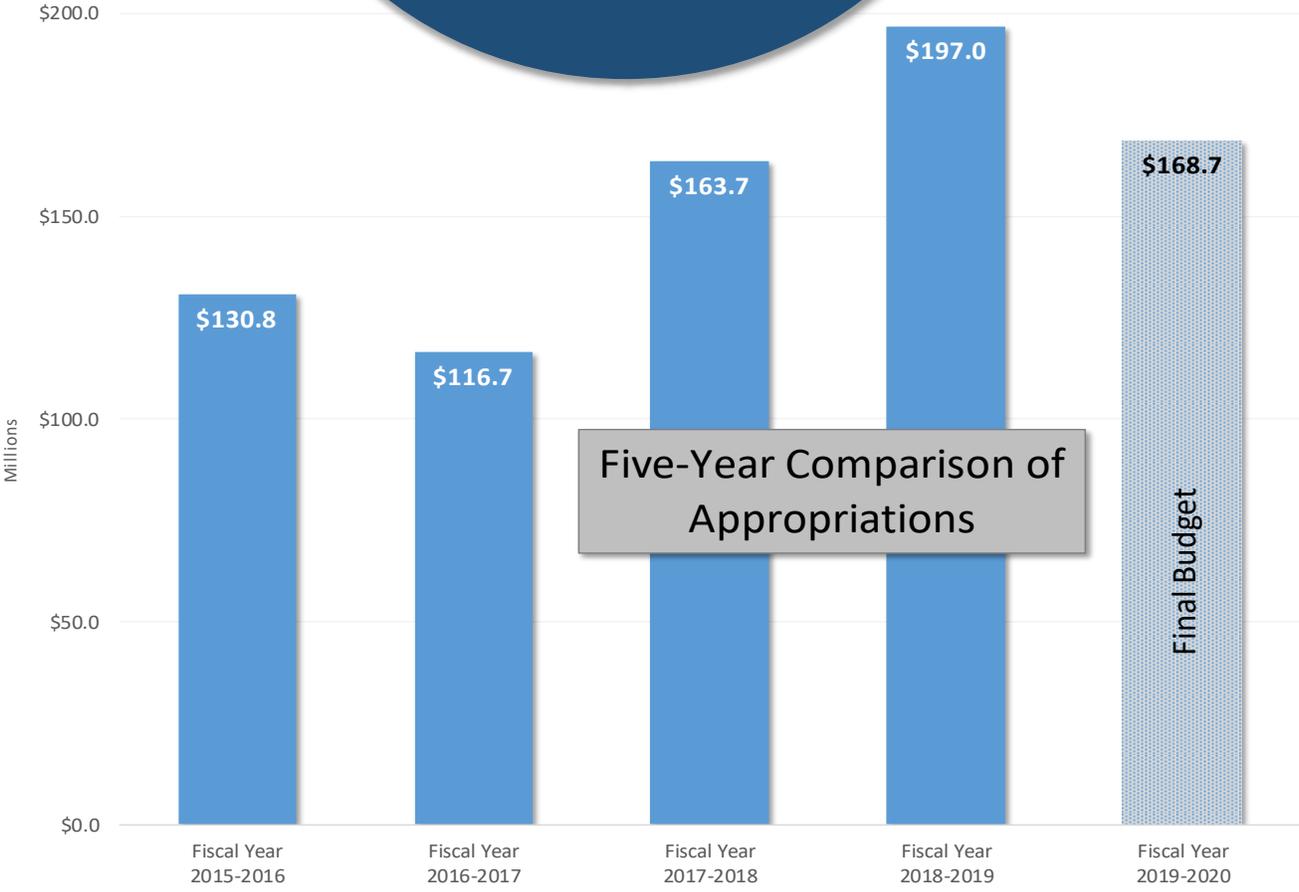
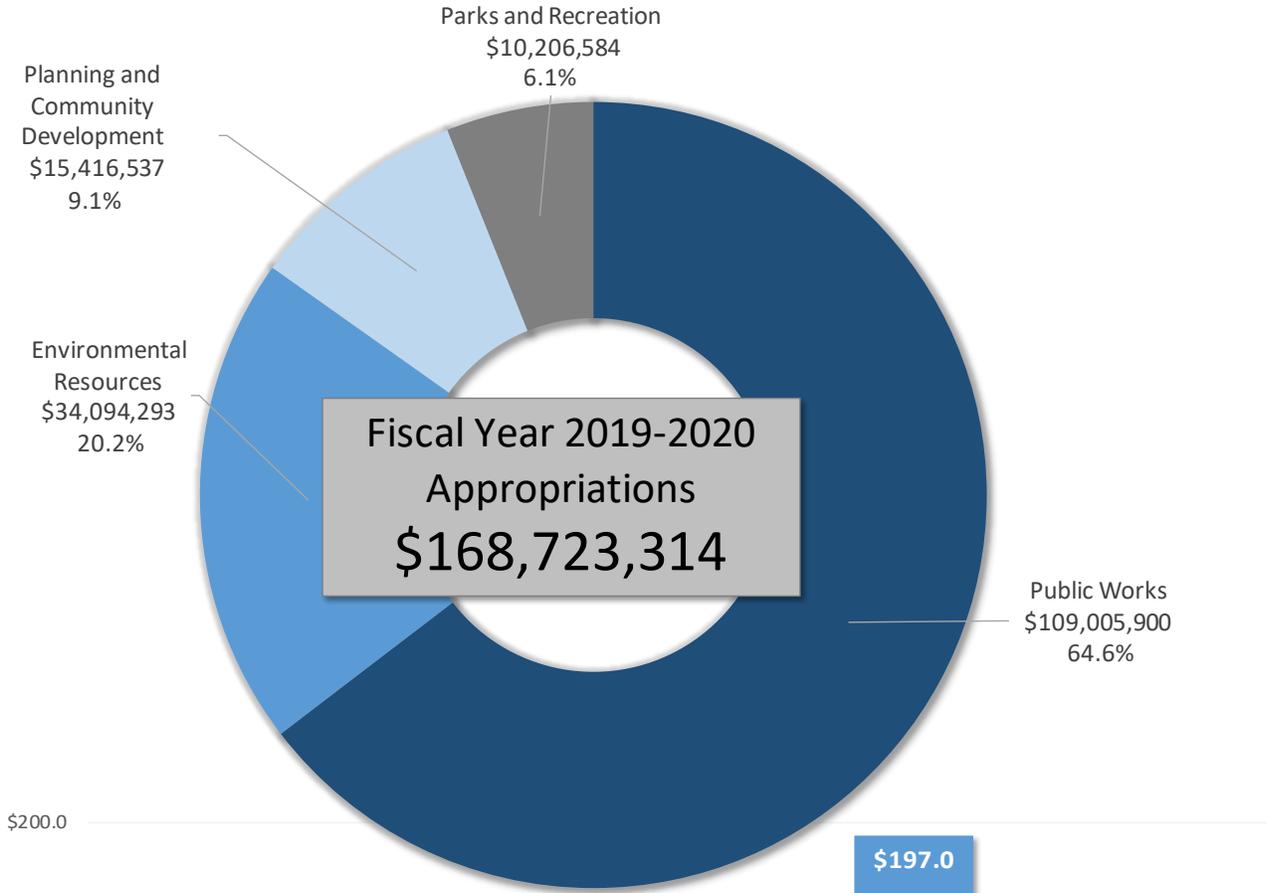
Fiscal Year 2019-2020 appropriations total \$168.7 million for the priority of *Delivering Community Infrastructure*. Public Works makes up 65% of this priority budget with a key focus on transportation system maintenance and improvement projects. Environmental Resources accounts for approximately 20% of this priority budget focused on the preparation and implementation of four separate Groundwater Sustainability Plans (GSPs) required by the Sustainable Groundwater Management Act (SGMA), which addresses the sustainable yield from the groundwater basins within its geographic footprint and political boundaries. The remaining 15% 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 Years 2017-2018 and 2018-2019 primarily due to increased revenue for Road and Bridge from State, Federal, and local sources for multiple road and bridge projects.

The 2019-2020 Final Budget represents a 14% decrease from the 2018-2019 Final Budget mostly attributed to Public Works operations. Public Works will be implementing 23 Road and Bridge projects in 2019-2020, a decrease of nine from Fiscal Year 2018-2019. Additionally, the merging of the Road and Bridge Fund and Engineering fund resulted in a net decrease of \$2.1 million.

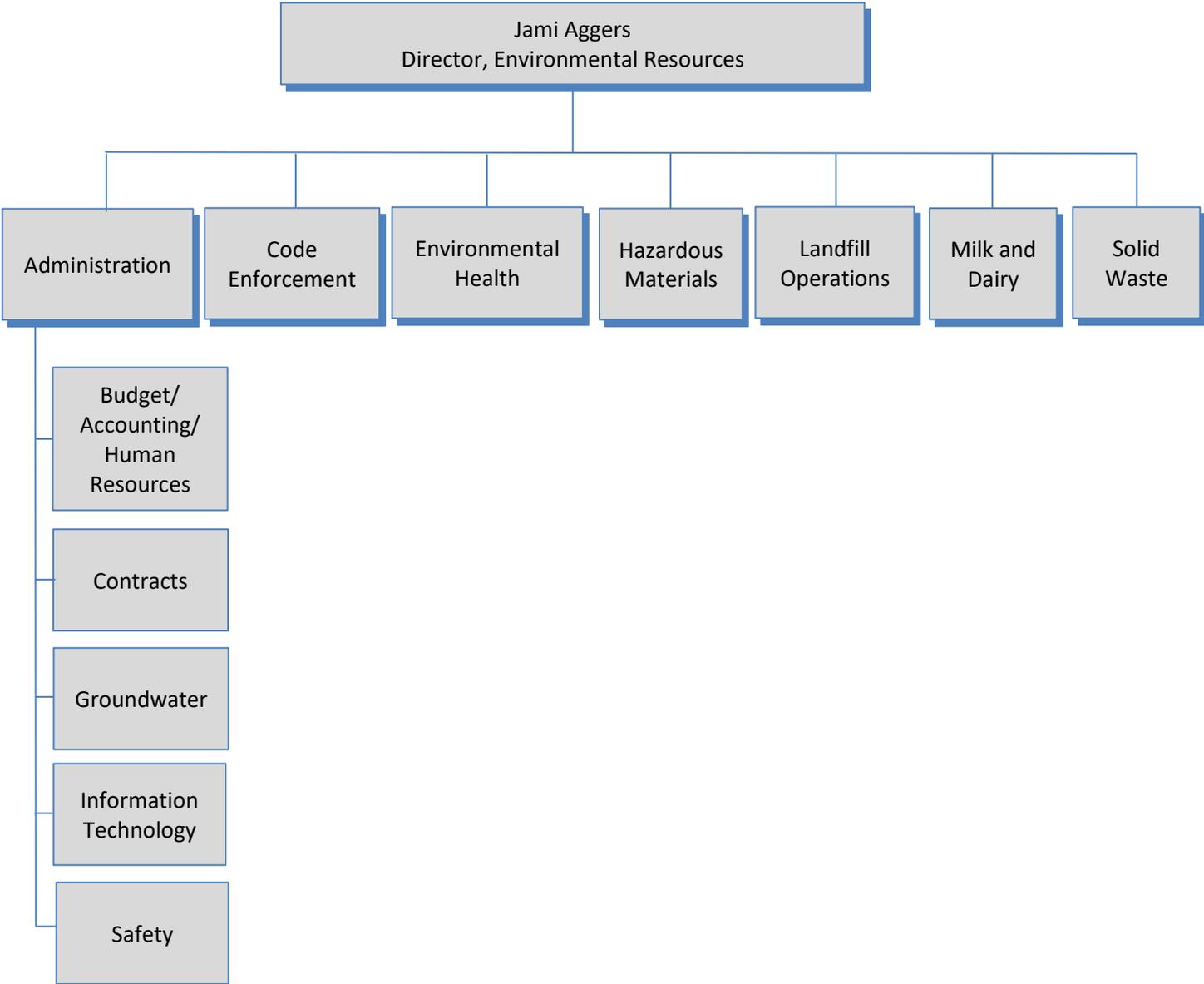




## Delivering Community Infrastructure Summary of Budget Appropriations

Page	Fund	Org	Recommended Final Budget 2019-2020	
<b>444</b>	<b>Environmental Resources</b>		<b>\$34,094,293</b>	
	1001	0034100	Environmental Resources	\$10,008,667
	1004	0034204	AB 939 - Source Reduction and Recycle	\$913,029
	1014	0034234	Abandoned Vehicle Abatement	\$84,251
	1010	0034211	Beverage Container Recycling	\$29,171
	1016	0034237	Code Enforcement Abatement	\$20,000
	1005	0034205	Disclosure Program	\$460,050
	1015	0034236	E-Waste Collection Facility	\$0
	4021	0041100	Fink Road Landfill	\$18,187,819
	4031	0041200	Geer Road Landfill	\$2,840,501
	1002	0034202	Household Hazardous Waste	\$1,248,884
	1009	0034209	Trust Fund	\$5,300
	1006	0034206	Underground Storage Tank Program	\$0
	1008	0034207	Used Oil Recycling	\$92,516
	1003	0034203	Vehicle Registration Fee Surcharge	\$68,000
	1012	0034200	Waste Tire Enforcement Grant	\$136,105
<b>462</b>	<b>Parks and Recreation</b>		<b>\$10,206,584</b>	
	0100	0035110	Parks and Recreation	\$8,926,802
	1727	0035452	Fish and Wildlife	\$20,000
	1728	0035453	Modesto Reservoir Patrol	\$23,000
	1702	0035450	Off-Highway Vehicle Fund	\$965,631
	1694	0035701	Regional Water Safety Training Center	\$68,780
	0100	0035420	Tuolumne River Regional Park	\$202,371
<b>474</b>	<b>Planning and Community Development</b>		<b>\$15,416,537</b>	
	1206	0040400	Building Permits	\$2,802,640
	1746	0043290	Dangerous Building Abatement	\$48,000
	179A	0025521	General Plan Maintenance	\$327,060
	0100	0025101	Planning and Community Development	\$2,988,323
	1717	0025450	Special Revenue Grants	\$9,250,514

				Recommended Final Budget 2019-2020
Page	Fund	Org		
<b>485</b>	<b>Public Works</b>			<b>\$109,005,900</b>
	1201	0040001	Administration	\$1,291,720
	1202	0040249	Engineering	\$0
	4001	0041510	Local Transit System	\$14,458,510
	5121	0042100	Morgan Shop	\$5,039,906
	1101	0040399	Road and Bridge	\$88,215,764
<b>Delivering Community Infrastructure Total</b>				<b>\$168,723,314</b>



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[www.stancounty.com/er](http://www.stancounty.com/er)

## Environmental Resources

	FY 2018-2019 Adopted	FY 2019-2020 Final
<b>Budget in Brief:</b>	<b>Final Budget</b>	<b>Budget</b>
Total Revenue	\$20,572,546	\$21,004,699
Use of Fund Balance/ Retained Earnings	\$10,714,492	\$11,828,783
Gross Costs	\$32,321,549	\$34,094,293
<b>General Fund Contributions</b>	<b>\$1,034,511</b>	<b>\$1,260,811</b>
% Funded by General Fund	3.2%	3.7%
Total Allocated Positions	106	105

## 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](http://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

## Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> <li>◆ 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</li> <li>◆ Evaluate the County's "evergreen" Franchise Refuse Agreements and determine alternatives</li> <li>◆ 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</li> <li>◆ 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</li> <li>◆ Complete the construction of Municipal Solid Waste Cell 6 at the Fink Road Landfill to increase available capacity for solid waste disposal</li> </ul>

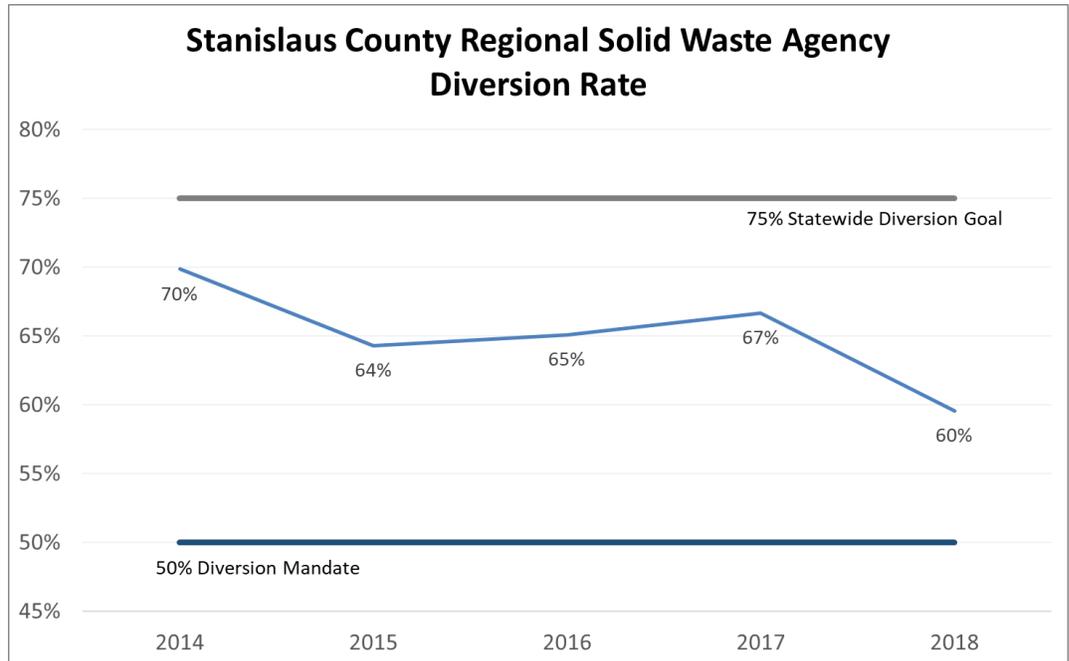
## Annual Report on Results: Fiscal Year 2018-2019

Fiscal Year 2018-2019 Accomplishments
<ul style="list-style-type: none"> <li>◆ Collaborated with County Stakeholders and Finalized 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</li> <li>◆ In April 2019 the Stanislaus County Refuse Removal Franchise Agreement (Area 3) was extended through November 2026; the County's "evergreen" Franchise Refuse Agreements will remain in place at this time.</li> <li>◆ The design for the In-fill Project at the Fink Road Landfill is complete and has been submitted to the State for review; once approved, the Department will obtain a revised Solid Waste Facility Permit in order to move forward with the design and construction of the Project's onsite expansion of landfill capacity for solid waste disposal</li> </ul>

- ◆ Completed the construction of the new Groundwater Extraction and Treatment System at the Geer Road Landfill and approval was received from the Water Board to start the system in June 2019; once start up testing is complete, the County will apply for new Waste Discharge Requirements, and once issued, the Cease and Desist Order will be lifted
- ◆ Completed the construction of Municipal Solid Waste Cell 6 in July 2019 at the Fink Road Landfill to increase available capacity for solid waste disposal

**Department Success Measures**

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

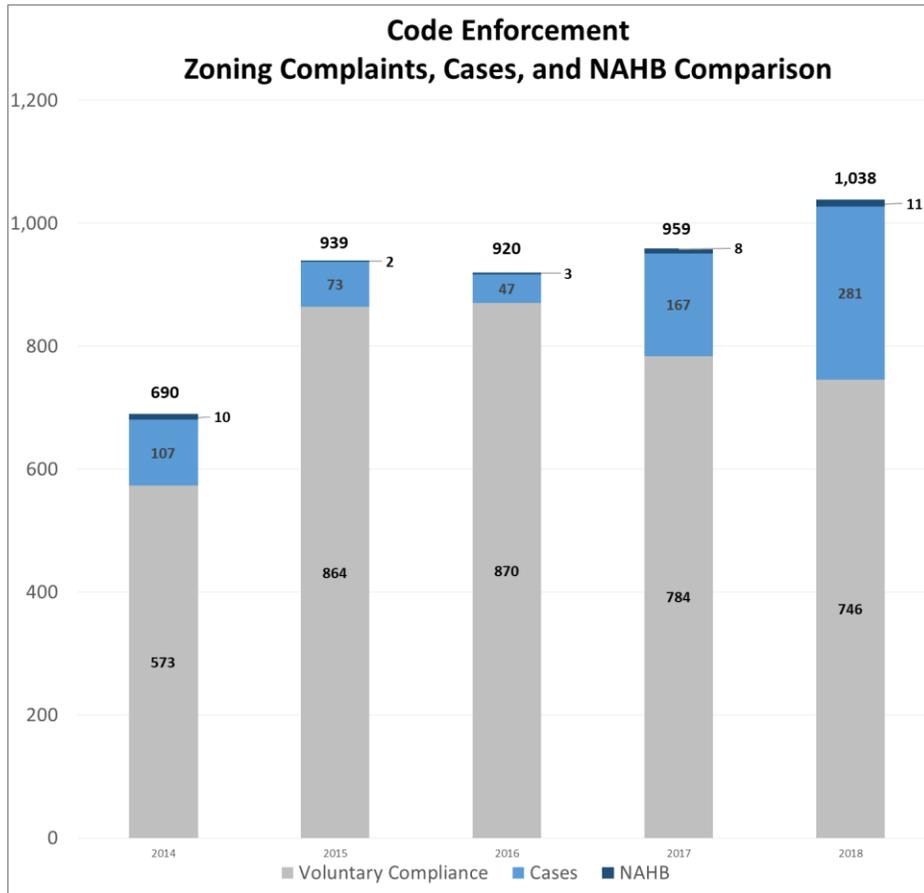


the year 2000. At that time, eight of the nine local cities, excluding Modesto, joined together to form the Stanislaus County Regional Solid Waste Planning Agency (RA) to work and report efforts collectively towards meeting the State 50% diversion mandate. The chart identifies trends between 2014 through 2018. Stanislaus County RA clearly meets the State 50% diversion mandate. The decreasing diversion

rate trend is a result of a strong economy and growing population. When the economy is good, people buy more goods and services, they eat out more, etc., which creates more disposal and less diversion/recycling. These trends and data will guide departmental activities to engage the community to recycle and further enhance our outreach efforts.

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, and staff continue to work with the property owner to correct violations. 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 over the past 5 years as detailed in the chart. During this time the CE Unit was restored to full staffing enabling the CE Division to more efficiently respond to the growing number of complaints that develop into cases. Complaints that resulted in cases increased by 10% between 2017 (17%) and 2018 (27%) while the number of cases taken to the NAHP stayed steady at approximately 1% of total complaints. Staff focus on each individual case has increased compliance and maintained a low number of NAHB hearings. These trends will guide departmental activities in managing County Ordinance-related complaints and educating the community about the Stanislaus County Code.



### 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 2014-2015	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2018-2019	% of Legal
Five-Year History	Actuals	Actuals	Actuals	Actuals	Actuals	Legal Budget	Budget
<b>Environmental Resources</b>							
<b>1001 0034100 Special Revenue Fund</b>							
Total Revenue	\$6,007,278	\$6,004,661	\$6,680,199	\$6,740,736	\$6,875,934	\$6,858,732	100.25%
Use of Fund Balance	(\$833,048)	\$440,372	\$258,913	\$1,102,583	\$1,639,851	\$2,525,948	64.92%
Gross Costs	\$5,893,067	\$7,597,482	\$7,850,702	\$9,002,818	\$9,550,296	\$10,419,191	91.66%
Net County Cost	\$718,837	\$1,152,449	\$911,590	\$1,159,499	\$1,034,511	\$1,034,511	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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Environmental Resources - AB 939 - Source Reduction and Recycle</b>							
1004 0034204 Special Revenue Fund							
Total Revenue	\$785,085	\$748,849	\$636,610	\$403,591	\$716,857	\$923,600	77.62%
Use of Fund Balance	(\$1816)	(\$433,847)	(\$34,957)	\$468,646	(\$526)	\$0	0.00%
Gross Costs	\$783,269	\$315,002	\$601,653	\$872,237	\$716,331	\$923,600	77.56%
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 in Fiscal Year 2017-2018 is due to a delay in Fiscal Year 2016-2017 year-end transfers which were subsequently transferred in Fiscal Year 2017-2018.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Environmental Resources - Abandoned Vehicle Abatement</b>							
1014 0034234 Special Revenue Fund							
Total Revenue	\$52,212	\$55,014	\$59,063	\$60,673	\$74,962	\$52,000	144.16%
Use of Fund Balance	(\$7,535)	(\$7,249)	(\$16,110)	(\$1,222)	(\$11,320)	\$24,694	-45.84%
Gross Costs	\$44,677	\$47,765	\$42,953	\$59,451	\$63,642	\$76,694	82.98%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- The historical trend in Abandoned Vehicle Abatement is stable with a gradual increase in revenue, which is based on population and the number of cars abated, with fluctuating costs due to the requirement of a biennial audit that must be performed every other year.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Environmental Resources - Beverage Container Recycling</b>							
1010 0034211 Special Revenue Fund							
Total Revenue	\$29,406	\$29,594	\$28,890	\$28,842	\$58,175	\$30,000	193.92%
Use of Fund Balance	(\$358)	(\$304)	\$662	\$5,172	(\$34,343)	\$0	0.00%
Gross Costs	\$29,048	\$29,290	\$29,552	\$34,014	\$23,832	\$30,000	79.44%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- The historical trend in Beverage Container Recycling is stable and varies annually based on project timelines, deliverables, and State funding for the grant. The increase in revenue and corresponding decrease in fund

balance use in Fiscal Year 2018-2019 is due to the timing of the grant award being received for Fiscal Year 2019-2020, in the amount of \$29,171.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Environmental Resources - Code Enforcement Abatement</b>							
1016 0034237 Special Revenue Fund							
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Use of Fund Balance	\$5,800	\$0	\$19,093	\$0	\$0	\$20,000	0.00%
Gross Costs	\$5,800	\$0	\$19,093	\$0	\$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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Environmental Resources - Disclosure Program</b>							
1005 0034205 Special Revenue Fund							
Total Revenue	\$356,036	\$387,104	\$364,733	\$357,586	\$375,682	\$381,180	98.56%
Use of Fund Balance	\$16,343	(\$27,788)	\$38,187	\$9,022	(\$76,857)	\$66,320	-115.89%
Gross Costs	\$372,379	\$359,316	\$402,920	\$366,608	\$298,825	\$447,500	66.78%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The trend in the Disclosure Program 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 or decrease in the use of fund balance.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Environmental Resources - E-Waste Collection Facility</b>							
1015 0034236 Special Revenue Fund							
Total Revenue	\$29,057	\$15,348	\$0	\$0	\$0	\$0	0.00%
Use of Fund Balance	(\$331)	\$125	\$0	\$0	\$0	\$0	0.00%
Gross Costs	\$28,726	\$15,473	\$0	\$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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Environmental Resources - Fink Road Landfill</b>							
4021 0041100 Enterprise Fund							
Total Revenue	\$6,960,381	\$8,140,504	\$8,449,945	\$9,908,902	\$9,679,704	\$8,585,000	112.75%
Use of Fund Balance	(\$1,020,754)	(\$1,815,544)	(\$1,424,763)	\$5,352,044	(\$443,889)	\$10,650,866	-4.17%
Gross Costs	\$5,939,627	\$6,324,960	\$7,025,182	\$15,260,946	\$9,235,815	\$19,235,866	48.01%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- The Fink Road Landfill Enterprise fund varies annually based on project timelines, deliverables, and unforeseen fluctuations in revenue from tipping fees. The increases in revenue and expenditures are primarily due to the cost of doing business, implementing corrective action measures and related construction projects, as well as revenue received from tipping fees charged for the disposal of waste. The \$5.3 million use of retained earnings in Fiscal Year 2017-2018 was primarily due to the construction of Ash Cell 4 and a one-time \$2.8 million loan to the Geer Road Landfill.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Environmental Resources - Geer Road Landfill</b>							
4031 0041200 Enterprise Fund							
Total Revenue	\$1,494,031	\$2,132,972	\$1,412,618	\$4,173,210	\$1,743,318	\$2,724,534	63.99%
Use of Fund Balance	\$1,389	\$91,410	(\$1,412,618)	(\$146,166)	(\$99,546)	\$472,719	-21.06%
Gross Costs	\$1,495,420	\$2,224,382	\$0	\$4,027,044	\$1,643,772	\$3,197,253	51.41%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- The Geer Road Landfill enterprise fund reflects a fluctuating increase and decrease 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. The significant increase in revenue and corresponding increase in expenditures in Fiscal Year 2017-2018 was primarily due to a \$2.8 million one-time loan received from the Fink Road Landfill.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Environmental Resources - Household Hazardous Waste</b>							
1002 0034202 Special Revenue Fund							
Total Revenue	\$818,977	\$786,583	\$794,963	\$774,638	\$786,171	\$802,500	97.97%
Use of Fund Balance	(\$226,308)	(\$149,400)	(\$142,378)	\$87,632	\$347,665	\$390,054	89.13%
Gross Costs	\$592,669	\$637,183	\$652,585	\$862,270	\$1,133,836	\$1,192,554	95.08%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- The historical trend in Household Hazardous Waste is stable and varies annually 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 2018-2019, the increase in expenditures is primarily due to the replacement of equipment, vehicles, and on-site improvements at the facility.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Environmental Resources - Trust Fund</b>							
<b>1009 0034209 Special Revenue Fund</b>							
Total Revenue	\$274	\$432	\$161	\$2,625	\$784	\$0	0.00%
Use of Fund Balance	\$13,889	(\$432)	\$98	\$2,609	(\$784)	\$5,300	-14.79%
Gross Costs	\$14,163	\$0	\$259	\$5,234	\$0	\$5,300	0.00%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The historical trend in Trust Fund projects fluctuates 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Environmental Resources - Underground Storage Tank Program</b>							
<b>1006 0034206 Special Revenue Fund</b>							
Total Revenue	\$235,117	(\$11,835)	(\$233)	\$0	\$0	\$0	0.00%
Use of Fund Balance	\$20,944	\$99,825	\$233	\$0	\$0	\$0	0.00%
Gross Costs	\$256,061	\$87,990	\$0	\$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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Environmental Resources - Used Oil Recycling</b>							
<b>1008 0034207 Special Revenue Fund</b>							
Total Revenue	\$113,146	\$87,615	\$89,678	\$89,830	\$86,858	\$85,000	102.19%
Use of Fund Balance	(\$64,590)	(\$20,122)	(\$288)	(\$5,568)	(\$2,232)	\$0	0.00%
Gross Costs	\$48,556	\$67,493	\$89,390	\$84,262	\$84,626	\$85,000	99.56%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ The historical trend in Used Oil Recycling is stable and varies annually based on the amount of grant funds awarded, the timing of the grant funds being received, and the timing of State grant reimbursements.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Environmental Resources - Vehicle Registration Fee Surcharge</b>							
<b>1003 0034203 Special Revenue Fund</b>							
Total Revenue	\$2,296	\$4,037	\$1,461	\$3,493	\$8,690	\$4,000	217.25%
Use of Fund Balance	(\$2,296)	(\$4,037)	(\$1,461)	(\$3,493)	(\$8,690)	\$64,000	-13.58%
Gross Costs	\$0	\$0	\$0	\$0	\$0	\$68,000	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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Environmental Resources - Waste Tire Enforcement Grant</b>							
1012 0034200 Special Revenue Fund							
Total Revenue	\$ 129,471	\$ 117,583	\$ 92,486	\$ 103,927	\$ 110,062	\$ 126,000	87.35%
Use of Fund Balance	\$ 0	(\$ 53,704)	(\$ 5,460)	(\$ 2,536)	\$ 8,738	\$ 0	0.00%
Gross Costs	\$ 129,471	\$ 63,879	\$ 87,026	\$ 101,391	\$ 118,800	\$ 126,000	94.29%
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

- The historical trend in Waste Tire Enforcement Grant is stable and varies 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 along with a Department total for each fiscal year.

Five-Year History	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
Environmental Resources	\$ 7,244,726	\$ 8,077,774	\$ 7,637,403	\$ 7,378,490	\$ 6,275,908
Environmental Resources - AB 939 - Source Reduction and	(\$ 304)	\$ 1,512	\$ 435,358	\$ 470,315	\$ 1,669
Environmental Resources - Abandoned Vehicle Abatement	\$ 109,491	\$ 117,026	\$ 124,274	\$ 140,384	\$ 141,607
Environmental Resources - Beverage Container Recycling	\$ 0	\$ 358	\$ 662	\$ 0	(\$ 5,172)
Environmental Resources - Code Enforcement Abatement	\$ 125,000	\$ 119,200	\$ 119,200	\$ 100,107	\$ 100,107
Environmental Resources - Disclosure Program	\$ 365,252	\$ 348,908	\$ 376,697	\$ 338,510	\$ 329,487
Environmental Resources - E-Waste Collection Facility	(\$ 206)	\$ 125	\$ 0	\$ 0	\$ 0
Environmental Resources - Fink Road Landfill	\$ 24,424,126	\$ 24,524,487	\$ 26,340,031	\$ 27,764,794	\$ 22,388,919
Environmental Resources - Geer Road Landfill	\$ 236,675	\$ 235,285	\$ 143,876	\$ 1,556,494	\$ 1,702,660
Environmental Resources - Household Hazardous Waste	\$ 977,141	\$ 1,187,104	\$ 1,364,293	\$ 1,468,484	\$ 1,371,829
Environmental Resources - Trust Fund	\$ 54,949	\$ 41,060	\$ 41,491	\$ 41,394	\$ 38,785
Environmental Resources - Underground Storage Tank Pro	\$ 121,002	\$ 100,057	\$ 233	\$ 0	\$ 0
Environmental Resources - Used Oil Recycling	\$ 0	\$ 64,590	\$ 84,712	\$ 85,000	\$ 90,568
Environmental Resources - Vehicle Registration Fee Surc	\$ 364,972	\$ 367,268	\$ 371,305	\$ 372,766	\$ 376,259
Environmental Resources - Waste Tire Enforcement Gran	\$ 0	\$ 0	\$ 53,704	\$ 59,164	\$ 61,700
<b>Total Fund Balance</b>	<b>\$ 34,022,824</b>	<b>\$ 35,184,754</b>	<b>\$ 37,093,239</b>	<b>\$ 39,775,902</b>	<b>\$ 32,874,326</b>

\*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, as a result of savings generated from staff vacancies and a reduction in fixed asset and service 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 3 fiscal years, however, the trend has been a decrease in fund balance due to costs associated with increased staffing levels, increased Cost Allocation

Plan (CAP) charges, increased fixed asset and on-site 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 reflects a consistent initial trend of fund balance growth primarily due to the cyclical nature of expenditures and the increase in revenue due to an increase in solid waste tonnage disposal. The decrease in Fiscal Year 2017-2018 is primarily due to costs associated with several large on-site construction projects and a one-time \$2.8 million dollar loan to Geer Road Landfill. 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 Years 2017-2018 and 2018-2019 as a result of a one-time loan in the amount of \$2.8 million to help cover the ongoing 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 a minimal 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 fiscal year.

## Department Summary

Environmental Resources						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$48,821	\$26,413	\$31,000	\$31,000	\$31,000	\$0
Revenue from use of Assets	\$765,928	\$844,483	\$515,000	\$530,000	\$530,000	\$0
Intergovernmental Revenue	\$621,189	\$793,670	\$917,340	\$951,094	\$951,094	\$0
Charges for Service	\$16,246,515	\$16,251,448	\$15,479,467	\$15,919,179	\$15,919,179	\$0
Miscellaneous Revenue	\$42,599	\$52,588	\$58,800	\$40,800	\$40,800	\$0
Other Financing Sources	\$4,923,001	\$2,548,595	\$3,570,939	\$3,532,626	\$3,532,626	\$0
<b>Total Revenue</b>	<b>\$22,648,053</b>	<b>\$20,517,197</b>	<b>\$20,572,546</b>	<b>\$21,004,699</b>	<b>\$21,004,699</b>	<b>\$0</b>
Use of Fund Balance/Retained Earnings	\$6,868,723	\$138,067	\$1,714,492	\$11,828,783	\$11,828,783	\$0
<b>Total Funding Sources</b>	<b>\$29,516,776</b>	<b>\$21,835,264</b>	<b>\$31,287,038</b>	<b>\$32,833,482</b>	<b>\$32,833,482</b>	<b>\$0</b>
Salaries and Benefits	\$9,853,042	\$10,286,570	\$11,162,257	\$11,456,635	\$11,456,635	\$0
Services and Supplies	\$12,592,144	\$11,227,429	\$13,943,209	\$14,391,584	\$14,391,584	\$0
Other Charges	\$3,308,130	\$3,177,820	\$1,729,831	\$3,957,351	\$3,957,351	\$0
Fixed Assets						
Buildings & Improvements	\$100,291	\$137,835	\$240,000	\$615,000	\$615,000	\$0
Equipment	\$213,594	(\$3,785,163)	\$2,313,572	\$1,101,463	\$1,101,463	\$0
Other Financing Uses	\$4,609,075	\$1,825,283	\$3,200,000	\$3,312,000	\$3,312,000	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$1)	\$0	(\$267,320)	(\$739,740)	(\$739,740)	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$30,676,275</b>	<b>\$22,869,775</b>	<b>\$32,321,549</b>	<b>\$34,094,293</b>	<b>\$34,094,293</b>	<b>\$0</b>
General Fund Contribution	\$1,159,499	\$1,034,511	\$1,034,511	\$1,260,811	\$1,260,811	\$0
<b>Total Allocated Positions</b>	-	-	106	105	105	0

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$21 million, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$21 million, an increase of \$432,153 from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed 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 used a revenue escalator of 3%.
    - ◆ The Disclosure Program budget used a revenue escalator of 3.3% in the majority of the Charges for Services accounts.
    - ◆ The Fink Road Landfill budget used a revenue escalator of 3% in Revenue from Use of Assets.
- ◆ The Proposed Budget includes a decrease from the spending plan of \$1.5 million in estimated revenue primarily due to revenue not being transferred into the Geer Road Landfill for a Capital Improvement installation.
  - ◆ The Environmental Resources budget includes an increase of \$387,375 in estimated revenue primarily due to an anticipated increase in Environmental Health fees charged for services provided, and anticipated revenue for the California Accident Release Prevention Program (CalARP).
  - ◆ The AB 939 budget includes a decrease of \$12,240 in estimated revenue due to the decrease in usage of the Rate Stabilization funds. This revenue is ongoing, assuming refuse deliveries to the Waste-to-Energy plant continue, and is variable based on tonnage.
  - ◆ The Beverage Container Recycling budget includes a decrease of \$1,729 in estimated revenue due to a decrease in awarded grant funds. This revenue is ongoing, assuming the grant is applied for and awarded annually, and variable based on the amount of the grant award.
  - ◆ The Disclosure Program budget includes a decrease of \$28,000 in estimated revenue to reflect the transfer of CalARP revenue to the proper fund.
  - ◆ The Fink Road Landfill budget includes an increase of \$169,003 in estimated revenue due to an increase in contracted franchise hauler fees and projected tipping fee increases.
  - ◆ The Geer Road Landfill budget includes a decrease of \$2M in estimated revenue that would have been transferred from the Fink Road Landfill budget unit due to a capital improvement that will not be installed in Fiscal Year 2019-2020.
  - ◆ The Household Hazardous Waste budget includes a decrease of \$21,000 in estimated revenue due to anticipating less Sanitation Services revenue, and due to the Conditionally Exempt Small Quantity Generators (CESQG) businesses no longer utilizing our facility for their hazardous waste disposal.
  - ◆ The Used Oil Recycling budget includes a decrease of \$692 in estimated revenue due to the amount of grant funds awarded. This revenue is ongoing, assuming the grant is applied for and awarded annually.
  - ◆ The Waste Tire Enforcement Grant budget includes an increase of \$5,773 in estimated revenue due to the amount of the grant award. This revenue is ongoing, assuming the grant is applied for and awarded annually.

- ◆ The Department has a total of \$31.1 million in available fund balance/retained earnings as of July 1, 2019, of which \$11.8 million is budgeted for use in Fiscal Year 2019-2020.
  - ◆ The Environmental Resources budget has a total of \$4.6 million in available fund balance as of July 1, 2019, of which \$1,563,533 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ The AB 939 – Source Reduction and Recycle budget has a total of \$2,195 in available fund balance as of July 1, 2019, of which \$1,669 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ The Abandoned Vehicle Abatement budget has a total of \$152,927 in available fund balance as of July 1, 2019, of which \$30,691 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ The Beverage Container Recycling budget has a total of \$29,171 in available fund balance as of July 1, 2019.
  - ◆ The Code Enforcement Abatement budget has a total of \$100,107 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 has a total of \$406,345 in available fund balance as of July 1, 2019, of which \$94,650 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ The Fink Road Landfill budget has a total of \$22.8 million in available retained earnings as of July 1, 2019, of which \$9,418,816 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ The Geer Road Landfill budget has a total of \$1.8 million in available retained earnings as of July 1, 2019, of which \$138,530 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ The Household Hazardous Waste budget has a total of \$694,677 in available fund balance as of July 1, 2019, of which \$485,384 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ The Trust Fund budget has a total of \$39,569 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 has a total of \$92,799 in available fund balance as of July 1, 2019, of which \$5,658 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ The Vehicle Registration Fee Surcharge budget has a total of \$384,948 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 has a total of \$52,962 in available fund balance as of July 1, 2019, of which \$552 is budgeted for use in Fiscal Year 2019-2020.

### Budget and Operations

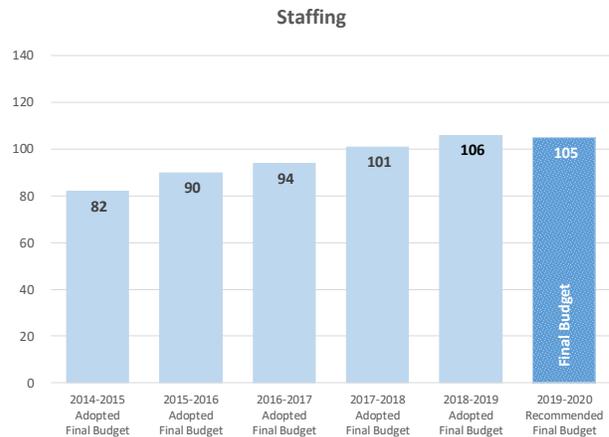
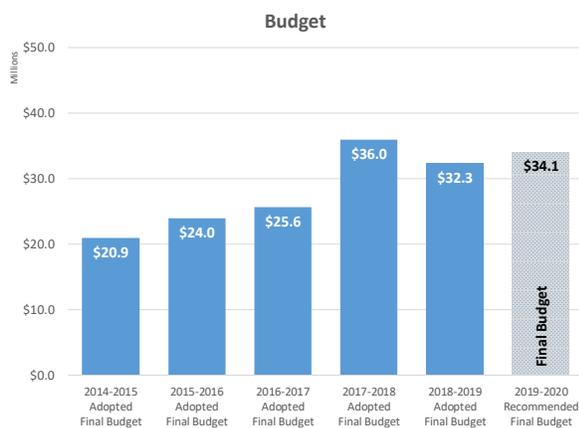
- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$34.1 million, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$34.1 million, an increase of \$1.8 million from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget:
    - ◆ Salary and benefits escalator of 3.5%
    - ◆ Group health insurance escalator of 5%
    - ◆ Services and supplies escalator of 3.5%
    - ◆ Cost Allocation Plan (CAP) escalator of 3.5%
  - ◆ The Fixed Asset costs in the Spending Plan were developed based on known needs at that point in time, no escalators were used.
- ◆ The Proposed Budget includes a decrease of \$1.6 million from the spending plan to reflect the decreased costs primarily associated with the anticipated purchase of a flare at the Geer Road Landfill which will not be needed this fiscal year, and the transfer of positions and administrative oversight to Parks and Recreation to establish a stand alone department.

- ◆ The Environmental Resources budget includes a decrease of \$741,301 to reflect a decrease in intrafund costs associated with the transition of administrative functions directly supporting Parks and Recreation, net of new grant funds focused on accident release prevention and stormwater implementation.
- ◆ The Environmental Resources budget includes \$226,300 for costs associated with the Groundwater Program, increasing the General Fund Contribution. This reflects Stanislaus County's pro-rata share of Groundwater Sustainability Plans (GSP) previously approved by the Board.
- ◆ The AB 939 budget includes a decrease of \$10,571 due to a decrease in usage of the Rate Stabilization Fund.
- ◆ The Abandoned Vehicle Abatement Budget includes an increase of \$20,000 for overall salary increases as well as an increase in staff time spent in the program to train new staff and administer the program.
- ◆ The Beverage Container Recycling budget includes a decrease of \$1,729 due to a decrease in the grant award amount. These costs are ongoing, assuming the grant is applied for and awarded annually, and are variable based on the grant amount.
- ◆ The Disclosure Program budget includes a decrease of \$2,500 due to a contract that is no longer budgeted in this fund.
- ◆ The Fink Road Landfill budget includes \$571,500 to accommodate the increased costs associated with Depreciation and Amortization, Closure Costs being inadvertently omitted when initially developing the Spending Plan, and the following fixed assets: replacement of a server and software, replacement of a water truck and roller, and on-site improvements relating to fencing and recycling area improvements.
- ◆ The Geer Road Landfill budget includes a decrease of \$1.9 million due to the anticipated cost of a new flare which will not be needed or purchased this fiscal year.
- ◆ The Household Hazardous Waste budget includes \$266,688 to accommodate the increases costs associated with staffing and hazardous waste disposal costs, as well as the following fixed assets: replacement of a forklift and on-site improvements to install a brick wall, replacement of an exit gate, the addition of a truck dock, and complying with Americans with Disabilities Act (ADA) requirements. The adjustment includes \$234,475 in one-time costs and \$32,213 in ongoing costs.
- ◆ The Used Oil Recycling budget includes \$4,966 to accommodate the increase costs associated with an increased grant award and the usage of available fund balance to cover staff costs for administering the program. These costs are ongoing, assuming the grant is applied for and awarded annually.
- ◆ The Waste Tire Enforcement Grant budget unit includes \$6,325 to accommodate the increased staff costs associated with administering the program. These costs are ongoing, assuming the grant is applied for and awarded annually.
- ◆ The Department of Environmental Resources has a total fleet of 66 vehicles; of those, 22 meet the minimum age and mileage requirements to be considered for replacement under the Fleet Services Policy.
- ◆ The Proposed Budget includes a total of \$1.7 million in Fixed Assets for the following:
  - ◆ Replace six vehicles used to conduct health inspections, graffiti abatement, hazardous materials emergency response, milk and dairy inspections, and other related activities. The total cost is estimated to be \$147,000, funded by departmental fund balance.
  - ◆ Purchase one new vehicle used to conduct health inspections, graffiti abatement, hazardous materials emergency response, milk and dairy inspections, and other related activities. The total cost is estimated to be \$24,500, funded by departmental fund balance.
  - ◆ On-site improvement for additional secured parking for County vehicles at Environmental Resources and a budget to cover any unforeseen equipment replacement needs at the Fink Road Landfill.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 105, consistent with the 2019-2020 Adopted Proposed Budget allocation.
  - ◆ One Sr. Environmental Health Specialist position is recommended to be unfunded and one Sr. Resource Management Specialist position is recommended to be restored so that the Department may fill the position under the correct classification.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 105, a decrease of one from the 2018-2019 Adopted Final Budget allocation.
- ◆ The Proposed Budget includes a recommendation for a net decrease of one to total allocated positions.
  - ◆ One new block-budgeted Environmental Health Specialist I/II/III is recommended to process the increased caseload due to additional Environmental Health programs, requirements, and mandates;
  - ◆ One Confidential Assistant IV is recommended to be transferred from the Environmental Resources Department to the newly established Parks and Recreation Department to provide the new Parks Director clerical and human resources support; and
  - ◆ One Staff Services Coordinator is recommended to be transferred from the Environmental Resources Department to the newly established Parks and Recreation Department to provide grant support.

### Five-Year Historical Trends



### Key Challenges and Opportunities

- ◆ In September 2016 Governor Brown signed SB 1383, 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 accounts 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 is currently finalizing the regulations which will allow regulated entities time 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 be developing recommendations for revising our waste diversion programs with a focus on the removal of organics. 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 State legislation that impacts the Department is AB 626 which allows “microenterprise home kitchen operations,” beyond what is currently allowed in the Cottage Food Operation category, if counties opt in. Staff are tracking the cleanup legislation regarding AB 626 which was introduced in 2019 to determine the impacts/benefits of opting in or out. The Department will bring forward a recommendation to the Board of Supervisors during Fiscal Year 2019-2020.
- ◆ SB 946 was recently passed and made effective January 1, 2019. The bill severely restricts the authority of local governments to effectively regulate itinerant vendors (commonly referred to as street corner vendors). Our current County ordinance is not in compliance with SB 946, and as such, we cannot enforce in the same manner as we have in the past. SB 946 prevents the County from determining what zones itinerant vendors are allowed to sell in, including the right of way. The zoning requirements were a key part of the County’s previous enforcement strategy. SB 946 also limits the sanctions that we can impart on unauthorized vendors. Per the law, only administrative citations can be issued to an unauthorized vendor and confiscation, arrest, or other criminal action cannot be taken against the vendor. County Code Enforcement has no authority to detain vendors and demand identification for citation purposes, which greatly impacts our ability to cite and collect on citations. The Code Enforcement division is working intricately with County Counsel and the Planning Department to develop a strategy for future enforcement and licensing options.

## **Budgets Contained within the Department**

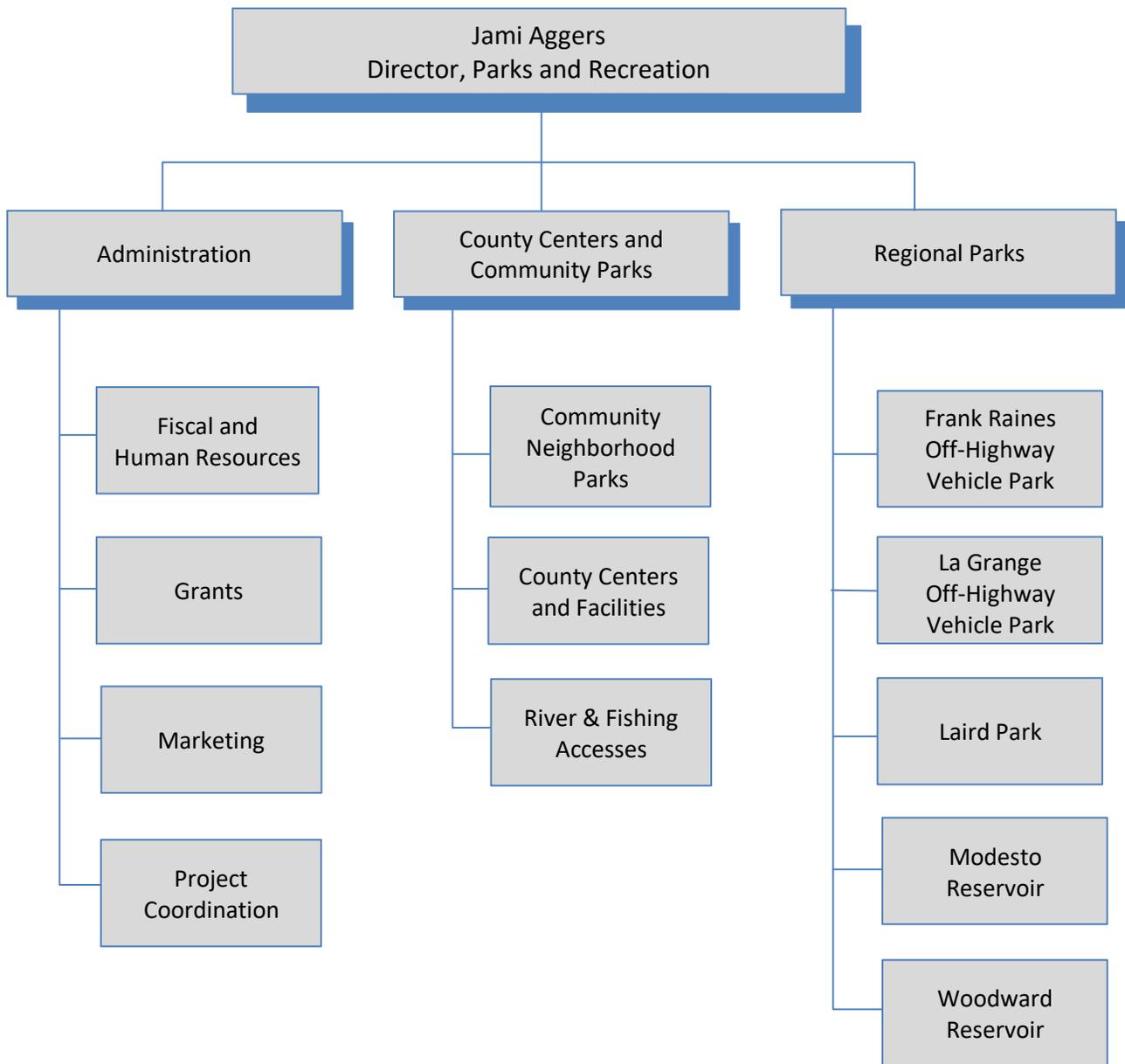
- ◆ **Environmental Resources** (Special Revenue Fund)
  - ◆ This budget funds programs within the following Divisions of Environmental Resources: Environmental Health, Code Enforcement, Hazardous Materials, Solid Waste, Water Resources, and Milk & Dairy.
- ◆ **AB 939/Source Reduction and Recycle** (Special Revenue Fund)
  - ◆ This budget funds the reporting required by AB 939 for the County and each of the incorporated cities excluding the City of Modesto. The AB 939 program is designed to meet the legislation’s goals for source reduction, recycling, and education.
- ◆ **Abandoned Vehicle Abatement** (Special Revenue Fund)
  - ◆ The Abandoned Vehicle Abatement (AVA) program responds to abandoned vehicle complaints on both public and private property resulting in the removal of many abandoned vehicles in the unincorporated areas of Stanislaus County each year. The budget funds the staff time and miscellaneous expenses related to the operations of the AVA program.
- ◆ **Beverage Container Recycling** (Special Revenue Fund)
  - ◆ This budget funds the promotion of source reduction, reuse and recycling of beverage containers, and provides public education specific to beverage recycling.
- ◆ **Code Enforcement Abatement** (Special Revenue Fund)
  - ◆ This budget was established to create a specific, revolving fund for the more difficult abatement cases. The intent of this fund is to allow cost protection for legal processes above and beyond what the Department has budgeted to do their work. A committee comprised of the Director of Environmental Resources, Director of Planning and Community Development, County Counsel, and the Chief Executive Office designee reviews and approved uses.
- ◆ **Disclosure Program** (Special Revenue Fund)

- ◆ The budget funds inspection, re-inspection, follow-up, processing the California Environmental Reporting System (CERS) submittals, enforcement, and implementation of applicable State Law and regulation.
- ◆ **E-Waste Collection Facility** (Special Revenue Fund)
  - ◆ This budget is no longer active and was combined with the Environmental Resources – Household Hazardous Waste budget in Fiscal Year 2016-2017.
- ◆ **Fink Road Landfill** (Enterprise Fund)
  - ◆ This budget funds the Fink Road Landfill services for Class III municipal solid waste for all 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.
- ◆ **Geer Road Landfill** (Enterprise Fund)
  - ◆ This budget funds the Geer Road Landfill post-closure monitoring and maintenance. The Geer Road Landfill is no longer an active 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.
- ◆ **Household Hazardous Waste** (Special Revenue Fund)
  - ◆ This budget funds the collection and proper disposal of Household Hazardous Waste collected from Stanislaus County residents at the permanent Household Hazardous Collection Center and during Temporary Collection events. This program provides for the diversion of household hazardous waste and electronic waste from sewer systems, landfill, and roadside dumping.
- ◆ **Trust Fund** (Special Revenue Fund)
  - ◆ This budget provides critical grant funding for environmental enforcement and/or the enhancement of the environment within the County of Stanislaus. All public agencies and non-profit organizations are eligible for the grants.
- ◆ **Underground Storage Tank Program** (Special Revenue Fund)
  - ◆ This budget is no longer active and all remaining contaminated sites were transferred to the State in Fiscal Year 2016-2017.
- ◆ **Used Oil Recycling** (Special Revenue Fund)
  - ◆ This budget funds the public education and financial support of used oil and used oil filter recycling-related activities. Waste oil is a hazardous waste and these programs are intended to help prevent the improper release and contamination of soil and/or groundwater.
- ◆ **Vehicle Registration Fee Surcharge** (Special Revenue Fund)
  - ◆ This budget funds the purchase of Department vehicles and equipment that achieve a reduction in air emissions to improve air quality and protect the health and safety of County residents. In the early 1990's the Regional Air Pollution Control District was formed, leaving a fund balance of those fees previously collected with the Department of Environmental Resources. Interest earned on the fund balance is the only source of revenue to this fund.
- ◆ **Waste Tire Enforcement Grant** (Special Revenue Fund)
  - ◆ This budget funds inspection, re-inspection, follow-up, surveillance and enforcement of tire dealers, auto dismantlers, tire haulers, and other points of waste tire generation to ensure compliance with all applicable laws and regulations of these facilities.

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.

## Related Links

Facebook page at: <https://www.facebook.com/StanislausHHW/> and <https://www.facebook.com/willy.recycle>



3800 Cornucopia Way, Modesto, CA 95358 Tel: (209) 525-6750  
[www.stancounty.com/parks](http://www.stancounty.com/parks)

## Parks and Recreation

Budget in Brief:	FY 2018-2019	FY 2019-2020
	Adopted Final Budget	Final Budget
Total Revenue	\$5,001,563	\$5,625,598
Use of Fund Balance/ Retained Earnings	\$135,682	\$41,822
Gross Costs	\$9,045,645	\$10,206,584
General Fund Contributions	\$3,908,400	\$4,539,164
% Funded by General Fund	43.2%	44.5%
Total Allocated Positions	46	54

## Department Services and Programs

The Department maintains five regional parks, 12 neighborhood parks, 10 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](http://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 **County Centers and Community Parks** 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 11<sup>th</sup> 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

l, 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



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

## Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> <li>◆ 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</li> <li>◆ Complete the Grayson Road Firing Range Site Cleanup Project to restore it to its natural environment</li> <li>◆ 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</li> <li>◆ Complete the Frank Raines Potable Water Project in order to supply a new restroom with clean drinking water at the Day Use area</li> </ul>

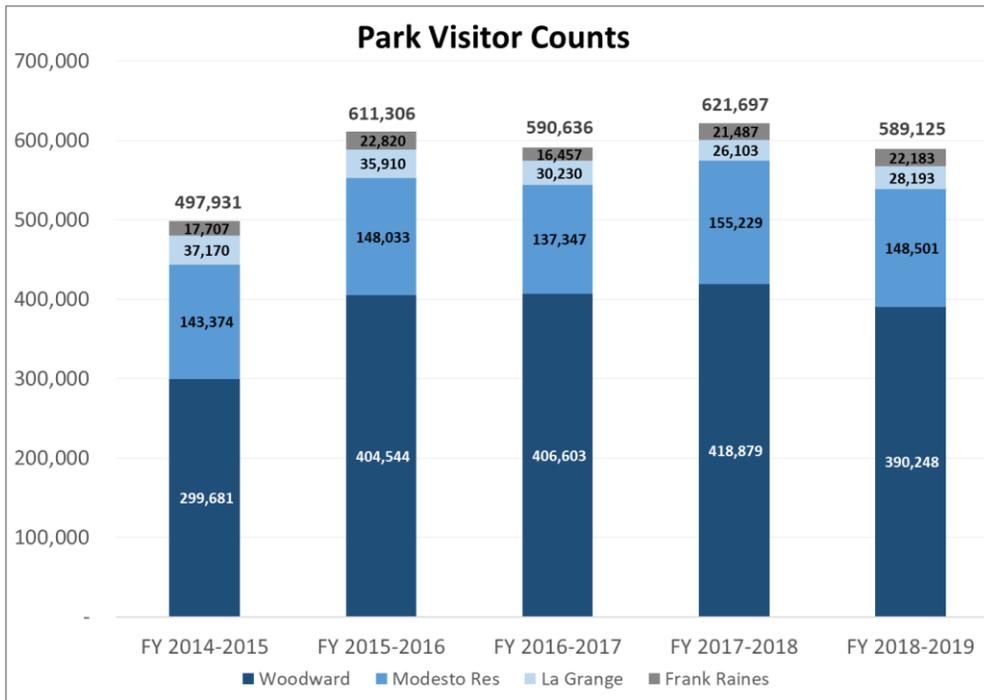
## Annual Report on Results: Fiscal Year 2018-2019

Fiscal Year 2018-2019 Accomplishments
<ul style="list-style-type: none"> <li>◆ Completed 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</li> <li>◆ Completed the Grayson Road Firing Range Site Cleanup Project to restore it to its natural environment</li> <li>◆ Completed the Modesto Reservoir Fuel Pump Project that updated fuel pumps from the 1970's to safely and conveniently provide fuel to recreational visitors</li> <li>◆ Completed the design plans for the Frank Raines Potable Water Project in order to supply a new restroom with clean drinking water at the Day Use area; the Department is preparing a formal bid for construction</li> </ul>

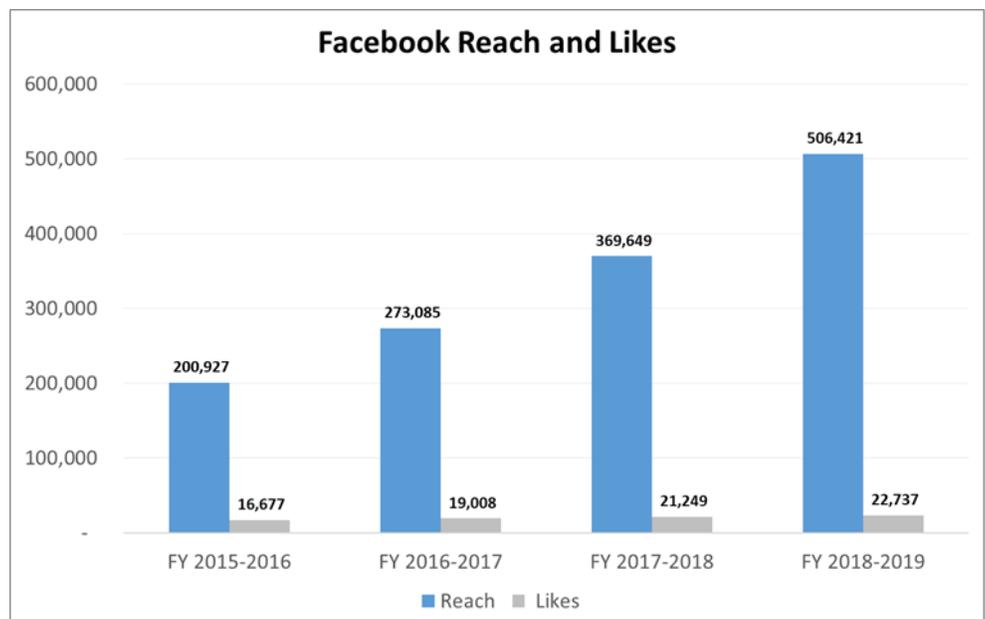
### Department Success Measures

The Parks and Recreation Department measures Park Visitor Counts as park visitation has a direct impact on Department revenue and community health. Park visitors spend time outdoors enjoying nature, family and friends, they participate in physical activities, and they take in fresh air,

sunshine and a lot of comradery. The chart below reflects visitors by park with the highest annual visitor counts at Woodward Reservoir followed by Modesto Reservoir. In Fiscal Year 2018-2019 the Department attracted two new large Regional events; Serenity Gathering at Woodward Reservoir and Dirtybird Campout at Modesto Reservoir. Variances in attendance can be a result of weather, water levels, dates of the “Body to Water Restriction,” Holiday dates falling during mid-week, and misinformation publicized in the media. In 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.



In the adjacent chart, the Department established a presence on Facebook in April 2015 and continues to increase “Reach” 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 boating, jet skiing, fishing,



swimming, camping, hiking, horseback trails, motor-cross and off highway vehicle recreation, concerts,

expos, and much more, as well as, clarifying misinformation in the media. The chart reflects how engaged the community is in using the Regional Parks. The trend shows an increase in “Likes” attributed to increased marketing efforts including 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.”

**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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Parks and Recreation</b>							
0100 0035110 General Fund							
Total Revenue	\$2,798,668	\$3,480,232	\$4,698,472	\$5,038,695	\$5,001,902	\$4,203,098	119.01%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$4,769,923	\$5,405,525	\$6,147,761	\$7,419,432	\$7,362,834	\$8,025,684	91.74%
Net County Cost	\$1,971,255	\$1,925,293	\$1,449,289	\$2,380,737	\$2,360,932	\$3,822,586	61.76%

- ◆ 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, one-time grant revenue is included in some years. The trend over the past five years is an increase in revenue due to increased visitation, special events, and increased fees. Revenue in Fiscal Year 2018-2019 was slightly less than Fiscal Year 2017-2018 due to unusually heavy rainfall during the month of May resulting in fewer park patrons visiting Woodward and Modesto reservoirs. 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Parks and Recreation - Fish and Wildlife</b>							
1727 0035452 Special Revenue Fund							
Total Revenue	\$21,063	\$13,212	\$1,098	\$961	\$12,270	\$1,000	1227.00%
Use of Fund Balance	(\$15,518)	(\$7,261)	\$7,194	\$1,871	(\$11,533)	\$19,000	-60.70%
Gross Costs	\$5,545	\$5,951	\$8,292	\$2,832	\$737	\$20,000	3.69%
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. Actual costs in Fiscal Years 2017-2018 and 2018-2019 were lower than in prior years due to the committee authorizing fewer expenditure requests from the public. The total available fund balance is appropriated in order to make the funds available for the Fish and Wildlife Commission, if needed.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Parks and Recreation - Modesto Reservoir Patrol</b>							
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	(\$23,000)	\$9,278	(\$23,000)	\$220,877	\$0	\$0	0.00%
Gross Costs	\$0	\$32,278	\$0	\$243,877	\$23,000	\$23,000	100.00%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Modesto Reservoir Patrol shows a stable revenue trend with varying expenditures. The significant increase in expenditures reflected in Fiscal Year 2017-2018 was due to covering a portion of the cost for the Modesto Reservoir Fuel Pump Project.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Parks and Recreation - Off-Highway Vehicle Fund</b>							
1702 0035450 Special Revenue Fund							
Total Revenue	\$526,464	\$853,701	\$656,147	\$442,068	\$809,387	\$783,386	103.32%
Use of Fund Balance	(\$99,537)	(\$13,121)	\$21,825	\$128,252	(\$177,558)	\$98,957	-179.43%
Gross Costs	\$426,927	\$840,580	\$677,972	\$570,320	\$631,829	\$882,343	71.61%
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 four years is primarily due to large equipment purchases to maintain and improve the off-highway vehicle parks.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Parks and Recreation - Regional Water Safety Training Center</b>							
1694 0035701 Special Revenue Fund							
Total Revenue	\$36,154	\$31,525	\$25,409	\$26,819	\$12,597	\$21,000	59.99%
Use of Fund Balance	(\$5,824)	\$6,632	\$37,845	\$33,394	\$33,998	\$26,256	129.49%
Gross Costs	\$30,330	\$38,157	\$63,254	\$60,213	\$65,827	\$66,488	99.01%
Net County Cost	\$0	\$0	\$0	\$0	\$19,232	\$19,232	100.00%

- ◆ The Regional Water Safety Training Center revenue trend is stable during Fiscal Years 2014-2015 through 2017-2018, due to annual donations received from various donors, with a decrease in Fiscal Year 2018-2019 due to the end of the five-for-five donation program. 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Parks and Recreation - Tuolumne River Regional Park</b>							
0100 0035420 General Fund							
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$121,426	\$129,675	\$194,512	\$194,512	\$198,402	\$198,402	100.00%
Net County Cost	\$121,426	\$129,675	\$194,512	\$194,512	\$198,402	\$198,402	100.00%

- ◆ The trend in Tuolumne River Regional Park has been gradual increases in operations and maintenance costs.

### 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, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
Parks and Recreation - Fish and Wildlife	\$30,281	\$45,800	\$53,060	\$45,866	\$43,996
Parks and Recreation - Modesto Reservoir Patrol	\$128,573,597	\$132,459,031	\$154,764,974	\$172,752,087	\$191,923,321
Parks and Recreation - Off-Highway Vehicle Fund	\$128,705,427	\$132,667,398	\$154,995,740	\$172,938,027	\$192,201,887
Parks and Recreation - Regional Water Safety Training Ce	\$125,876	\$131,700	\$125,068	\$87,223	\$53,828
<b>Total Fund Balance</b>	<b>\$257,435,181</b>	<b>\$265,303,929</b>	<b>\$309,938,842</b>	<b>\$345,823,203</b>	<b>\$384,223,032</b>

\*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 beginning 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 receiving fewer donations from various donors, the use of full-time staff instead of part-time/extra-help, and increased costs associated with maintaining the pool and grounds.

## Department Summary

Parks and Recreation						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$49,045	\$43,300	\$48,480	\$49,009	\$49,009	\$0
Fines, Forfeitures, Penalties	\$965	\$12,496	\$1,000	\$1,000	\$1,000	\$0
Revenue from use of Assets	\$39,960	\$13,458	\$26,015	\$25,735	\$25,735	\$0
Intergovernmental Revenue	\$950,130	\$632,573	\$681,465	\$856,334	\$856,334	\$0
Charges for Service	\$4,426,607	\$5,084,082	\$4,205,103	\$4,391,296	\$4,391,296	\$0
Miscellaneous Revenue	\$51,182	\$73,247	\$39,500	\$122,170	\$122,170	\$0
Other Financing Sources	\$13,654	\$0	\$0	\$180,054	\$180,054	\$0
<b>Total Revenue</b>	<b>\$5,531,543</b>	<b>\$5,859,156</b>	<b>\$5,001,563</b>	<b>\$5,625,598</b>	<b>\$5,625,598</b>	<b>\$0</b>
Use of Fund Balance/Retained Earnings	\$384,394	(\$155,093)	\$135,682	\$41,822	\$41,822	\$0
<b>Total Funding Sources</b>	<b>\$5,915,937</b>	<b>\$5,704,063</b>	<b>\$5,137,245</b>	<b>\$5,667,420</b>	<b>\$5,667,420</b>	<b>\$0</b>
Salaries and Benefits	\$3,312,096	\$3,644,096	\$4,009,485	\$4,377,472	\$4,791,521	\$414,049
Services and Supplies	\$1,974,712	\$1,978,059	\$2,440,495	\$2,239,138	\$2,268,056	\$28,918
Other Charges	\$1,378,876	\$1,782,381	\$1,708,896	\$1,937,088	\$1,937,088	\$0
Fixed Assets						
Buildings & Improvements	\$548,447	\$59,149	\$30,000	\$180,054	\$345,262	\$165,208
Equipment	\$313,371	\$321,843	\$338,046	\$199,046	\$364,254	\$165,208
Other Financing Uses	\$458,207	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$505,477	\$497,101	\$518,723	\$500,403	\$500,403	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$8,491,186</b>	<b>\$8,282,629</b>	<b>\$9,045,645</b>	<b>\$9,433,201</b>	<b>\$10,206,584</b>	<b>\$773,383</b>
General Fund Contribution	\$2,575,249	\$2,578,566	\$3,908,400	\$3,765,781	\$4,539,164	\$773,383
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>46</b>	<b>54</b>	<b>54</b>	<b>0</b>

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$5.6 million, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$5.6 million, an increase of \$624,035 from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed by applying the following escalators to the 2018-2019 Adopted Final Budget: Revenue was estimated using standard escalators in addition to considering the previous year's revenue actuals, the five year history of actuals, the current year's projected revenue through year-end, any known grant awards or reimbursements, any known scheduled events, 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 at the reservoirs.
- ◆ The Proposed Budget includes an increase of \$1.4 million in estimated revenue over the Spending Plan, due to the following:
  - ◆ The Parks and Recreation budget includes an increase of estimated revenue in the amount of \$102,085 from Cannabis Community Benefit Contributions to support Police Activities League programs at Fairview and Oregon parks. An increase of \$140,993 in estimated revenue from

increased visitation at the Modesto and Woodward Reservoirs will support the addition of two new positions.

- ◆ The Parks and Recreation budget also includes one-time Public Facilities Fee (PFF) revenue in the amount of \$180,054 for costs related to the Laird Park Expansion Project.
- ◆ The Off-Highway Vehicle budget anticipates grant revenue in the amount of \$961,659 to cover staff and operational costs at the Frank Raines and LaGrange OHV Parks.
- ◆ The Department anticipates a total of \$661,686 in available fund balance as of July 1, 2019, of which \$41,822 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ The Fish and Wildlife budget has a total of \$55,529 in available fund balance as of July 1, 2019, of which \$19,000 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ The Modesto Reservoir Patrol budget has a total of \$65,102 in available fund balance earnings as of July 1, 2019, of which \$0 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ The Off-Highway Vehicle Fund budget has a total of \$521,225 in available fund balance as of July 1, 2019, of which \$3,972 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ The Regional Water Safety Training Center budget has a total of \$19,830 in available fund balance as of July 1, 2019, of which \$18,850 is budgeted for use in Fiscal Year 2019-2020 to off-set an increase in Net County Cost.

### Budget and Operations

- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$10.2 million, an increase of \$773,383 from the 2019-2020 Adopted Proposed Budget.
  - ◆ The transfer of year-one savings into year two as part of the Performance Visioning Carryover Savings (PVCS) program is recommended, which increases the appropriations by \$768,315. The PVCS will be dedicated to support year two operations in support of the Department's strategic initiatives and the following:
    - ◆ \$165,208 in fixed assets to replace the concession building at Woodward reservoir, and
    - ◆ \$ 23,850 for bi-annual tree pruning of approximately 100 fruitless mulberry trees in Laird Park.
  - ◆ An increase of \$5,068 for marketing, funded by an increase in Net County Cost. In Fiscal Year 2017-2018, the Board of Supervisors approved a dedicated funding source for marketing our Regional parks. Annually 10% of the total Transient Occupancy Tax (TOT) revenue received in the prior fiscal year is calculated and budgeted for Parks Marketing. The total TOT revenue received in the prior fiscal year was \$1,210,377, calculated at 10% is \$121,038, an increase of \$5,068 over the prior fiscal year.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$9.4 million an increase of \$387,556 from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget: if appropriate, in addition to using standard escalators the previous year's expenditure actuals were considered along with the five year history of actuals, the current year's projected year-end expenditures, any known grant awards, and other known variables or projects associated with each program/budget unit.
- ◆ The Proposed Budget includes an increase of \$1.8 million over the approved Spending Plan for the following:
  - ◆ The Off-Highway Vehicle (OHV) budget unit includes an increase of \$965,631 to establish a budget in the Fiscal Year 2019-2020 for costs associated with the staffing and operations of Frank Raines and LaGrange OHV Parks.

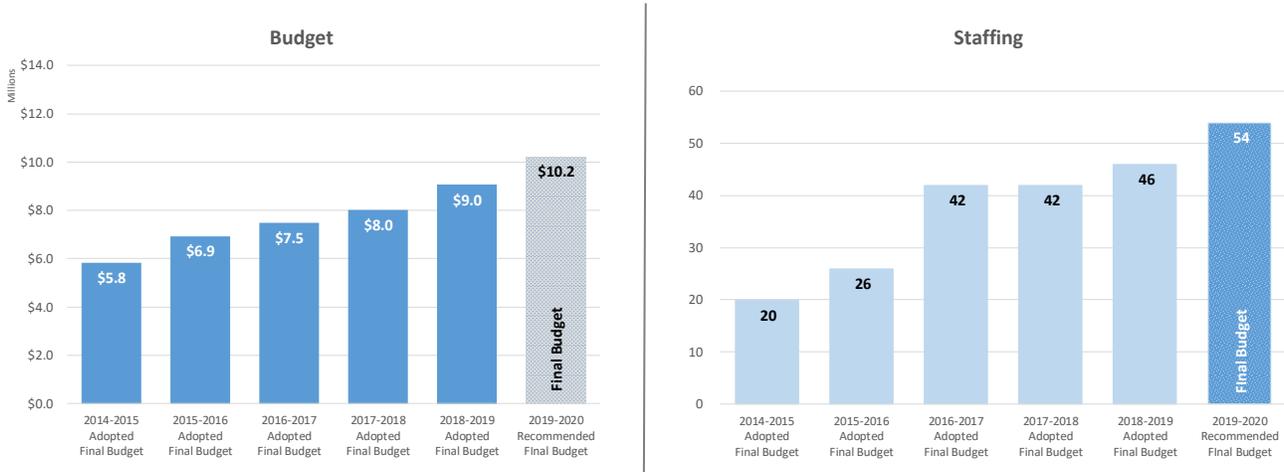
- ◆ The Tuolumne River Regional Park budget includes an ongoing increase of \$3,969 for the County share (51.9%) of the Joint Powers Agreement with the Cities of Modesto (43.4%) and Ceres (4.7%) for Tuolumne River Regional Park, funded by an increase in NCC.
- ◆ The Parks and Recreation Budget includes an on-going increase of \$140,993 to add two Park Maintenance positions for Modesto and Woodward Reservoirs, as a result of increased visitation at each regional park; funded by park revenue. Also included is a technical adjustment of \$30,393 for increased Data Processing costs associated with Office 365 and increases in Police Activities League (PAL) contracts for parks' programs.
- ◆ The Parks and Recreation Department has shared a department administration structure with Environmental Resources since 1995. In Fiscal Year 2019-2020 this Department will establish its own administration structure to separate from the Department of Environmental Resources. As a result, an on-going increase of \$322,902 is included to restore three positions and add one new position to establish the appropriate administration structure. Also included is an on-going increase of \$107,867 for the annual lease and utilities of the Tuolumne Building where Parks' Administration will reside. These costs are funded by an increase in NCC.
- ◆ Parks and recreation budget also includes a one-time increase for the Laird Park Expansion Project in the amount of \$180,054, which is funded by Public Facilities Fee funds.
- ◆ The Parks and Recreation Department has a total fleet of 53 vehicles; of those, 29 meet the minimum age and mileage requirements to be considered for replacement under the Fleet Services Policy. Included in the Proposed Budget are:
  - ◆ Replacement of two vehicles, ¾ ton extended cab 4x4 used to perform landscape and maintenance activities. The total cost is estimated to be \$144,000, funded by a General Fund Contribution.
  - ◆ Purchase two new vehicles used to perform landscape and maintenance activities. The total cost is estimated to be \$124,000 and is funded by a General Fund Contribution.
- ◆ Other fixed asset costs of \$96,254 is budgeted for any unforeseen equipment replacement needs.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 54, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 54, an increase of eight over the 2018-2019 Adopted Final Budget allocation.
- ◆ The Proposed Budget includes a recommendation for an increase of eight to total allocated positions.
  - ◆ Two new block-budgeted Park Maintenance Worker I/II positions are recommended to be added, one for the Woodward Reservoir and one for the Modesto Reservoir, to address the increase in visitation at the reservoirs;
  - ◆ The Parks and Recreation Department is recommended to separate from the leadership and administration oversight that is currently shared with the Department of Environmental Resources and as such the following positions are recommended:
    - ◆ Restore an unfunded Deputy Director of Parks position and reclassify upward to Director of Parks and Recreation to provide leadership to the new department structure;
    - ◆ Restore an unfunded Manager III position and reclassify upward to a Manager IV to serve as a Deputy Director to the department;
    - ◆ Restore an unfunded Account Clerk III position and reclassify upward to a block-budgeted Accountant I/II position to provide fiscal support to the department;
    - ◆ Add one new Administrative Clerk III position to provide administrative support in the new structure;

- ◆ Transfer in one Confidential Assistant IV position from the Environmental Resources Department to provide the new Parks Director clerical and human resources support; and
- ◆ Transfer in one Staff Services Coordinator from the Environmental Resources Department to continue to provide grant and other funding related support.

## Five-Year Historical Trends



## Key Challenges and Opportunities

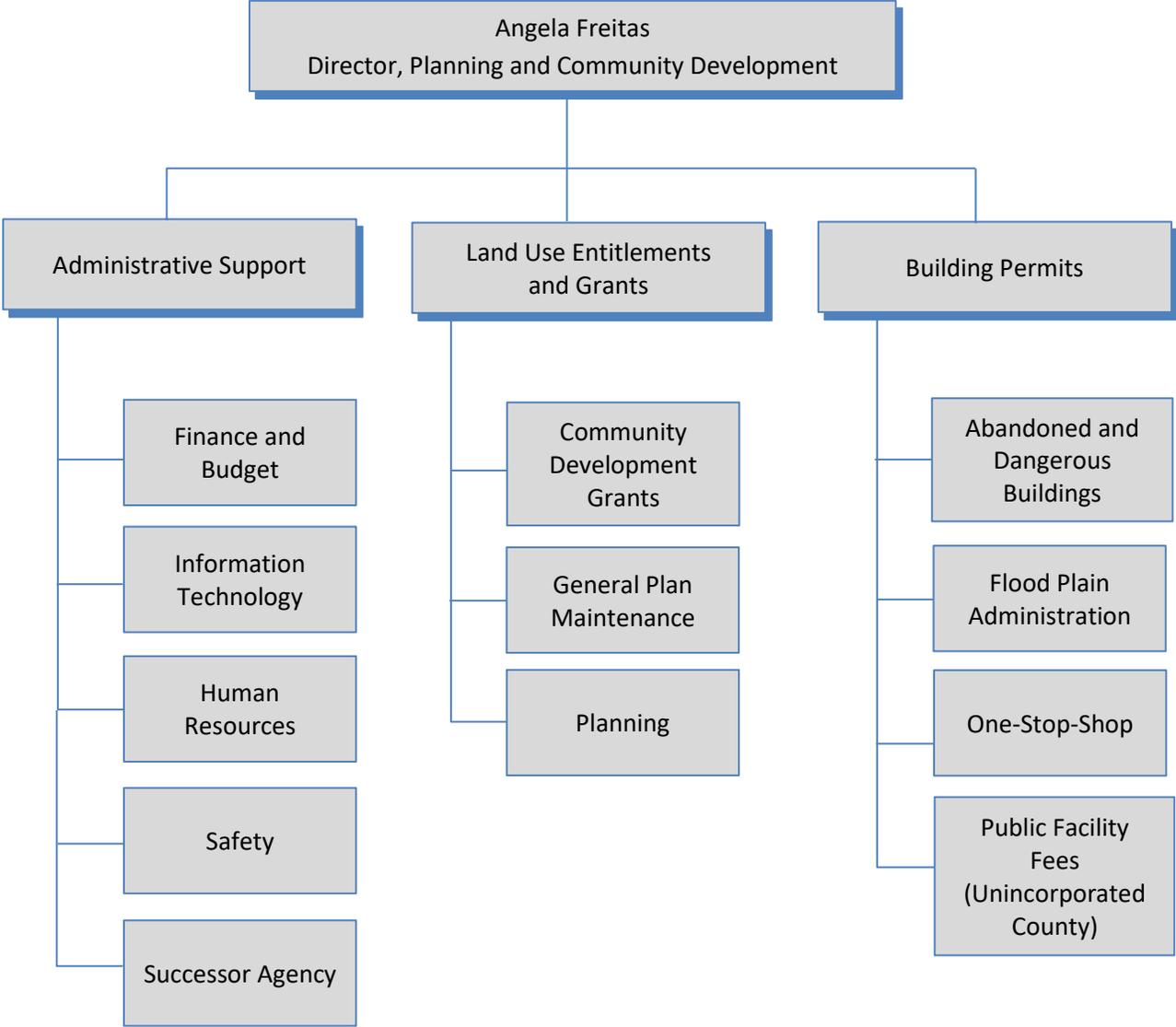
- ◆ Since 2014: Parks staff have worked diligently to research, develop, and implement marketing plans and strategize ways to expand events and advertise the Regional Parks to continue the great forward momentum and open new opportunities. In 2018, the Department attracted two new large Regional events at the Reservoirs, Serenity Gathering and Dirtybird Campout Music and Art Festivals.
- ◆ In February 2016, the Online Reservation System through Reserve America 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.
- ◆ Parks visitation has increased over 20% in the last five years to Modesto and Woodward Reservoirs. Increased visitation brings with it the need for additional staffing and the Board approved two new positions for Fiscal Year 2019-2020, one at each Reservoir; positions that will be funded through increased revenue. This will help ensure timely resolution to complaints regarding litter, the condition/cleanliness of the restrooms, etc.
- ◆ 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 applied for four grants in the first cycle. Roughly ten percent of the State applications received have successfully moved forward in the grant award process, including the Bonita Park and pool renovation project. The next round of grant applications were submitted in early August 2019.
- ◆ Due to the successful marketing efforts of the Parks and Recreation Department over the last five years, the Board of Supervisors approved making it a stand-alone department beginning Fiscal Year 2019-2020. A new

Director and Deputy Director will be added along with additional staff positions, and the Department will move to the Ag Center's Tuolumne Building.

## Budgets Contained within the Department

- ◆ **Parks and Recreation** (General Fund)
  - ◆ This budget funds the divisions of Administration, County Centers, Community and Regional Parks.
- ◆ **Fish and Wildlife** (Special Revenue Fund)
  - ◆ Provides educational and recreational opportunities that support the protection, conservation, propagation, and preservation of fish and wildlife.
- ◆ **Modesto Reservoir Patrol** (Special Revenue Fund)
  - ◆ Supports enhanced services to protect the water quality at Modesto Reservoir Regional Park. Modesto Reservoir is operated in partnership with the Modesto Irrigation District's water treatment plant.
- ◆ **Off-Highway Vehicle Fund** (Special Revenue Fund)
  - ◆ Provides development and activities of Off-Highway Vehicle (OHV) parks, funded through reimbursable OHV grants from the State, fees collected through the Department of Motor Vehicles for off-highway park use, and fees for services.
- ◆ **Regional Water Safety Training Center** (Special Revenue Fund)
  - ◆ Provides general maintenance and operation of the regional aquatic facility located at Empire Community Park. Recreational and instructional swim programs are provided through an agreement with the Stanislaus County Police Activities League since the facility opened.
- ◆ **Tuolumne River Regional Park** (General Fund)
  - ◆ Provides maintenance and preservation of seven miles of river corridor, while allowing continued joint development in a manner that creates positive recreational ventures. This budget is funded through contributions agreed by the participating agencies through a Joint Powers Agreement between the County, City of Modesto, and City of Ceres.

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.



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## Planning and Community Development

	FY 2018-2019 Adopted Final Budget	FY 2019-2020 Final Budget
Budget in Brief:		
Total Revenue	\$9,558,431	\$11,020,031
Use of Fund Balance/ Retained Earnings	\$4,137,314	\$2,534,260
Gross Costs	\$15,205,258	\$15,416,537
General Fund Contributions	\$1,509,513	\$1,862,246
% Funded by General Fund	9.9%	12.1%
Total Allocated Positions	35	35

### Department Services and Programs

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 Grants** 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 for construction permits; 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

## 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 Fiscal 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 use 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

## Annual Report on Results: Fiscal Year 2018-2019

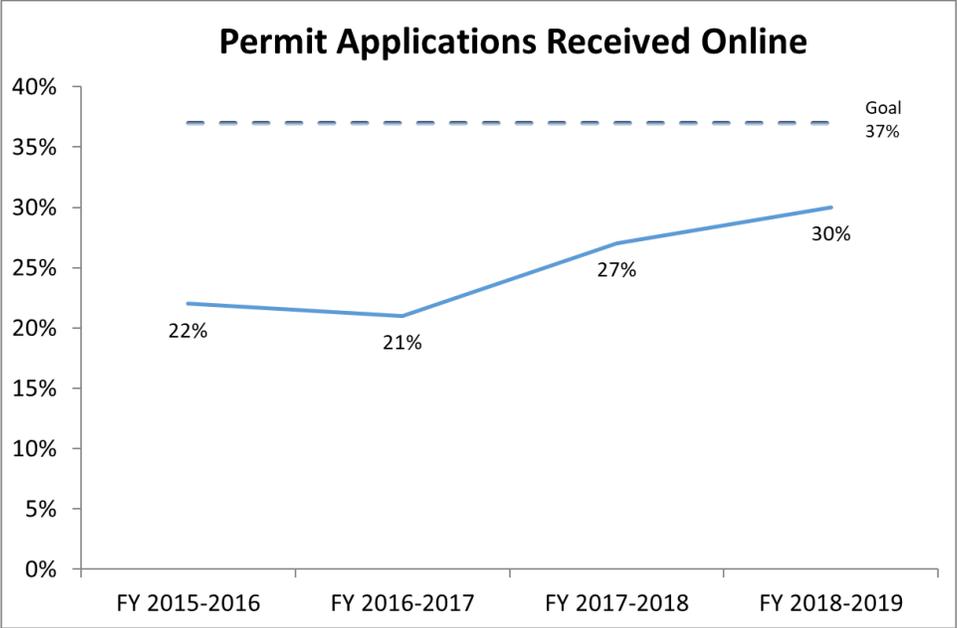
### Fiscal Year 2018-2019 Accomplishments

- ◆ Completed the Environmental assessment for the entire West Modesto Sewer Infrastructure Project with design and engineering underway and the first phase of construction anticipated to begin in Fiscal Year 2019-2020
- ◆ Increased the number of online building permit applications/electronic plan submittals by 3% over the Fiscal Year 2017-2018 baseline with a goal of reaching a 10% increase by the end of Fiscal Year 2019-2020 resulting in a reduction of approximately 260 in-line over the counter visits
- ◆ Contracted for the development of a Regional Consolidated Plan and Analysis of Impediments for Fair Housing needed for continued receipt of the United States Department of Housing and Urban Development funding
- ◆ Implemented a process for tracking the number of active days to process land use entitlement applications and will continue efforts to meet the goal of a 120-day average processing time
- ◆ Coordinated with the Stanislaus Community System of Care (CSOC) to allocate the 2018 and 2019 California Emergency Solution and Housing (CESH) program funding (first year SB 2 funding) and submitted applications for CESH funding to the California Department of Housing and Community Development
- ◆ Provided \$3 million in Neighborhood Stabilization Program (NSP) funding to the Stanislaus Regional Housing Authority to assist in the development of the 56-unit Oak Leaf Meadows Affordable Housing Project in the City of Oakdale
- ◆ Certified the Crows Landing Industrial Business Park Environmental Impact Report (EIR)
- ◆ Prepared Use Permit and Development Agreement applications for cannabis activities contributing to a 130% increase in planning applications considered by the Planning Commission over the prior fiscal year

**Department Success Measures**

The Planning and Community Development Department continued to make significant strides in online permitting activities in Fiscal Year 2018-2019. In the chart you will see that of the 2,830 building permit applications received in Fiscal Year 2018-2019, 30% were received online, an increase of three percentage points over Fiscal Year 2017-2018. In Fiscal Year 2019-2020 the Department will begin to expand the online application permit types and offer customers the option to submit electronic plans, for selected types of applications. The Department’s goal is to increase the number of online building permit applications/electronic plan submittals by 10% over the

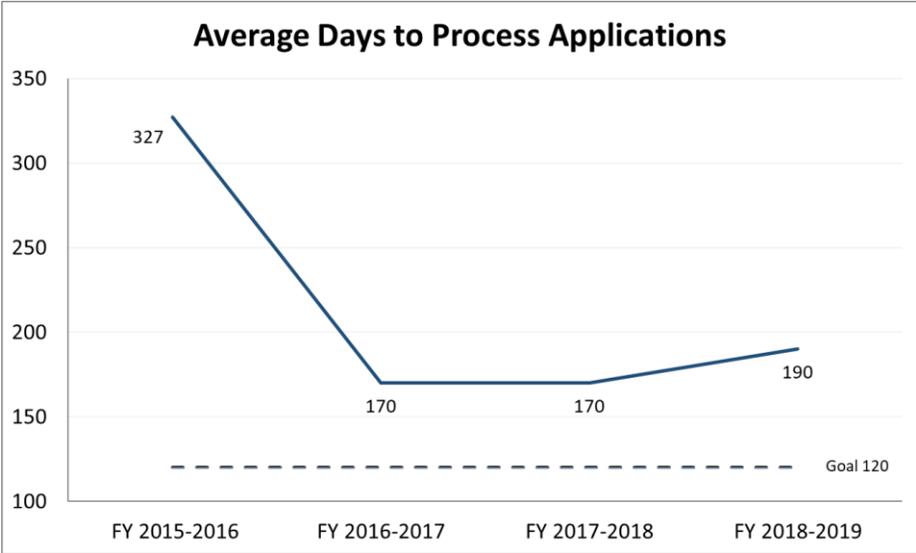
Fiscal Year 2017-2018 baseline by the end of Fiscal Year 2019-2020 resulting in a reduction of approximately 260 in-line over the counter visits and reduce customer plan set printing costs.



The Department is working to reduce the average application processing time to 120 days, excluding days the applications are on hold pending applicant action. Prior to Fiscal Year 2018-2019, the

Department estimated that the active processing time averaged 170 days, but only had statistics for the total processing times, including days when the applications were on-hold pending applicant action.

In Fiscal year 2018-2019, the average number of days to process a Use Permit or Parcel Map application, the two most common application types requiring Planning Commission approval, was 190 days, excluding days when the applications were on hold pending applicant action. The Department has implemented a process for tracking the number of active days to process applications and will continue to track the metric in its efforts to meet the 120-day average processing time goal.



**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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Planning and Community Development</b>							
0100 0025101 General Fund							
Total Revenue	\$744,853	\$852,723	\$764,373	\$1,168,023	\$1,389,548	\$1,259,735	110.30%
Use of Fund Balance	-	-	-	-	-	-	
Gross Costs	\$1,731,921	\$1,818,932	\$1,807,087	\$2,191,046	\$2,601,326	\$2,775,210	93.73%
Net County Cost	\$987,068	\$966,209	\$1,042,714	\$1,023,023	\$1,211,778	\$1,515,475	79.96%

- ◆ In Fiscal Year 2018-2019 Planning and Community Development continued to charge Building Permits, General Plan Maintenance, and the Special Revenue Grant funds their proportionate share of administrative and overhead costs, while realizing higher than projected permit revenue due to cannabis applications which were partially offset by cannabis application processing expenses. These factors and salary savings resulted in a reduction in net county cost of \$303,697 under Legal Budget in Fiscal Year 2018-2019.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Planning - Building Permits</b>							
1206 0040400 Special Revenue Fund							
Total Revenue	\$2,297,433	\$2,544,311	\$2,494,799	\$2,672,227	\$2,349,930	\$2,277,934	103.16%
Use of Fund Balance	(\$238,832)	(\$313,979)	(\$375,140)	(\$186,374)	\$274,190	\$486,880	56.32%
Gross Costs	\$2,058,601	\$2,230,332	\$2,119,659	\$2,485,853	\$2,624,120	\$2,764,814	94.91%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ Building Permits services had a decrease in total revenue in Fiscal Year 2018-2019 from the previous fiscal year due to decreased building permit activity; however, received revenue still exceeded budgeted revenue. Total Building Permits services revenue has fluctuated from \$2.3 million to \$2.67 million over the past five fiscal years.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Planning - Dangerous Building Abatement</b>							
1746 0043290 Special Revenue Fund							
Total Revenue	\$0	\$0	\$10,071	\$11,520	\$38,601	\$24,000	160.84%
Use of Fund Balance	\$26,773	\$2,657	\$28,293	(\$3,980)	\$11,663	\$48,000	24.30%
Gross Costs	\$26,773	\$2,657	\$38,364	\$7,540	\$50,264	\$72,000	69.81%
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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Planning - General Plan Maintenance</b>							
179A 0025521 Special Revenue Fund							
Total Revenue	\$ 139,052	\$ 194,464	\$ 156,868	\$ 230,260	\$ 216,345	\$ 180,500	119.86%
Use of Fund Balance	\$ 246,325	(\$ 17,917)	(\$ 75,478)	(\$ 30,247)	\$ 21,313	\$ 135,500	15.73%
Gross Costs	\$ 385,377	\$ 176,547	\$ 81,390	\$ 200,013	\$ 237,658	\$ 316,000	75.21%
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 permit and land use applications processed by the Department. Efforts to complete the 2016 General Plan Update and dedication of one planner to long range planning tasks in Fiscal Year 2018-2019 have caused fluctuations over the past five years in gross costs.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Planning - Special Revenue Grants</b>							
1717 0025450 Special Revenue Fund							
Total Revenue	\$ 6,292,509	\$ 2,063,072	\$ 3,414,239	\$ 3,869,636	\$ 3,604,139	\$ 8,117,816	44.40%
Use of Fund Balance	(\$ 3,147,694)	\$ 49,791	(\$ 57,958)	(\$ 1,631,084)	\$ 1,837,787	\$ 3,904,583	47.07%
Gross Costs	\$ 3,144,815	\$ 2,112,863	\$ 3,356,281	\$ 2,238,552	\$ 5,441,926	\$ 12,022,399	45.26%
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

- ◆ The Special Revenue Grants Legal Budget Unit had increased spending for community infrastructure and affordable housing projects during Fiscal Year 2018-2019. 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 infrastructure projects.

**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, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
Planning - Building Permits	\$ 2,139,077	\$ 2,377,909	\$ 2,691,888	\$ 3,067,027	\$ 3,253,402
Planning - Dangerous Building Abatement	\$ 29,362	\$ 2,589	(\$ 68)	(\$ 28,361)	(\$ 24,381)
Planning - General Plan Maintenance	\$ 1,519,412	\$ 1,273,087	\$ 1,291,005	\$ 1,366,483	\$ 1,396,730
Planning - Special Revenue Grants	\$ 257,577	\$ 3,405,272	\$ 3,355,481	\$ 3,413,440	\$ 5,044,525
<b>Total Fund Balance</b>	<b>\$ 3,945,428</b>	<b>\$ 7,058,857</b>	<b>\$ 7,338,306</b>	<b>\$ 7,818,589</b>	<b>\$ 9,670,276</b>

\*Note: Only Listed for Non-General Fund Units

- ◆ Building Permits Fund Balance has increased due to revenue from permit activities exceeding budget, resulting in a positive contribution to Fund Balance. Dangerous Building Abatement Fund Balance has increased due to the revenue exceeding expenditures during Fiscal Year 2017-2018. 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 the County residents. This \$100,000 liability contributes to the negative fund balance at July 1, 2018. General Plan Maintenance fund balance has consistently been maintained from \$1.27 million to \$1.5 million during the past five years. Special Revenue Grants fund balance has increased due to the timing of major infrastructure projects and increased Federal grant money received by the department.

## Department Summary

Planning and Community Development						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$2,234,255	\$2,176,059	\$2,162,200	\$2,277,066	\$2,277,066	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$15,297	\$35,023	\$15,000	\$15,450	\$15,450	\$0
Intergovernmental Revenue	\$2,059,277	\$3,433,717	\$5,550,186	\$6,860,244	\$6,860,244	\$0
Charges for Service	\$1,832,197	\$1,724,788	\$1,736,770	\$1,806,955	\$1,806,955	\$0
Miscellaneous Revenue	\$1,809,161	\$228,974	\$62,775	\$27,871	\$27,871	\$0
Other Financing Sources	\$1,479	\$2	\$31,500	\$32,445	\$32,445	\$0
<b>Total Revenue</b>	<b>\$7,951,666</b>	<b>\$7,598,563</b>	<b>\$9,558,431</b>	<b>\$11,020,031</b>	<b>\$11,020,031</b>	<b>\$0</b>
Use of Fund Balance/Retained Earnings	(\$1,851,685)	\$2,144,953	\$4,137,314	\$2,534,260	\$2,534,260	\$0
<b>Total Funding Sources</b>	<b>\$6,099,981</b>	<b>\$9,743,516</b>	<b>\$13,695,745</b>	<b>\$13,554,291</b>	<b>\$13,554,291</b>	<b>\$0</b>
Salaries and Benefits	\$3,621,820	\$3,843,735	\$4,038,543	\$4,279,101	\$4,467,456	\$188,355
Services and Supplies	\$2,298,504	\$5,678,954	\$9,418,443	\$9,392,746	\$9,392,746	\$0
Other Charges	\$1,212,153	\$1,405,946	\$1,696,011	\$1,554,074	\$1,554,074	\$0
Fixed Assets						
Equipment	\$0	\$46,140	\$50,000	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$9,473)	(\$19,481)	\$2,261	\$2,261	\$2,261	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$7,123,004</b>	<b>\$10,955,294</b>	<b>\$15,205,258</b>	<b>\$15,228,182</b>	<b>\$15,416,537</b>	<b>\$188,355</b>
<b>General Fund Contribution</b>	<b>\$1,023,023</b>	<b>\$1,211,778</b>	<b>\$1,509,513</b>	<b>\$1,673,891</b>	<b>\$1,862,246</b>	<b>\$188,355</b>
<b>Total Allocated Positions</b>	-	-	35	35	35	0

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$11 million, consistent with the 2019-2020 Adopted Proposed Budget.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$11 million, an increase of \$1.5 million from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed by applying the following escalators to the 2018-2019 Adopted Final Budget: A 3% escalator was used for the Planning and Community Development, Building, Dangerous Building Abatement and General Plan Maintenance Spending Plans. The Special Revenue Grants Spending Plan was developed by looking at estimated Revenue from State and Federal Grants and historical trends.
- ◆ The Proposed Budget includes an increase of \$2.1 million in estimated revenue above the Spending Plan level due to increased Special Revenue funding from State and Federal grants and cannabis application fees.
  - ◆ Planning estimates an additional \$50,000 in cannabis application revenue over the 2019-2020 Spending Plan.
  - ◆ Special Revenue grants anticipates \$2.0 million in additional State and Federal grant revenue over the 2019-2020 Spending Plan.
  - ◆ The adjustment includes \$50,000 in one-time revenue and \$2.0 million in ongoing revenue.
- ◆ The Department has a total of \$7.5 million in available fund balance as of July 1, 2019, of which \$2.5 million is budgeted for use in Fiscal Year 2019-2020.

- ◆ Building Permits has a total of \$3.0 million in available fund balance of which \$242,060 is budgeted for use.
- ◆ Dangerous Building Abatement has a negative \$36,043 in available fund balance and \$24,000 in fund balance is budgeted for use. This fund was provided 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 has a total of \$1.4 million in available fund balance of which \$141,145 is budgeted for use; and
- ◆ Special Revenue Grants has a total of \$3.2 million in available fund balance of which \$2.1 million is budgeted for use.
- ◆ The 2019-2020 Proposed budget reflects an increase of \$1.5 million in estimated revenue from the 2018-2019 Final Budget due to increased estimated revenue from Federal and State grants. The 2019-2020 Proposed Budget reflects a decrease in use of fund balance of \$1.6 million from the 2018-2019 Adopted Final Budget. The decrease is due to infrastructure construction project progress in Fiscal Year 2018-2019.

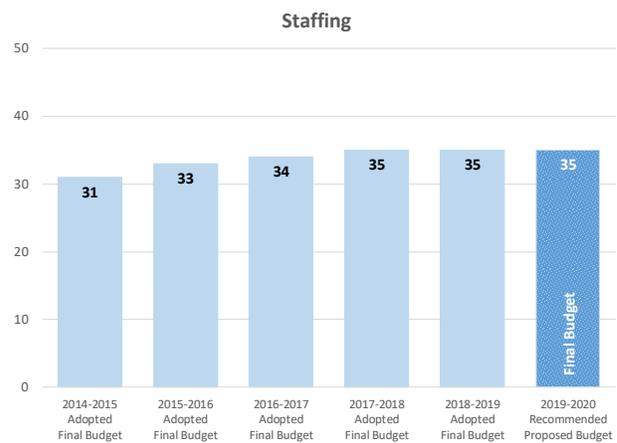
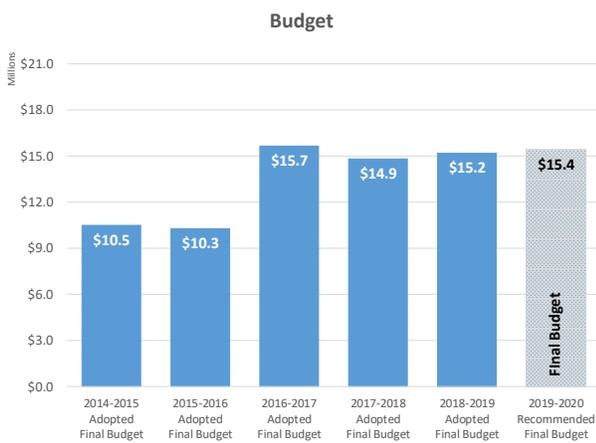
### Budget and Operations

- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$15.4 million, an increase of \$188,355 from the 2019-2020 Adopted Proposed Budget.
  - ◆ The transfer of year-one savings into year two as part of the Performance Visioning Carryover Savings (PVCSS) program is recommended, which increases the appropriations by \$188,355. The PVCSS will be dedicated to support year two operations in support of the Department’s strategic initiatives.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$15.2 million, an increase of \$22,924 from the 2018-2019 Adopted Final Budget.
  - ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget:
    - ◆ 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 of 3.5%
    - ◆ The 2019-2020 Spending Plan for Special Revenue Grants was determined by reviewing the pending construction projects, and historical trends.
- ◆ The Proposed Budget includes \$4.1 million above the Spending Plan level to accommodate the increased costs associated with infrastructure and affordable housing projects, a new full-time Accountant III position to support State and Federal grants, and contract costs associated with cannabis applications requiring an additional General Fund Contribution of \$115,342.
  - ◆ The 2019-2020 Proposed Budget includes \$4.0 million dollars in increased costs for the Special Revenue budget unit. The \$4.0 million increase reflects the increased costs for infrastructure and affordable housing projects.
  - ◆ The 2019-2020 Proposed Budget includes \$115,342 in increase costs for a new full-time Accountant III position to support State and Federal Grants, and \$50,000 for increased contract costs associated with cannabis applications in the Planning and Community Development budget unit.
  - ◆ The adjustment includes \$4.0 million in one-time costs and \$115,342 in ongoing costs.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 35, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 35, consistent with the 2018-2019 Adopted Final Budget allocation.
- ◆ The Proposed Budget includes a recommendation for an increase of one and a decrease of one to total allocated positions.
  - ◆ One new Accountant III position is recommended to be added to support the Community Development division and to act as the Federal and State grant accountant and conduct field audits; and
  - ◆ One vacant Application Specialist III position is recommended to be unfunded as this IT support will be provided through an embedded position through Information Technology Central (formerly Strategic Business Technology).

### Five-Year Historical Trends



### 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 and special needs housing; a permanent source of funding intended to increase the affordable housing stock in California. The application for Year 1 Planning Grant funding (approximately \$310,000) is due by November 2019. Release of the final Notice of Funding Availability (NOFA) for the Year 2 and beyond Permanent Local Housing Allocation (PLHA) funding allocation is pending with an anticipated application due date in mid-2020; Year 2 funding is estimated at approximately \$912,635 for 2020. The County will be receiving Year 2 and beyond PLHA funding as the lead entity of the Stanislaus Urban County; the entitlement jurisdiction for receipt of U.S. Housing and Urban Development (HUD) Community Development Block Grant (CDBG) funding. Funding levels beyond Year 2 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 required to implement the PLHA program is unknown and only 5% of the funding allocations will be available for administration. The Fiscal Year 2019-2020 Budget provides for an Assistant/Associate Planner position to assist with the administration of SB 2 funding and to assist in ensuring local compliance with all state mandated General Plan Housing Element requirements, which are 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

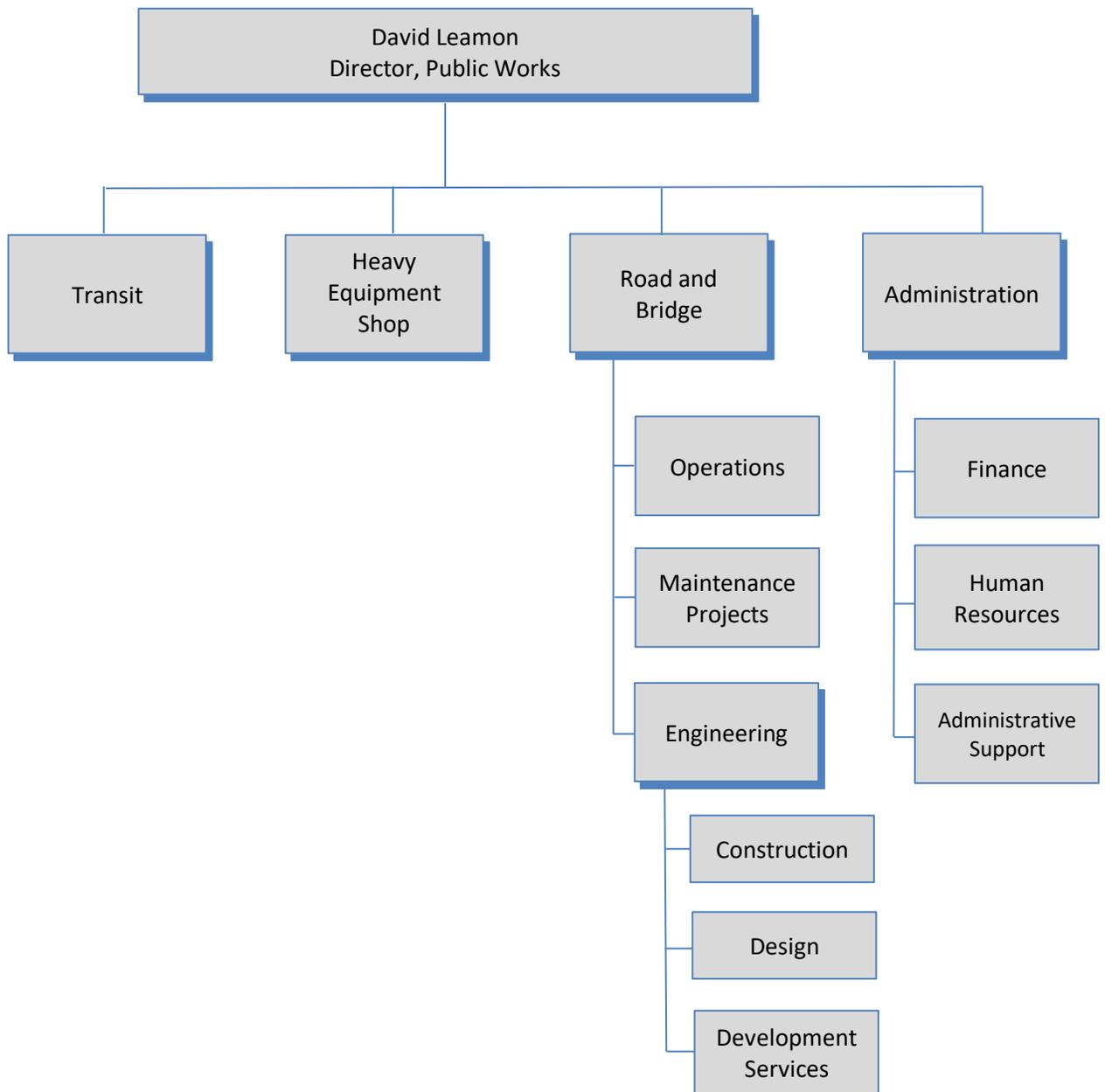
the annual Housing Element progress reports, that will need to be fully implemented in order to secure continued receipt of SB 2 funding, and to maintain eligibility for other State affordable housing funding. Since 2017, numerous legislative proposals furthering Housing Element accountability and linking Housing Element compliance to various State funding sources, including transportation funds, have continued to be introduced. In addition to funding to increase affordable housing stock, SB 2 also provides for a permanent source of funding to address homelessness; funding which was provided in Year 1 as California Emergency Solutions and Housing (CESH) funding. Challenges in meeting SB 2 funding requirements in Fiscal Year 2019-2020 will include meeting application deadlines with the availability of current staff while undertaking the hiring process for the new planner position.

- ◆ The Third-Floor lobby and counter area that serves approximately 1,600 customers monthly is 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. Pre-design meetings have been held and preliminary layouts have been reviewed. 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 limited to requesting Joint Powers Agency capital improvement funding and County Safety Board funding.
- ◆ The County and City of Modesto have begun conversations regarding cost sharing of the Third-Floor lobby receptionist position. The duties are currently handled by multiple part-time employees and the need for a full-time receptionist position has been identified in conversations between the County and City of Modesto. Continued discussion between the County and City of Modesto will occur to determine which agency will add the position and how the position will be funded. Historically, the County and City of Modesto have each incurred 50% of the cost for funding of receptionist that serves customers from each agency.
- ◆ The land entitlement and development agreement process for the County's Cannabis activity permitting has progressed slower than previously planned. The process will extend through Fiscal year 2019-2020. The cost of the land use entitlement and development agreement process will be covered by existing "actual cost" application fees. The Department will continue to contract 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 strategies. The total cost to the Department for participating in enforcement efforts is not fully known and the Department will continue monitor its time in order to better understand enforcement costs and impacts to staffing capacity. Even with use of on-call planning services, the increased workload associated with the processing the Cannabis land use entitlement applications has strained existing staffing resources and slowed the overall processing of all land use entitlement applications. Adding to the strain in Fiscal Year 2019-2020 will be staff's participation in the monitoring and assessment of the County's 2019 pilot HEMP program. The level of land use entitlement to be applied to HEMP beyond 2019 is unknown and will be dependent on the outcomes of the 2019 pilot program, including engagement with stakeholder groups.

## Budgets Contained within the Department

- ◆ **Planning and Community Development** (General Fund)
  - ◆ Funds department administration and land use entitlement services including: general public inquiries, permitting, and associated environmental review and compliance.
- ◆ **Building Permits** (Special Revenue Fund)
  - ◆ Funds building safety services through building permit plan checking and inspections services; and calculation and collection of Public Facilities Fees for the County.
- ◆ **Dangerous Building Abatement** (Special Revenue Fund)
  - ◆ Funds abatement of dangerous buildings that pose a distinct health and safety threat to the residents of Stanislaus County.
- ◆ **General Plan Maintenance** (Special Revenue Fund)
  - ◆ Funds the ongoing maintenance to the Stanislaus County General Plan, including ordinance amendments needed to implement the General Plan and preparation of state-mandated annual reports.
- ◆ **Special Revenue Grants** (Special Revenue Fund)
  - ◆ Funds several federal entitlement grant programs including the Community Development Block Grant, Emergency Solutions Grant (ESG), Neighborhood Stabilization Program, Home Investment Partnership Program, and state grant programs including state funded ESG and Senate Bill 2, Building Jobs and Homes Act.

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.



1716 Morgan Road, Modesto, CA 95358 Tel: (209) 525-4130  
[www.stancounty.com/publicworks/](http://www.stancounty.com/publicworks/)

## Public Works

	FY 2018-2019 Adopted	FY 2019-2020 Final
Budget in Brief:	Final Budget	Budget
Total Revenue	\$126,211,248	\$101,741,112
Use of Fund Balance/		
Retained Earnings	\$14,155,500	\$7,213,488
Gross Costs	\$140,418,048	\$109,005,900
General Fund Contributions	\$51,300	\$51,300
% Funded by General Fund	0.0%	0.0%
Total Allocated Positions	113	121

## 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 224 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.

In Fiscal Year 2019-2020, the **Engineering Division** is being merged with Roads and Bridge to increase efficiencies of operations, projects and funding

sources. This unit has three areas; 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 Compressed Natural Gas (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.

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.

The **Administration Division** provides leadership,

### 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

### Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> <li>◆ 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</li> <li>◆ The Public Works Department will re-stripe 750 miles of road centers and edges for the benefit and safety of its residents and businesses</li> <li>◆ The Public Works Transit Division will increase its marketing strategies within Stanislaus County to promote and increase its BART Commuter ridership by 3% annually</li> </ul>

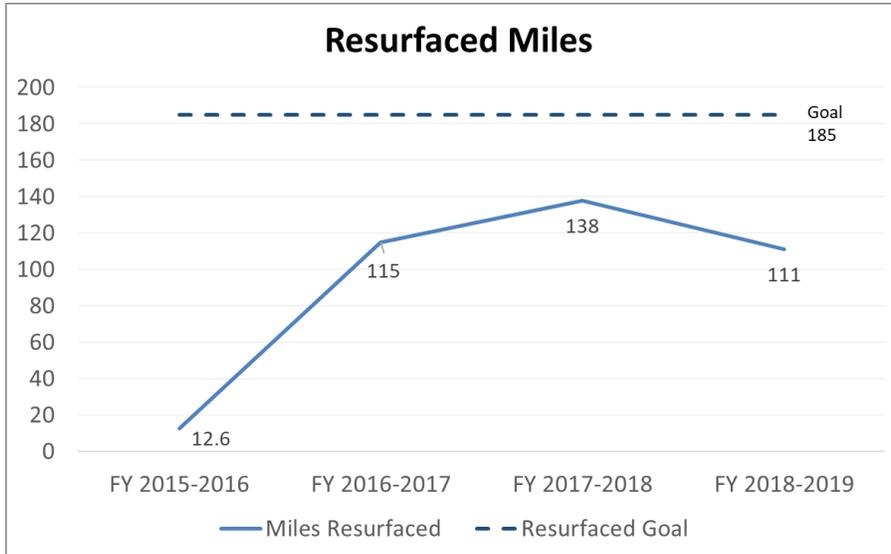
### Annual Report on Results: Fiscal Year 2018-2019

Fiscal Year 2018-2019 Accomplishments
<ul style="list-style-type: none"> <li>◆ Performed resurfacing maintenance on approximately 111 miles of County roads to ensure the safe and efficient movement of goods and services; however, the goal of 185 miles was not met due to unforeseen project costs and ADA upgrades for all substandard ADA facilities within project limits</li> <li>◆ Public Works Department striped 1,037 road centers and edges for the benefit and safety of its residents and businesses</li> <li>◆ Provided ridership to 4,158 Bay Area Rapid Transit (BART) Commuters increasing ridership by 75% since implementing the BART Commuter Service in Fiscal Year 2016-2017</li> </ul>

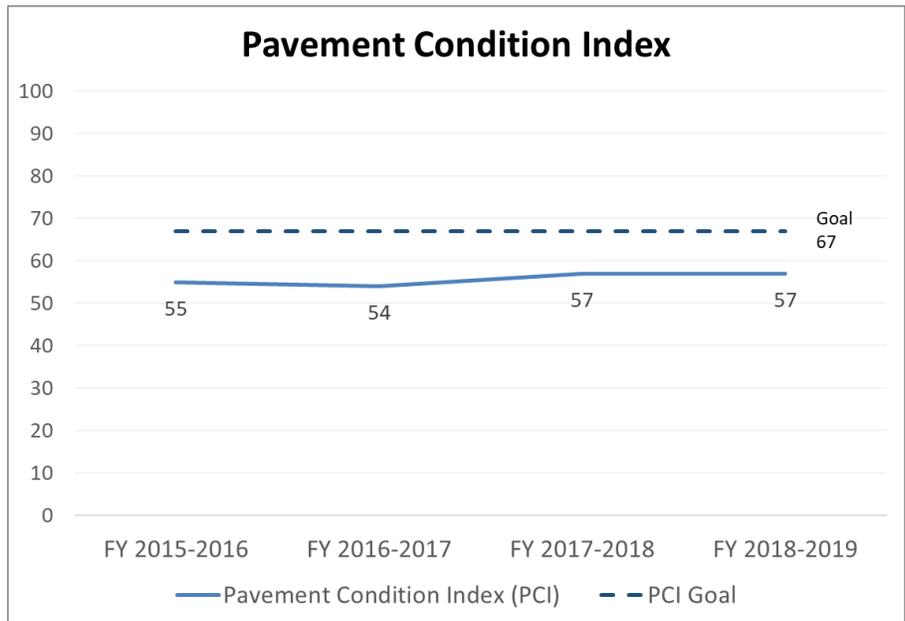
### Department Success Measures

Public Works continues to focus on safe and efficient movement of people and goods and services throughout the County by focusing on two specific measures; miles of road that are resurfaced annually

and the Pavement Condition Index. The Department has set the goal of resurfacing 185 miles of roads annually however in Fiscal Year 2018-2019 the Department completed 111 miles of resurfaced roads. The reduction of resurfaced mileage relative to the previous fiscal year is a result of road conditions leading to higher than anticipated costs to properly preserve them. Additionally, due to the type of preservation treatments being utilized the Department has performed ADA upgrades on all substandard ADA facilities within the project limits. Due to higher than anticipated costs the Department was not able to preserve as many miles as the previous fiscal year or achieve the 185-mile goal.



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 roads and identify maintenance and rehabilitation needs. It is a statistical measure and requires a manual survey of the pavement.

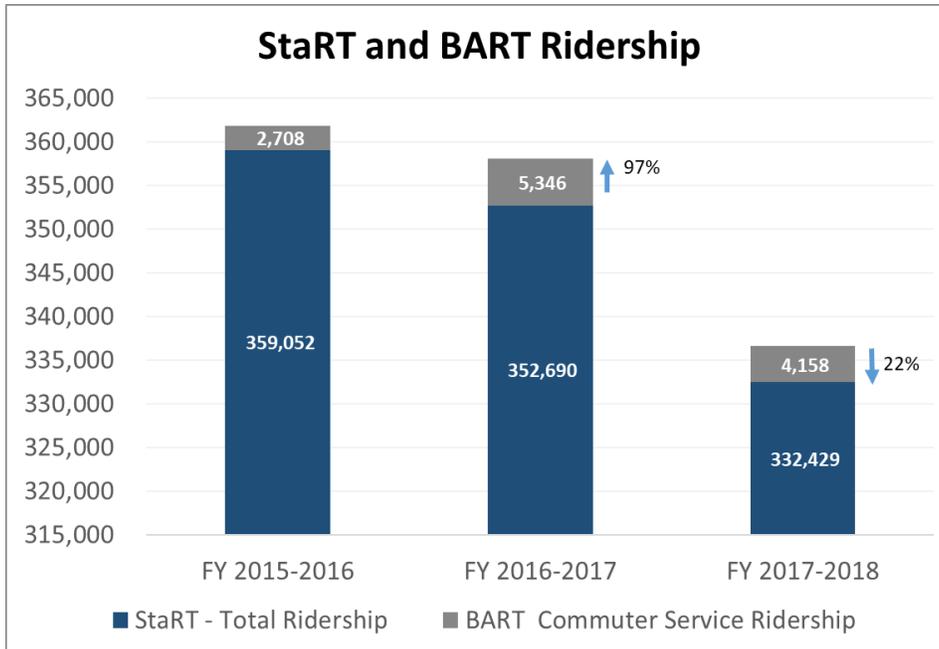


Use of public tranist systems decrease the rate at which maintenance of County roads is needed therefore the Department has implemented measures to increase ridership on the Stanislaus Regional Transit (StaRT) system. Starting in Fiscal Year 2016-2017, the Transit Department has focused on a new commuter express bus service to the Bay Area Rapid Transit (BART) Station, resulting in an increase in ridership of 97% over the previous fiscal

BART commuter service was introduced in Fiscal Year 2016-2017 as shown in the chart.

The decrease in Fiscal Year 2018-2019 is a result of a substantial decline in gas prices causing public tranist riders to return to their cars. Stanislaus County is not unique in experiencing a decline in ridership as there has been a statewide decline in public transit usage affecting ridership throughout the state. In response

to the decrease in ridership the Department has a developed a multi-prong approach to encourage ridership by introducing a Free Ride campaign funded by a low carbon emission grant to support to attract new ridership as well as return riders. Additionally, a multi-media marketing approach is being implemented including the following tactics: Facebook, digital marketing using geo fencing and radio advertising, placement of marquees ads, billboards and banners in Turlock and on the westside of the County as well



year for the BART commuter service. In Fiscal Year 2018-2019 BART commuter service ridership declined by 22% relative to the previous fiscal year; however there has been a net increase in BART commuter service ridership of 75% since the new

as advertising on buses and distributing flyers in utility bills. The Department will continue to focus on marketing and community outreach in order to increase BART Express ridership by 3% every year.

### 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 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Public Works - Administration</b>							
<b>1201 0040001 Special Revenue Fund</b>							
Total Revenue	\$ 1,111,904	\$ 1,165,160	\$ 1,013,931	\$ 1,011,745	\$ 1,088,184	\$ 1,241,770	87.63%
Use of Fund Balance	(\$4,459)	\$ 8,458	\$ 5,090	\$ 0	(\$96,226)	\$ 0	0.00%
Gross Costs	\$ 1,107,445	\$ 1,173,618	\$ 1,019,021	\$ 1,011,745	\$ 991,958	\$ 1,241,770	79.88%
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

- Administration is funded by charging the divisions served, based on the number of allocated positions in each division. Costs in Administration in prior years had remained steady and consistent with their respective service levels. In Fiscal year 2018-2019, gross costs decreased due to staff vacancies.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Public Works - Engineering</b>							
1202 0040249 Special Revenue Fund							
Total Revenue	\$3,971,787	\$4,188,950	\$4,241,827	\$4,205,524	\$4,763,621	\$5,890,120	80.87%
Use of Fund Balance	\$10,521	(\$244,378)	\$290,823	\$210,511	(\$41,363)	\$5,141	-804.57%
Gross Costs	\$4,027,308	\$4,063,042	\$4,577,650	\$4,461,035	\$4,767,258	\$5,940,261	80.25%
Net County Cost	\$45,000	\$118,470	\$45,000	\$45,000	\$45,000	\$45,000	100.00%

- Engineering provides design and construction management to various road and bridge construction and reconstruction projects. The division's revenue remains steady and consistent with their service levels; however, in Fiscal Year 2015-2016, revenue increased due to an increase in encroachment permits and storm water funding and has remained consistent until Fiscal Year 2018-2019 when it increased due to increased reimbursement from eligible projects. With the implementation of Measure L and Senate Bill 1 (SB1), the number of design and construction projects increased.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Public Works - Local Transit System</b>							
4001 0041510 Enterprise Fund							
Total Revenue	\$8,623,789	\$8,508,250	\$8,254,552	\$8,645,320	\$11,194,363	\$9,387,130	119.25%
Use of Fund Balance	(\$2,482,229)	(\$2,141,463)	(\$230,885)	(\$1,020,121)	(\$3,534,704)	\$7,655,419	-46.17%
Gross Costs	\$6,141,560	\$6,366,787	\$8,023,667	\$7,625,199	\$7,659,659	\$17,042,549	44.94%
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 2018-2019, revenue increased due to one-time funding of LTF and anticipated capital projects. In Fiscal Year 2016-2017, gross costs increased by 26% compared to Fiscal Year 2015-2016 due to the implementation of ADA paratransit services. Since the implementation of the new service, Fiscal Year 2017-2018 and 2018-2019 gross costs have stabilized and been consistent. The Fiscal Year 2018-2019 budget included the planned use of \$7.6 million in retained earnings for the procurement of 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 division and community, delayed the procurement process and costs were not incurred.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Public Works - Morgan Shop</b>							
5121 0042100 Internal Service Fund							
Total Revenue	\$3,519,286	\$3,502,855	\$4,844,334	\$5,690,466	\$3,564,711	\$3,899,151	91.42%
Use of Fund Balance	(\$257,559)	\$1,096,151	(\$3,205,924)	(\$2,237,609)	\$336,626	\$1,031,837	32.62%
Gross Costs	\$3,261,727	\$4,599,006	\$1,638,410	\$3,452,857	\$3,901,337	\$4,930,988	79.12%
Net County Cost	\$0	\$0	\$0	\$0	\$0	\$0	0.00%

- ◆ In Fiscal Years 2016-2017 and 2017-2018, with the implementation of Measure L and Senate Bill 1 (SB1), Morgan Shop revenue increased an average of 28% due to the increase in usage of heavy equipment and material used by Road and Bridge Division. Revenue in Fiscal Year 2018-2019 decreased 37% from the previous year. This was attributed to grant funds, expected to be received in Fiscal Year 2018-2019 that were delayed to Fiscal Year 2019-2020, and the delay in Road and Bridge projects resulting in lower rental revenues. In Fiscal Year 2016-2017, gross costs decreased by 64% compared to Fiscal Year 2015-2016 due to a post-closing adjustment of \$8.3 million in Fixed Asset Capitalization. Fiscal Year 2018-2019 gross costs increased as anticipated due to increased level of services and wages.

Five-Year History	FY 2014-2015 Actuals	FY 2015-2016 Actuals	FY 2016-2017 Actuals	FY 2017-2018 Actuals	FY 2018-2019 Actuals	FY 2018-2019 Legal Budget	% of Legal Budget
<b>Public Works - Road and Bridge</b>							
1101 0040399 Special Revenue Fund							
Total Revenue	\$38,193,493	\$39,831,235	\$18,752,389	\$37,083,749	\$51,832,776	\$106,634,417	48.61%
Use of Fund Balance	(\$68,768)	\$2,725,017	\$4,796,985	(\$1,618,724)	(\$2,541,050)	\$5,682,034	-44.72%
Gross Costs	\$38,124,725	\$42,566,252	\$24,425,164	\$35,971,325	\$49,298,026	\$112,322,751	43.89%
Net County Cost	\$0	\$10,000	\$875,790	\$506,300	\$6,300	\$6,300	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 division experienced a decrease in revenue of 53% due to the decrease in revenues received from Local Transportation Fund (LTF) and Highway Users Tax (HUTA) in Fiscal Year 2015-2016. In Fiscal Year 2018-2019, revenue increased 40% due to an increase in Measure L revenue that were 16% above the budget, and additional projects eligible for reimbursement. The division planned to use \$5.6 million in fund balance for the design of new projects and projects ready for the construction phase; however, due to the number of actual projects completed, costs were not incurred as anticipated and fund balance increased by \$2.5 million.

### 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, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018
Public Works - Administration	\$ 125,424	\$ 129,882	\$ 121,424	\$ 116,334	\$ 116,334
Public Works - Engineering	\$ 370,948	\$ 360,427	\$ 604,805	\$ 313,981	\$ 103,471
Public Works - Local Transit System	\$ 14,953,618	\$ 17,114,052	\$ 19,255,515	\$ 19,486,400	\$ 20,492,526
Public Works - Morgan Shop	\$ 9,538,459	\$ 9,173,423	\$ 8,699,868	\$ 11,905,792	\$ 13,565,074
Public Works - Road and Bridge	\$ 18,862,158	\$ 18,930,926	\$ 16,205,908	\$ 11,408,926	\$ 13,027,649
<b>Total Fund Balance</b>	<b>\$43,850,607</b>	<b>\$45,708,710</b>	<b>\$44,887,520</b>	<b>\$43,231,433</b>	<b>\$47,305,054</b>

\*Note: Only Listed for Non-General Fund Units

- ◆ Administration 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; however, the implementation has increased overhead expenses ineligible for reimbursement. The declining fund balance has made the division unsustainable and as part of the Public Works Department Fiscal Year 2019-2020 Budget, the Engineering division has merged with the Road and Bridge division.
- ◆ 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 2019-2020.
- ◆ 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. In Fiscal Year 2017-2018, Morgan Shop's fund balance increased 14% due to the reimbursement of eligible construction costs from the new Morgan Shop as well as the increased rental revenue growth. With the larger facility and implementation of Measure L and Senate Bill 1 (SB1), the division continues to anticipate growth in fund balance due to an increase in heavy equipment rentals, fuel, and vehicle maintenance services, and anticipates using the increased fund balance 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). In Fiscal Year 2017-2018, fund balance increased 14% which was attributed to revenues from Measure L and Senate Bill 1 (SB1). The division 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 Summary

Public Works						
	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$ 13,882,961	\$ 14,977,192	\$ 13,479,153	\$ 14,432,466	\$ 14,432,466	\$ 0
Licenses, Permits, Franchises	\$ 23,663	\$ 24,695	\$ 22,000	\$ 22,000	\$ 22,000	\$ 0
Fines, Forfeitures, Penalties	\$ 0	\$ 440	\$ 0	\$ 0	\$ 0	\$ 0
Revenue from use of Assets	\$ 195,657	\$ 1,299,386	\$ 173,000	\$ 116,310	\$ 116,310	\$ 0
Intergovernmental Revenue	\$ 28,024,833	\$ 32,935,625	\$ 80,483,149	\$ 74,347,043	\$ 74,347,043	\$ 0
Charges for Service	\$ 9,974,418	\$ 11,009,670	\$ 11,324,191	\$ 8,945,783	\$ 9,055,783	\$ 10,000
Miscellaneous Revenue	\$ 7,823	\$ 824,258	\$ 1,000	\$ 1,030	\$ 1,030	\$ 0
Other Financing Sources	\$ 4,283,282	\$ 10,659,095	\$ 20,728,755	\$ 3,766,480	\$ 3,766,480	\$ 0
<b>Total Revenue</b>	<b>\$ 56,392,637</b>	<b>\$ 71,730,361</b>	<b>\$ 126,212,248</b>	<b>\$ 101,631,112</b>	<b>\$ 101,741,112</b>	<b>\$ 10,000</b>
<b>Use of Fund Balance/Retained Earnings</b>	<b>(\$ 4,421,776)</b>	<b>(\$ 5,163,423)</b>	<b>\$ 14,155,500</b>	<b>\$ 7,256,288</b>	<b>\$ 7,213,488</b>	<b>(\$ 42,800)</b>
<b>Total Funding Sources</b>	<b>\$ 51,970,861</b>	<b>\$ 66,566,938</b>	<b>\$ 140,366,748</b>	<b>\$ 108,887,400</b>	<b>\$ 108,954,600</b>	<b>\$ 67,200</b>
Salaries and Benefits	\$ 10,871,913	\$ 11,468,293	\$ 12,922,894	\$ 13,986,529	\$ 13,986,529	\$ 0
Services and Supplies	\$ 26,996,260	\$ 40,837,677	\$ 102,831,458	\$ 78,150,137	\$ 78,150,137	\$ 0
Other Charges	\$ 11,686,400	\$ 12,532,034	\$ 12,909,428	\$ 10,528,687	\$ 10,595,887	\$ 67,200
Fixed Assets						
Buildings & Improvements	\$ 3,353,249	\$ 1,787,009	\$ 2,827,168	\$ 250,000	\$ 250,000	\$ 0
Equipment	(\$ 1,635,662)	(\$ 256,775)	\$ 8,855,930	\$ 5,952,176	\$ 5,952,176	\$ 0
Other Financing Uses	\$ 1,250,000	\$ 250,000	\$ 0	\$ 0	\$ 0	\$ 0
Equity	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Intrafund	\$ 1	\$ 0	\$ 71,170	\$ 71,171	\$ 71,171	\$ 0
Contingencies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Gross Costs</b>	<b>\$ 52,522,161</b>	<b>\$ 66,618,238</b>	<b>\$ 140,418,048</b>	<b>\$ 108,938,700</b>	<b>\$ 109,005,900</b>	<b>\$ 67,200</b>
<b>General Fund Contribution</b>	<b>\$ 551,300</b>	<b>\$ 513,000</b>	<b>\$ 513,000</b>	<b>\$ 513,000</b>	<b>\$ 513,000</b>	<b>\$ 0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>113</b>	<b>121</b>	<b>121</b>	<b>0</b>

## Operating Plan: 2019-2020 Final Budget

### Revenue and Funding Sources

- ◆ Total Revenue for the 2019-2020 Final Budget is estimated at \$101.7 million, an increase of \$110,000 from the 2019-2020 Adopted Proposed Budget, for Environmental Resources – Hazardous Waste Division share of security fencing at Morgan Road.
- ◆ Total Revenue for the 2019-2020 Proposed Budget is estimated at \$101.6 million a decrease of \$24.6 from the 2018-2019 Adopted Final Budget.
  - ◆ Revenue for the 2019-2020 Spending Plan was developed by applying the following escalators to the 2018-2019 Adopted Final Budget:
    - ◆ A 3% standard escalator was used to develop the Administration and Transit Spending Plans.
    - ◆ A 3% standard escalator, a review of historical trends, and known fund stream trends associated with fuel and vehicle maintenance were used to develop the Morgan Shop Spending Plan.
    - ◆ A review of historical trends and the number of reimbursable road and bridge projects scheduled in the fiscal year were used to develop the Engineering and Road and Bridge Spending Plans.
- ◆ The Proposed Budget includes a net decrease of \$2.8 million in estimated revenue primarily due to the Department merging the Engineering Fund with the Road and Bridge Fund. The merge will reduce Engineering

labor charges historically charged to Road and Bridge Fund. Engineering revenue was combined with Road and Bridge revenue.

- ◆ A decrease of \$6.1 million in the Engineering Division will eliminate this budget in Fiscal Year 2019-2020, which now will be combined with the Road & Bridge Division.
- ◆ The increase in revenue of \$594,608 in the Local Transit System Division can be attributed to an increase in Local Transportation funding.
- ◆ The increase in revenue of \$568,717 in the Morgan Shop Division can be attributed to an increase in equipment rental by the Road and Bridge Division and to accommodate the increased costs associated with requested service levels.
- ◆ The net increase in revenue of \$2.1 million in the Road and Bridge Division can be attributed to the integration of the Engineering Division and an increase in reimbursable Engineering costs and Public Facilities Fees.
- ◆ The Department anticipates a total of \$46.7 million in available fund balance and retained earnings as of July 1, 2019, of which \$7.2 million is budgeted for use in Fiscal Year 2019-2020.
  - ◆ The Department has a total of \$212,560 in available fund balance in its Administration Division as of July 1, 2019.
  - ◆ The Department has a negative fund balance of \$288,212 in its Engineering Division as of July 1, 2019, which will be absorbed by the Road and Bridge Division.
  - ◆ The Department has a total of \$24 million in retained earnings in its Transit Division as of July 1, 2019, of which \$5 million is budgeted for use in Fiscal Year 2019-2020. This is a decrease over the spending plan due to the decrease in buses purchased over Fiscal Year 2018-2019.
  - ◆ The Department has a total of \$13.2 million in retained earnings in its Morgan Shop Division as of July 1, 2019, of which \$604,546 is budgeted for use in Fiscal Year 2019-2020.
  - ◆ The Department has a total of \$9.6 million in available fund balance in its Road and Bridge Division as of July 1, 2019, of which \$1.7 million is budgeted for use in Fiscal Year 2019-2020. Fund balance is used for local match requirements for projects entering the construction phase and the design of new projects.

### Budget and Operations

- ◆ Gross Costs identified in the 2019-2020 Final Budget total \$109 million, an increase of \$67,200 from the 2019-2020 Adopted Proposed Budget, for costs associated with the addition of embedded IT support.
- ◆ Gross Costs identified in the 2019-2020 Proposed Budget total \$108.9 million a decrease of \$31.5 million from the 2018-2019 Adopted Final Budget.
  - ◆ Gross Costs identified in the 2019-2020 Road and Bridge Proposed Budget total \$88.1 million a decrease of \$29.5 million from the 2018-2019 Adopted Final Budget due to actual projects slated in Fiscal Year 2019-2020. This reduction is offset by \$5.9 million in costs shifted from Engineering, for a net decrease in the Road and Bridge budget of \$23.6 million. The department anticipates implementing a total of 23 projects, a decrease of nine projects from Fiscal Year 2018-2019, which include:
    - ◆ Measure L Projects:
      - ◆ Pavement Preservation
      - ◆ ADA Curb Ramp IP
      - ◆ Chip Seal
      - ◆ Measure L Sidewalk Projects
      - ◆ 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

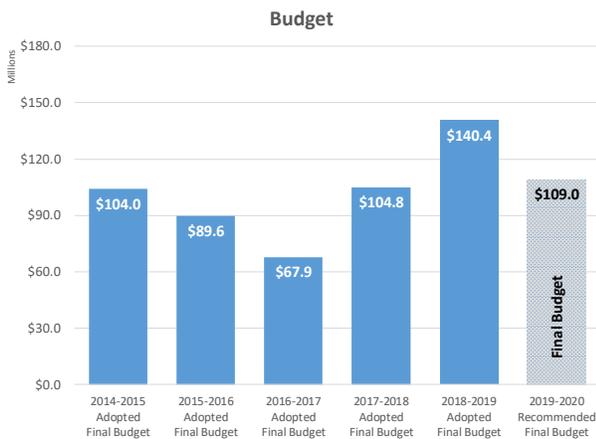
- ◆ Hickman Road Bridge replacement over the Tuolumne River
  - ◆ Shiells Road Bridge replacement
- ◆ Senate Bill 1 (SB 1) Projects:
  - ◆ Schell Road Bridge over SSIID Canal
  - ◆ Chip Seal Preparation Work
  - ◆ Crows Landing Road Two Way Left Turn
  - ◆ Keyes Road Bridge over TID Canal
  - ◆ Quincy Road Bridge at Taylor Road
  - ◆ Tim Bell Road - Dirt Road Treatment
  - ◆ Mitchell Road - Glare Screen
  - ◆ Eastin Road - Low Water Crossing
  - ◆ Albers Road- Pavement Rehab
  - ◆ 9th Street - Pavement Rehab
- ◆ The remainder of the variance from the Adopted Final Budget 2018-2019 to the Proposed Budget level is a decrease of approximately \$2 million which is primarily due to a reduction in the transit budget of \$2.3 million, offset by slight increases in Administration and Morgan Shop due to cost of doing business. Additionally, a total decrease of \$5.9 million in the Engineering Division will eliminate the budget in Fiscal Year 2019-2020, which will merge with Road & Bridge Division.
- ◆ Costs for the 2019-2020 Spending Plan were developed by applying the following escalators to the 2018-2019 Adopted Final Budget:
  - ◆ 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%
  - ◆ A known fund stream of 5% for fuel and material accounts for Morgan Shop
- ◆ The Proposed Budget includes a net decrease of \$2.1 million from the spending plan primarily due to the Road and Bridge Fund and Engineering Fund merger. This merger retains the General Fund contribution of \$45,000 for mandated, unfunded engineering services.
  - ◆ The Proposed Budget includes an adjustment of \$5.9 million eliminating the Engineering Division budget in Fiscal Year 2019-2020, which is merging with the Road and Bridge Division.
  - ◆ The Proposed Budget includes an adjustment decreasing the 2019-2020 Local Transit System Spending Plan by a total of \$115,410 primarily due to the decrease in Fixed Assets. The Proposed Budget includes an increase of \$343,344 to accommodate the increased costs in ADA Services and consulting and marketing services for City/County joint ventures; also included is a decrease in Fixed Assets of \$458,754. These costs are ongoing and are funded by retained earnings.
  - ◆ The Proposed Budget includes an adjustment increasing the 2019-2020 Morgan Shop Spending Plan by \$392,497 for the ongoing costs associated with fuel and vehicle maintenance services provided to the Road and Bridges Division, other County Departments, and municipalities. These costs are ongoing and are offset by correlating revenue in Charges for Service.
  - ◆ The Proposed Budget includes an adjustment increasing the 2019-2020 Road and Bridge Spending Plan by a total of \$3.7 million attributed to the integration of the Engineering Division. With the merger, Engineering costs will be reimbursed directly from Project funding sources.
- ◆ The Proposed Budget includes at total fixed assets budget of \$850,000 for Morgan Shop for the following:
  - ◆ Replace seven pickup trucks, three compressed natural gas truck replacement tanks, a chipper truck, a class 3 dual axle trailer, and a patch truck used to meet the needs of the Road and Bridge Division as they safely maintain and repair County roads, bridges, and storm water systems while keeping up with the road and bridge projects slated in Fiscal Year 2019-2020.

- ◆ Purchase new GPS hardware to be installed in all Public Works' vehicles and a new localized fueling station software program with compatible hardware controls to regulate the bio-diesel, compressed natural gas, diesel, and unleaded fuels. Public Works, other County Departments, and municipalities are dependent of these fuels to power their equipment and vehicles. The fueling stations are currently run by two software programs, purchased in 2003 and 2005, are dependent on a 2003 Microsoft Access Database and all are obsolete. The new software program will run all fuel programs and will guarantee no interruption in our current fueling processes for several years. The fueling software program is responsible for the tracking of billing, fuel, and station processes. The total cost for the GPS hardware and fueling software with compatible hardware is \$75,000 and is funded with Morgan Shop's retained earnings.
- ◆ The Proposed Budget includes a total of \$5.4 million in Local Transit System budget for the purchase of six new large and mid-size buses used by Stanislaus Regional Transit to provide intercity public transportation within the County and bus stop turnouts throughout the County. These purchases are funded with Local Transit System's retained earnings and Local Transportation funding.

### Staffing Allocation

- ◆ The 2019-2020 Final Budget includes a Department staffing allocation of 121, consistent with the 2019-2020 Adopted Proposed Budget allocation.
- ◆ The Final Budget includes technical adjustment recommendations that do not affect the position allocation.
  - ◆ One new Transit Planner classification is recommended to be added to ensure the correct position specifications are used to recruit and meet the needs of the department. The Transit Planner classification will be established with the same salary range and steps as the Associate Planner classification, SCEA, AFSCME, Bargaining Unit 5.
- ◆ The 2019-2020 Proposed Budget includes a Department staffing allocation of 121, an increase of eight over the 2018-2019 Adopted Final Budget allocation.
- ◆ Subsequent to the 2018-2019 Adopted Final Budget, one position has been added to the Department staffing allocation.
- ◆ The Proposed Budget includes a recommendation that increases the total allocated positions by seven.
  - ◆ One Road Maintenance Supervisor position is recommended to be restored to support the new Road and Bridge Shoulder Crew and the increased need to repair deteriorating road shoulders within the County; and
  - ◆ Four new and two restored block-budgeted Road Maintenance Worker I/II/III positions are recommended to support the new Road and Bridge Shoulder Crew and the increased need to repair deteriorating road shoulders within the County.
- ◆ The Proposed Budget includes technical adjustment recommendations that do not affect the position allocation.
  - ◆ One Associate Planner position is recommended for study to reclassify to a new classification of Transit Planner; and
  - ◆ Thirty-five allocated positions are recommended to be transferred from the Engineering unit to the Road and Bridge unit to address the Department's decision to merge both units: one Administrative Clerk II, one Administrative Secretary, six Associate Civil Engineer/Associate Surveyor, ten Assistant Engineer/Surveyor, three Deputy Director of Public Works, one Engineering Technician, three Sr. Civil Engineer, seven Sr. Engineering/Surveying Tech, two Staff Services Analyst, and one Staff Services Coordinator.

## Five-Year Historical Trends



## Key Challenges and Opportunities

- ◆ 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. The 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 Department of Public Works is taking over the County’s Chief Building Official role as the designated floodplain administrator for the unincorporated area and thus the Public Works department has a lead role in working with FEMA. Public Works has been working on the Regional Flood Management Plan, the Storm Water Resource Plan, the Dry Creek Reconnaissance Study and other flood issues on behalf of the County for the last six years. The Public Works department will be coordinating with the County’s Chief Executive’s Office and the Planning Department 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 to maintain eligibility in the National Flood Insurance Program. While the department receives some limited revenue for flood plain administration associated with actual development, it is not enough to cover the costs of the service. It is anticipated additional support will be needed to complete the FEMA mapping effort.

The process for developing and updating flood maps is a lengthy process for good reason. It allows communities and property owners an opportunity to participate in the process 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; a response is required within 60 days. 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 in late 2019.

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.

- ◆ With the continued economic expansion and the SB1 gas tax revenues secured, the market for civil engineers is extremely competitive in California. Stanislaus County Public Works has had an open recruitment for an Associate Civil Engineer in Traffic for nearly two years. Public Works is looking at recruitment and retention options that are available to the department within the existing policies. Comparable Counties are in worse shape with significant engineering vacancies. There will likely be a continued demand for civil engineers and continued wage growth that may impact our ability to deliver projects overtime.

### **Budgets Contained within the Department**

- ◆ **Administration** (Special Revenue Fund)
  - ◆ The Administration Division provides leadership, operational coordination, policy development, human resources, and fiscal oversight for all Public Works' divisions.
- ◆ **Engineering** (Special Revenue Fund)
  - ◆ Provides design services and construction management for various road and bridge construction and reconstruction projects performed by the Roads Division. In Fiscal Year 2019-2020, this budget was merged with Road and Bridge.
- ◆ **Local Transit System** (Enterprise Fund)
  - ◆ Provides intercity service within the County and links city transportation systems to provide coordinated transit service for County residents.
- ◆ **Morgan Shop** (Internal Service Fund)
  - ◆ Provides equipment and vehicles to other Public Works divisions, primarily Road and Bridge. The user divisions pay a rental rate to Morgan Shop when using equipment and vehicles.
- ◆ **Road and Bridge** (Special Revenue Fund)
  - ◆ This budget provides for the maintenance of Stanislaus County's road system and bridges.

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.

## Stanislaus County Staffing Summary

### Allocation List – Three Year Comparison

Department	2017-2018	2018-2019	2019-2020
	Final Budget	Final Budget	Final Budget
Agricultural Commissioner	38	38	40
Aging and Veterans Services - Area Agency on Aging	17	17	17
Aging and Veterans Services - Veterans' Services	5	5	6
Animal Services	32	34	33
Assessor	58	58	58
Auditor Controller	42	43	40
Behavioral Health and Recovery Services (BHRS)	283	283	280
BHRS - Alcohol and Drug Program	31	36	42
BHRS - Managed Care	10	12	12
BHRS - Mental Health Services Act	106	110	110
BHRS - Public Guardian	10	10	10
BHRS - Stanislaus Recovery Center	31	34	35
Board of Supervisors	9	9	10
Chief Executive Office - County Fire Service Fund	7	7	9
Chief Executive Office - Focus on Prevention	5	0	0
Chief Executive Office - Office of Emergency Serv/Fire Warden	7	7	8
Chief Executive Office - Operations and Services	50	55	57
Chief Executive Office - Risk Management Division	12	13	13
Child Support Services	161	161	161
Children and Families Commission	5	5	5
Clerk-Recorder - Elections Division	14	14	14
Clerk-Recorder - Recorder Division	34	34	34
Community Services Agency - Program Services and Support	1,135	1,138	1,144
Cooperative Extension	4	5	5
County Counsel	16	16	17
District Attorney - Automobile Insurance Fraud Prosecution	2	2	1
District Attorney - Criminal Division	125	132	133
District Attorney - Elder Abuse Advocacy and Outreach	1	1	1
District Attorney - Impaired Driver Vertical Prosecution Program	2	0	0
District Attorney - Real Estate Fraud Prosecution	2	2	2
District Attorney - Unserved/Underserved Victims Advocacy and Outreach	2	2	2
District Attorney - Victims Compensation and Government Claims	1	1	0
District Attorney - Victim Services Program	9	9	11
District Attorney - Violence Against Women	0	0	2
Environmental Resources	84	88	87
Environmental Resources - Fink Road Landfill	17	18	18
General Services Agency - Administration	5	5	5
General Services Agency - Central Services	11	11	13
General Services Agency - Facilities Maintenance	36	36	37
General Services Agency - Fleet Services	10	10	10

Department	2017-2018 Final Budget	2018-2019 Final Budget	2019-2020 Final Budget
Health Services Agency - Administration	89	90	82
Health Services Agency - Clinics and Ancillary Services	208	208	178
Health Services Agency - Public Health	189	174	171
Information Technology Central	28	29	37
Information Technology Central - Telecommunications	2	2	2
Law Library	2	2	2
Library	76	76	76
Local Agency Formation Commission	3	3	3
Parks and Recreation	42	46	54
Planning and Community Development	18	18	18
Planning - Building Permits	17	17	17
Probation - Administration	20	21	23
Probation - Community Corrections Partnership	32	32	32
Probation - Corrections Performance Incentive Fund	0	2	2
Probation - Field Services	106	108	112
Probation - Institutional Services	58	54	54
Probation - Juvenile Commitment Facility	39	36	29
Probation - Juvenile Justice Crime Prevention Act	15	15	15
Probation - Youthful Offender Block Grant	16	16	16
Public Defender	47	50	51
Public Works - Administration	8	8	8
Public Works - Engineering	31	34	0
Public Works - Local Transit System	5	5	5
Public Works - Morgan Shop	9	9	9
Public Works - Road and Bridge	57	57	99
Sheriff - Administration	84	84	85
Sheriff - Adult Detention Expansion	78	80	80
Sheriff - Cal ID Program	1	1	2
Sheriff - CAL-MMET	4	4	4
Sheriff - Contract Cities	69	69	70
Sheriff - Court Security	39	39	39
Sheriff - Detention	291	277	277
Sheriff - Jail Commissary/Inmate Welfare	6	6	6
Sheriff - Operations	158	169	176
Sheriff - Vehicle Theft Unit	1	1	1
StanCERA	16	16	16
Stanislaus Regional 911	59	59	59
Treasurer - Admin/Taxes	11	11	11
Treasurer - Revenue Recovery	18	18	18
Treasurer - Treasury	4	4	4
Workforce Development	84	85	91
<b>Total Staffing</b>	<b>4,469</b>	<b>4,496</b>	<b>4,516</b>

**STANISLAUS COUNTY  
DEPARTMENT POSITION ALLOCATION REPORT**

as of September 28, 2019

The Position Allocation Report does not reflect 2019-2020 Final Budget recommended equity adjustments for certain SEIU and AFSCME represented classifications.

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**AGING & VETERANS SERVICES**

**AREA AGENCY ON AGING**

1	Dir Area Agency On Aging	48.49	---	60.61	---	72.73
2	Manager II	30.29	---	37.86	---	45.43
1	Manager I	26.98	---	33.73	---	40.48
1	Confidential Assistant IV	22.84	---	28.55	---	34.26
1	MH Clinician II	33.27	34.93	36.68	38.51	40.44
1	Staff Serv Coordinator	32.22	33.83	35.52	37.30	39.17
1	Social Worker IV	29.65	31.13	32.69	34.32	36.04
3	Social Worker III	26.55	27.88	29.27	30.73	32.27
1	Staff Serv Analyst	26.54	27.87	29.26	30.72	32.26
1	Accountant I	22.36	23.48	24.65	25.88	27.17
1	Staff Serv Tech	21.02	22.07	23.17	24.33	25.55
1	Community Health Work III	19.85	20.84	21.88	22.97	24.12
1	Account Clerk III	19.09	20.04	21.04	22.09	23.19
1	Dir Of Volunteer Serv	18.09	18.99	19.94	20.94	21.99

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17      \* BUDGET UNIT TOTAL \*

**VETERANS SERVICES**

1	Manager II	30.29	---	37.86	---	45.43
1	Staff Serv Analyst	26.54	27.87	29.26	30.72	32.26
3	Veterans Serv Rep	21.57	22.65	23.78	24.97	26.22
1	Admin Clerk III	18.30	19.22	20.18	21.19	22.25

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6      \* BUDGET UNIT TOTAL \*

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23      \*\* DEPARTMENT TOTAL \*\*

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**AGRICULTURAL COMMISSIONER**

**AGRICULTURAL COMMISSIONER**

1	County Agri Comm & Sealer	48.49	---	60.61	---	72.73
1	Asst Ag Commissioner	38.72	---	48.40	---	58.08
4	Deputy Ag Com/Sealer	30.29	---	37.86	---	45.43
1	Confidential Assistant IV	22.84	---	28.55	---	34.26
1	Confidential Assistant III	19.02	---	23.77	---	28.52
1	Software Developer/Analyst III	36.68	38.51	40.44	42.46	44.58
1	Software Developer II	31.70	33.29	34.95	36.70	38.54
23	Ag/Weights&Meas Insp III	26.94	28.29	29.70	31.19	32.75
1	Application Specialist II	26.89	28.23	29.64	31.12	32.68
1	Staff Serv Tech	21.02	22.07	23.17	24.33	25.55
1	Accounting Tech	20.95	22.00	23.10	24.26	25.47
3	Agricultural Assistant II	18.25	19.16	20.12	21.13	22.19
1	Account Clerk II	16.89	17.73	18.62	19.55	20.53
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40	* BUDGET UNIT TOTAL *					
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40	** DEPARTMENT TOTAL **					

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**ANIMAL SERVICES**

**ANIMAL SERVICES**

1	Dir of Animal Services	48.49	---	60.61	---	72.73
1	Manager II	30.29	---	37.86	---	45.43
1	Confidential Assistant IV	22.84	---	28.55	---	34.26
1	Maintenance Engineer III	24.63	25.86	27.15	28.51	29.94
1	Supv Acct Admin Clerk II	24.14	25.35	26.62	27.95	29.35
4	Animal Svc Oper Supv	21.92	23.02	24.17	25.38	26.65
6	Animal Serv Offcr II	19.74	20.73	21.77	22.86	24.00
2	Animal Care Spec III	19.09	20.04	21.04	22.09	23.19
5	Admin Clerk III	18.30	19.22	20.18	21.19	22.25
10	Animal Care Spec II	17.59	18.47	19.39	20.36	21.38
1	Account Clerk II	16.89	17.73	18.62	19.55	20.53
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33	* BUDGET UNIT TOTAL *					
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33	** DEPARTMENT TOTAL **					

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**ASSESSOR**

**ASSESSOR**

1	Assessor	---	---	83.30	---	---
2	Manager IV	38.72	---	48.40	---	58.08
1	Confidential Assistant IV	22.84	---	28.55	---	34.26
1	Sr Software Developer/Analyst	42.43	44.55	46.78	49.12	51.58
1	Software Developer/Analyst III	36.68	38.51	40.44	42.46	44.58
1	Supv Auditor Appraiser	35.60	37.38	39.25	41.21	43.27
4	Supv Appraiser	33.92	35.62	37.40	39.27	41.23
2	Sr Auditor-Appraiser	32.30	33.92	35.62	37.40	39.27
2	Application Specialist III	31.70	33.29	34.95	36.70	38.54
7	Sr Appraiser	30.80	32.34	33.96	35.66	37.44
4	Auditor-Appraiser III	29.34	30.81	32.35	33.97	35.67
14	Appraiser III	27.99	29.39	30.86	32.40	34.02
1	Cadastral Supervisor	27.53	28.91	30.36	31.88	33.47
4	Supv Assessment Tech II	24.14	25.35	26.62	27.95	29.35
1	Cadastral Technician II	22.72	23.86	25.05	26.30	27.62
2	Appraiser Tech	19.20	20.16	21.17	22.23	23.34
9	Assessment Technician II	19.09	20.04	21.04	22.09	23.19
1	Admin Clerk II	16.19	17.00	17.85	18.74	19.68
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58	* BUDGET UNIT TOTAL *					
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58	** DEPARTMENT TOTAL **					

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**AUDITOR CONTROLLER**

**AUDITOR CONTROLLER**

1	Auditor-Controller	---	---	83.30	---	---
1	Asst Auditor Controller	43.03	---	53.79	---	64.55
4	Manager IV	38.72	---	48.40	---	58.08
3	Manager II	30.29	---	37.86	---	45.43
1	Confidential Assistant V	27.21	---	34.01	---	40.81
2	Confidential Assistant IV	22.84	---	28.55	---	34.26
7	Confidential Assistant III	19.02	---	23.77	---	28.52
9	Accountant III	31.43	33.00	34.65	36.38	38.20
2	Accountant II	28.60	30.03	31.53	33.11	34.77
1	Accounting Supv	25.40	26.67	28.00	29.40	30.87
1	Accountant I	22.36	23.48	24.65	25.88	27.17
5	Accounting Tech	20.95	22.00	23.10	24.26	25.47
3	Account Clerk III	19.09	20.04	21.04	22.09	23.19
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40	* BUDGET UNIT TOTAL *					
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40	** DEPARTMENT TOTAL **					

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**BEHAVIORAL HEALTH & RECOV SVS**

**ALCOHOL & DRUG PROGRAM**

1	Manager IV	38.72	---	48.40	---	58.08
1	Manager II	30.29	---	37.86	---	45.43
1	MH Coordinator	37.58	39.46	41.43	43.50	45.68
3	MH Clinician II	33.27	34.93	36.68	38.51	40.44
1	Staff Serv Coordinator	32.22	33.83	35.52	37.30	39.17
2	Behavioral Health Coordinator	27.53	28.91	30.36	31.88	33.47
1	Staff Serv Analyst	26.54	27.87	29.26	30.72	32.26
22	Behavioral Health Splst. II	24.65	25.88	27.17	28.53	29.96
2	LVN III	24.16	25.37	26.64	27.97	29.37
4	Clinical Serv Tech II	18.48	19.40	20.37	21.39	22.46
2	Admin Clerk III	18.30	19.22	20.18	21.19	22.25
2	Admin Clerk II	16.19	17.00	17.85	18.74	19.68

42            \* BUDGET UNIT TOTAL \*

**BEHAVIORAL HEALTH & RECOV SVS**

1	Behavioral Health Director	68.06	---	85.07	---	102.08
1	Behavioral Hlth Medical Dir	104.14	---	130.17	---	156.20
1	Assoc Director	48.49	---	60.61	---	72.73
1	Asst Director	43.03	---	53.79	---	64.55
5	Manager IV	38.72	---	48.40	---	58.08
8	Manager III	34.26	---	42.82	---	51.38
6	Manager II	30.29	---	37.86	---	45.43
1	Manager I	26.98	---	33.73	---	40.48
2	Confidential Assistant IV	22.84	---	28.55	---	34.26
6	Confidential Assistant III	19.02	---	23.77	---	28.52
9	Psychiatrist	95.02	99.77	104.76	110.00	115.50
1	Sr Psych Nurse Practitioner	59.37	62.34	65.46	68.73	72.17
1	Sr Systems Engineer	42.43	44.55	46.78	49.12	51.58
1	Sr Software Developer/Analyst	42.43	44.55	46.78	49.12	51.58
14	Psychiatric Nurse II	38.15	40.06	42.06	44.16	46.37
2	Clinical Psychologist	37.95	39.85	41.84	43.93	46.13
12	MH Coordinator	37.58	39.46	41.43	43.50	45.68
2	Software Developer/Analyst III	36.68	38.51	40.44	42.46	44.58
1	Sr Application Specialist	36.68	38.51	40.44	42.46	44.58
70	MH Clinician II	33.27	34.93	36.68	38.51	40.44
3	Staff Serv Coordinator	32.22	33.83	35.52	37.30	39.17
4	Accountant III	31.43	33.00	34.65	36.38	38.20
1	Conservator Investigator Supv	29.45	30.92	32.47	34.09	35.79
1	Accountant II	28.60	30.03	31.53	33.11	34.77
1	Med Records Coordinator	27.53	28.91	30.36	31.88	33.47
2	Behavioral Health Coordinator	27.53	28.91	30.36	31.88	33.47
5	Application Specialist II	26.89	28.23	29.64	31.12	32.68
3	Conservator Investigator	26.71	28.05	29.45	30.92	32.47
7	Staff Serv Analyst	26.54	27.87	29.26	30.72	32.26
43	Behavioral Health Splst. II	24.65	25.88	27.17	28.53	29.96
6	Behavioral Health Advocate	24.65	25.88	27.17	28.53	29.96

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**BEHAVIORAL HEALTH & RECOV SVS (Continued)**

<b>BEHAVIORAL HEALTH &amp; RECOV SVS</b>		(Continued)				
1	Staff Serv Tech	21.02	22.07	23.17	24.33	25.55
6	Accounting Tech	20.95	22.00	23.10	24.26	25.47
2	Family Services Specialist II	20.16	21.17	22.23	23.34	24.51
6	Account Clerk III	19.09	20.04	21.04	22.09	23.19
3	Med Records Clerk	18.53	19.46	20.43	21.45	22.52
10	Clinical Serv Tech II	18.48	19.40	20.37	21.39	22.46
17	Admin Clerk III	18.30	19.22	20.18	21.19	22.25
8	Admin Clerk II	16.19	17.00	17.85	18.74	19.68
6	Stock/Delivery Clerk II	15.80	16.59	17.42	18.29	19.20
280		* BUDGET UNIT TOTAL *				

**MANAGED CARE**

2	Psychiatric Nurse II	38.15	40.06	42.06	44.16	46.37
1	MH Coordinator	37.58	39.46	41.43	43.50	45.68
2	MH Clinician II	33.27	34.93	36.68	38.51	40.44
1	Staff Serv Tech	21.02	22.07	23.17	24.33	25.55
3	Clinical Serv Tech II	18.48	19.40	20.37	21.39	22.46
1	Admin Clerk III	18.30	19.22	20.18	21.19	22.25
2	Admin Clerk II	16.19	17.00	17.85	18.74	19.68
12		* BUDGET UNIT TOTAL *				

**MENTAL HEALTH SERVICES ACT**

2	Manager IV	38.72	---	48.40	---	58.08
3	Manager III	34.26	---	42.82	---	51.38
2	Manager II	30.29	---	37.86	---	45.43
4	Psychiatric Nurse II	38.15	40.06	42.06	44.16	46.37
4	MH Coordinator	37.58	39.46	41.43	43.50	45.68
2	Systems Engineer II	36.68	38.51	40.44	42.46	44.58
1	Software Developer/Analyst III	36.68	38.51	40.44	42.46	44.58
15	MH Clinician II	33.27	34.93	36.68	38.51	40.44
2	Staff Serv Coordinator	32.22	33.83	35.52	37.30	39.17
1	Software Developer II	31.70	33.29	34.95	36.70	38.54
3	Behavioral Health Coordinator	27.53	28.91	30.36	31.88	33.47
3	Staff Serv Analyst	26.54	27.87	29.26	30.72	32.26
29	Behavioral Health Splst. II	24.65	25.88	27.17	28.53	29.96
6	Behavioral Health Advocate	24.65	25.88	27.17	28.53	29.96
20	Clinical Serv Tech II	18.48	19.40	20.37	21.39	22.46
11	Admin Clerk III	18.30	19.22	20.18	21.19	22.25
1	Dir Of Volunteer Serv	18.09	18.99	19.94	20.94	21.99
1	Admin Clerk II	16.19	17.00	17.85	18.74	19.68
110		* BUDGET UNIT TOTAL *				

**PUBLIC GUARDIAN**

1	Manager II	30.29	---	37.86	---	45.43
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**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**BEHAVIORAL HEALTH & RECOV SVS (Continued)**

**PUBLIC GUARDIAN (Continued)**

3	Deputy Public Guardian II	24.01	25.21	26.47	27.79	29.18
3	Accounting Tech	20.95	22.00	23.10	24.26	25.47
1	Admin Clerk III	18.30	19.22	20.18	21.19	22.25
2	Stock/Delivery Clerk II	15.80	16.59	17.42	18.29	19.20
10	* BUDGET UNIT TOTAL *					

**STANISLAUS RECOVERY CENTER**

1	Manager III	34.26	---	42.82	---	51.38
3	MH Clinician II	33.27	34.93	36.68	38.51	40.44
1	Staff Serv Coordinator	32.22	33.83	35.52	37.30	39.17
1	Behavioral Health Coordinator	27.53	28.91	30.36	31.88	33.47
8	Behavioral Health Splst. II	24.65	25.88	27.17	28.53	29.96
17	Clinical Serv Tech II	18.48	19.40	20.37	21.39	22.46
2	Admin Clerk III	18.30	19.22	20.18	21.19	22.25
1	Admin Clerk II	16.19	17.00	17.85	18.74	19.68
1	Asst Cook II	14.00	14.70	15.44	16.21	17.02
35	* BUDGET UNIT TOTAL *					

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489      **\*\* DEPARTMENT TOTAL \*\***

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**BOARD OF SUPERVISORS**

**BOARD OF SUPERVISORS**

1	Chairman Bd of Supervisor	---	---	49.64	---	---
4	Supervisor	---	---	44.32	---	---
5	Confidential Assistant IV	22.84	---	28.55	---	34.26
<hr/>						
10	* BUDGET UNIT TOTAL *					
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10	** DEPARTMENT TOTAL **					

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**CHIEF EXECUTIVE OFFICE**

**COUNTY FIRE SERVICE FUND**

1	Deputy Fire Warden/Dep Dir OES	38.72	---	48.40	---	58.08
1	Manager III - Safety	34.26	---	42.82	---	51.38
1	Sr Systems Engineer	42.43	44.55	46.78	49.12	51.58
1	Fire Prevention Specialist III	28.34	29.76	31.25	32.81	34.45
4	Fire Prevention Specialist II	25.76	27.05	28.40	29.82	31.31
1	Admin Clerk III	18.30	19.22	20.18	21.19	22.25
<hr/>						
9	* BUDGET UNIT TOTAL *					

**OES/FIRE WARDEN**

1	Fire Warden/Asst Dir-OES	53.34	---	66.67	---	80.00
1	Deputy Fire Warden/Dep Dir OES	38.72	---	48.40	---	58.08
2	Manager III	34.26	---	42.82	---	51.38
1	Confidential Assistant IV	22.84	---	28.55	---	34.26
1	Staff Serv Coordinator	32.22	33.83	35.52	37.30	39.17
1	Accountant III	31.43	33.00	34.65	36.38	38.20
1	Account Clerk III	19.09	20.04	21.04	22.09	23.19
<hr/>						
8	* BUDGET UNIT TOTAL *					

**OPERATIONS AND SERVICES**

1	Chief Exec Officer	---	---	128.53	---	---
1	Asst Exec Offcr/Chief Op Off	71.45	---	89.31	---	107.17
2	Asst Executive Officer	68.06	---	85.07	---	102.08
1	Human Resources Director	61.10	---	76.37	---	91.64
3	Deputy Exec Officer	48.49	---	60.61	---	72.73
14	Manager IV	38.72	---	48.40	---	58.08
14	Manager III	34.26	---	42.82	---	51.38
2	Manager I	26.98	---	33.73	---	40.48
1	Confidential Assistant V	27.21	---	34.01	---	40.81
9	Confidential Assistant IV	22.84	---	28.55	---	34.26
7	Confidential Assistant III	19.02	---	23.77	---	28.52
2	Maintenance Engineer II	22.31	23.43	24.60	25.83	27.12
<hr/>						
57	* BUDGET UNIT TOTAL *					

**RISK MANAGEMENT**

1	Manager IV	38.72	---	48.40	---	58.08
3	Manager III	34.26	---	42.82	---	51.38
1	Confidential Assistant V	27.21	---	34.01	---	40.81
4	Confidential Assistant IV	22.84	---	28.55	---	34.26
4	Confidential Assistant III	19.02	---	23.77	---	28.52
<hr/>						
13	* BUDGET UNIT TOTAL *					

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87      **\*\* DEPARTMENT TOTAL \*\***

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**CHILD SUPPORT SERVICES**

**CHILD SUPPORT SERVICES**

1	Dir of Child Support Services	55.53	---	69.41	---	83.29
1	Chief Attorney	52.93	---	66.16	---	79.39
1	Asst Director	43.03	---	53.79	---	64.55
3	Manager III	34.26	---	42.82	---	51.38
6	Manager II	30.29	---	37.86	---	45.43
1	Confidential Assistant IV	22.84	---	28.55	---	34.26
2	Confidential Assistant III	19.02	---	23.77	---	28.52
5	Attorney V	59.00	61.95	65.05	68.30	71.72
2	Systems Engineer II	36.68	38.51	40.44	42.46	44.58
2	Application Specialist III	31.70	33.29	34.95	36.70	38.54
1	Accountant II	28.60	30.03	31.53	33.11	34.77
1	Application Specialist II	26.89	28.23	29.64	31.12	32.68
2	Staff Serv Analyst	26.54	27.87	29.26	30.72	32.26
11	Child Support Supervisor	25.71	27.00	28.35	29.77	31.26
1	Accounting Supv	25.40	26.67	28.00	29.40	30.87
2	Supv Legal Clerk II	24.14	25.35	26.62	27.95	29.35
71	Child Support Offcr II	21.77	22.86	24.00	25.20	26.46
6	Accounting Tech	20.95	22.00	23.10	24.26	25.47
13	Legal Clerk IV	19.97	20.97	22.02	23.12	24.28
10	Account Clerk III	19.09	20.04	21.04	22.09	23.19
10	Legal Clerk III	18.30	19.22	20.18	21.19	22.25
8	Admin Clerk II	16.19	17.00	17.85	18.74	19.68
1	Admin Clerk I	15.67	16.45	17.27	18.13	19.04

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161      \* BUDGET UNIT TOTAL \*

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161      \*\* DEPARTMENT TOTAL \*\*

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**CHILDREN & FAMILIES COMM**

**CHILDREN & FAMILIES COMM**

1	Executive Director - CFC	48.49	---	60.61	---	72.73
1	Confidential Assistant IV	22.84	---	28.55	---	34.26
1	Staff Serv Coordinator	32.22	33.83	35.52	37.30	39.17
1	Accountant III	31.43	33.00	34.65	36.38	38.20
1	Account Clerk III	19.09	20.04	21.04	22.09	23.19
<hr/>						
5	* BUDGET UNIT TOTAL *					
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5	** DEPARTMENT TOTAL **					

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**CLERK/RECORDER**

**ELECTIONS DIVISION**

1	Manager III	34.26	---	42.82	---	51.38
2	Manager II	30.29	---	37.86	---	45.43
1	Systems Engineer II	36.68	38.51	40.44	42.46	44.58
1	Application Specialist II	26.89	28.23	29.64	31.12	32.68
1	Staff Serv Analyst	26.54	27.87	29.26	30.72	32.26
3	Staff Serv Tech	21.02	22.07	23.17	24.33	25.55
1	Storekeeper II	20.04	21.04	22.09	23.19	24.35
4	Legal Clerk III	18.30	19.22	20.18	21.19	22.25

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14           \* BUDGET UNIT TOTAL \*

**RECORDER DIVISION**

1	County Clerk-Recorder	---	---	72.74	---	---
1	Manager III	34.26	---	42.82	---	51.38
1	Manager II	30.29	---	37.86	---	45.43
1	Confidential Assistant IV	22.84	---	28.55	---	34.26
1	Confidential Assistant II	16.87	---	21.09	---	25.31
1	Sr Systems Engineer	42.43	44.55	46.78	49.12	51.58
1	Application Specialist III	31.70	33.29	34.95	36.70	38.54
1	Accountant II	28.60	30.03	31.53	33.11	34.77
2	Supv Legal Clerk II	24.14	25.35	26.62	27.95	29.35
4	Legal Clerk IV	19.97	20.97	22.02	23.12	24.28
1	Account Clerk III	19.09	20.04	21.04	22.09	23.19
19	Legal Clerk III	18.30	19.22	20.18	21.19	22.25

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34           \* BUDGET UNIT TOTAL \*

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48           \*\* DEPARTMENT TOTAL \*\*

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**COMMUNITY SERVICES AGENCY**

**SERVICE & SUPPORT**

1 Dir of Community Servs Agency	68.06	---	85.07	---	102.08
3 Asst Director	43.03	---	53.79	---	64.55
9 Manager IV	38.72	---	48.40	---	58.08
23 Manager III	34.26	---	42.82	---	51.38
6 Manager II	30.29	---	37.86	---	45.43
1 Confidential Assistant V	27.21	---	34.01	---	40.81
2 Confidential Assistant IV	22.84	---	28.55	---	34.26
9 Confidential Assistant III	19.02	---	23.77	---	28.52
2 Confidential Assistant II	16.87	---	21.09	---	25.31
1 Sr Systems Engineer	42.43	44.55	46.78	49.12	51.58
2 Sr Software Developer/Analyst	42.43	44.55	46.78	49.12	51.58
7 Systems Engineer II	36.68	38.51	40.44	42.46	44.58
8 Software Developer/Analyst III	36.68	38.51	40.44	42.46	44.58
1 Sr Application Specialist	36.68	38.51	40.44	42.46	44.58
30 Social Worker Supv II	34.34	36.06	37.86	39.75	41.74
3 Special Investigator III	32.58	34.21	35.92	37.72	39.61
2 Staff Serv Coordinator	32.22	33.83	35.52	37.30	39.17
10 Application Specialist III	31.70	33.29	34.95	36.70	38.54
10 Accountant III	31.43	33.00	34.65	36.38	38.20
143 Social Worker V	31.15	32.71	34.35	36.07	37.87
60 Family Services Supervisor	28.75	30.19	31.70	33.29	34.95
10 Special Investigator II	28.70	30.14	31.65	33.23	34.89
6 Accountant II	28.60	30.03	31.53	33.11	34.77
4 Application Specialist II	26.89	28.23	29.64	31.12	32.68
34 Social Worker III	26.55	27.88	29.27	30.73	32.27
6 Staff Serv Analyst	26.54	27.87	29.26	30.72	32.26
4 Accounting Supv	25.40	26.67	28.00	29.40	30.87
1 Buyer	24.61	25.84	27.13	28.49	29.91
24 Family Services Specialist IV	24.47	25.69	26.97	28.32	29.74
1 Supv Legal Clerk II	24.14	25.35	26.62	27.95	29.35
10 Supv Acct Admin Clerk II	24.14	25.35	26.62	27.95	29.35
23 Social Worker II	23.09	24.24	25.45	26.72	28.06
1 Accountant I	22.36	23.48	24.65	25.88	27.17
13 Fraud Tech	22.23	23.34	24.51	25.74	27.03
115 Family Services Specialist III	22.23	23.34	24.51	25.74	27.03
2 Collector	21.33	22.40	23.52	24.70	25.94
1 Staff Serv Tech	21.02	22.07	23.17	24.33	25.55
9 Accounting Tech	20.95	22.00	23.10	24.26	25.47
346 Family Services Specialist II	20.16	21.17	22.23	23.34	24.51
4 Storekeeper II	20.04	21.04	22.09	23.19	24.35
7 Legal Clerk IV	19.97	20.97	22.02	23.12	24.28
22 Account Clerk III	19.09	20.04	21.04	22.09	23.19
28 Admin Clerk III	18.30	19.22	20.18	21.19	22.25
19 Social Services Assistant	17.65	18.53	19.46	20.43	21.45
5 Account Clerk II	16.89	17.73	18.62	19.55	20.53
2 Interviewer II	16.86	17.70	18.59	19.52	20.50
107 Admin Clerk II	16.19	17.00	17.85	18.74	19.68

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**COMMUNITY SERVICES AGENCY (Continued)**

**SERVICE & SUPPORT (Continued)**

7	Stock/Delivery Clerk II	15.80	16.59	17.42	18.29	19.20
1,144	* BUDGET UNIT TOTAL *					
1,144	** DEPARTMENT TOTAL **					

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**COOPERATIVE EXTENSION**

**COOPERATIVE EXTENSION**

1	Confidential Assistant IV	22.84	---	28.55	---	34.26
1	Staff Serv Tech	21.02	22.07	23.17	24.33	25.55
2	Admin Secretary	20.51	21.54	22.62	23.75	24.94
1	Agricultural Assistant II	18.25	19.16	20.12	21.13	22.19
<hr/>						
5	* BUDGET UNIT TOTAL *					
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5	** DEPARTMENT TOTAL **					

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**COUNTY COUNSEL**

**COUNTY COUNSEL**

1	County Counsel	83.22	---	104.03	---	124.84
1	Asst County Counsel	60.61	---	75.76	---	90.91
10	Deputy County Counsel V	49.46	---	61.82	---	74.18
1	Confidential Assistant IV	22.84	---	28.55	---	34.26
3	Confidential Assistant III	19.02	---	23.77	---	28.52
1	Paralegal III	25.89	27.18	28.54	29.97	31.47
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17	* BUDGET UNIT TOTAL *					
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17	** DEPARTMENT TOTAL **					

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**DISTRICT ATTORNEY**

**AUTO INSURANCE FRAUD**

1	Criminal Investigator II	36.09	37.89	39.78	41.77	43.86
1	* BUDGET UNIT TOTAL *					

**CRIMINAL DIVISION**

1	District Attorney	---	---	102.07	---	---
1	Asst District Attorney	60.61	---	75.76	---	90.91
5	Chief Dep District Attny	52.93	---	66.16	---	79.39
1	Chief Criminal Investigator	43.03	---	53.79	---	64.55
2	Manager III	34.26	---	42.82	---	51.38
2	Manager II	30.29	---	37.86	---	45.43
1	Confidential Assistant IV	22.84	---	28.55	---	34.26
2	Confidential Assistant III	19.02	---	23.77	---	28.52
48	Attorney V	59.00	61.95	65.05	68.30	71.72
1	Research Attorney II	46.03	48.33	50.75	53.29	55.95
2	Lieutenant-District Attorney	38.91	---	48.64	---	58.37
2	Systems Engineer II	36.68	38.51	40.44	42.46	44.58
2	Software Developer/Analyst III	36.68	38.51	40.44	42.46	44.58
15	Criminal Investigator II	36.09	37.89	39.78	41.77	43.86
1	Application Specialist II	26.89	28.23	29.64	31.12	32.68
8	Paralegal III	25.89	27.18	28.54	29.97	31.47
4	Supv Legal Clerk II	24.14	25.35	26.62	27.95	29.35
1	Accounting Tech	20.95	22.00	23.10	24.26	25.47
1	Systems Technician I	20.14	21.15	22.21	23.32	24.49
18	Legal Clerk IV	19.97	20.97	22.02	23.12	24.28
2	Victim Advocate II	19.10	20.06	21.06	22.11	23.22
13	Legal Clerk III	18.30	19.22	20.18	21.19	22.25
133	* BUDGET UNIT TOTAL *					

**ELDER ABUSE ADVOC & OUTREACH**

1	Victim Advocate II	19.10	20.06	21.06	22.11	23.22
1	* BUDGET UNIT TOTAL *					

**REAL ESTATE FRAUD PROSECUTION**

1	Attorney V	59.00	61.95	65.05	68.30	71.72
1	Criminal Investigator II	36.09	37.89	39.78	41.77	43.86
2	* BUDGET UNIT TOTAL *					

**UNSERVED/UNDERSERVED VICTIM AD**

2	Victim Advocate II	19.10	20.06	21.06	22.11	23.22
2	* BUDGET UNIT TOTAL *					

**VICTIM SERVICES PROGRAM**

**STANISLAUS COUNTY  
DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**DISTRICT ATTORNEY (Continued)**

**VICTIM SERVICES PROGRAM (Continued)**

1	Victim Services Program Coord	28.60	30.03	31.53	33.11	34.77
9	Victim Advocate II	19.10	20.06	21.06	22.11	23.22
1	Admin Clerk II	16.19	17.00	17.85	18.74	19.68
11	* BUDGET UNIT TOTAL *					

**VIOLENCE AGAINST WOMEN**

1	Attorney V	59.00	61.95	65.05	68.30	71.72
1	Victim Advocate II	19.10	20.06	21.06	22.11	23.22
2	* BUDGET UNIT TOTAL *					
152	** DEPARTMENT TOTAL **					

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**ENVIRONMENTAL RESOURCES**

**ENVIRONMENTAL RESOURCES**

1 Dir Of Envir Resources	61.10	---	76.37	---	91.64
2 Asst Director	43.03	---	53.79	---	64.55
1 Supv Milk & Dairy Insp	38.72	---	48.40	---	58.08
4 Manager IV	38.72	---	48.40	---	58.08
1 Manager III	34.26	---	42.82	---	51.38
2 Manager II	30.29	---	37.86	---	45.43
1 Confidential Assistant IV	22.84	---	28.55	---	34.26
3 Confidential Assistant III	19.02	---	23.77	---	28.52
1 Sr Systems Engineer	42.43	44.55	46.78	49.12	51.58
1 Software Developer/Analyst III	36.68	38.51	40.44	42.46	44.58
2 Staff Serv Coordinator	32.22	33.83	35.52	37.30	39.17
1 Sr Resource Management Spec	31.85	33.44	35.11	36.87	38.71
6 Sr Env Health Spec	31.85	33.44	35.11	36.87	38.71
4 Sr Hazard Material Spec	31.85	33.44	35.11	36.87	38.71
1 Application Specialist III	31.70	33.29	34.95	36.70	38.54
12 Env Health Spec III	28.86	30.30	31.82	33.41	35.08
8 Hazard Material Spec III	28.86	30.30	31.82	33.41	35.08
1 Milk & Dairy Inspector II	28.86	30.30	31.82	33.41	35.08
2 Resource Mgt Spec III	28.86	30.30	31.82	33.41	35.08
2 Accountant II	28.60	30.03	31.53	33.11	34.77
7 Zoning Enf Offcr	27.22	28.58	30.01	31.51	33.09
3 Staff Serv Analyst	26.54	27.87	29.26	30.72	32.26
1 Supv Acct Admin Clerk I	21.93	23.03	24.18	25.39	26.66
2 Accounting Tech	20.95	22.00	23.10	24.26	25.47
4 Admin Secretary	20.51	21.54	22.62	23.75	24.94
3 Account Clerk III	19.09	20.04	21.04	22.09	23.19
5 Admin Clerk III	18.30	19.22	20.18	21.19	22.25
4 Env Tech	17.60	18.48	19.40	20.37	21.39
2 Park Aide	12.74	13.38	14.05	14.75	15.49

87 \* BUDGET UNIT TOTAL \*

**FINK ROAD LANDFILL**

1 Manager III	34.26	---	42.82	---	51.38
1 Manager I	26.98	---	33.73	---	40.48
1 Landfill Lead Worker	24.78	26.02	27.32	28.69	30.12
5 Landfill Equip Oper III	21.96	23.06	24.21	25.42	26.69
1 Accounting Tech	20.95	22.00	23.10	24.26	25.47
5 Landfill Equip Oper II	19.95	20.95	22.00	23.10	24.26
2 Account Clerk III	19.09	20.04	21.04	22.09	23.19
2 Park Aide	12.74	13.38	14.05	14.75	15.49

18 \* BUDGET UNIT TOTAL \*

105 \*\* DEPARTMENT TOTAL \*\*

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**GENERAL SERVICES AGENCY**

**ADMINISTRATION**

1	General Serv Agency Director	48.49	---	60.61	---	72.73
1	Manager IV	38.72	---	48.40	---	58.08
1	Confidential Assistant IV	22.84	---	28.55	---	34.26
1	Accountant II	28.60	30.03	31.53	33.11	34.77
1	Accounting Tech	20.95	22.00	23.10	24.26	25.47
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5	* BUDGET UNIT TOTAL *					

**CENTRAL SERVICES DIVISION**

2	Manager III	34.26	---	42.82	---	51.38
2	Staff Serv Coordinator	32.22	33.83	35.52	37.30	39.17
2	Sr Buyer	26.47	27.79	29.18	30.64	32.17
2	Storekeeper II	20.04	21.04	22.09	23.19	24.35
1	Account Clerk III	19.09	20.04	21.04	22.09	23.19
1	Admin Clerk III	18.30	19.22	20.18	21.19	22.25
3	Stock/Delivery Clerk II	15.80	16.59	17.42	18.29	19.20
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13	* BUDGET UNIT TOTAL *					

**FACILITIES MAINTENANCE**

1	Manager III	34.26	---	42.82	---	51.38
2	Building Serv Supv	28.97	30.42	31.94	33.54	35.22
4	Maintenance Engineer III	24.63	25.86	27.15	28.51	29.94
18	Maintenance Engineer II	22.31	23.43	24.60	25.83	27.12
1	Storekeeper II	20.04	21.04	22.09	23.19	24.35
1	Sr Custodian	16.01	16.81	17.65	18.53	19.46
10	Housekeeper/Custodian	14.55	15.28	16.04	16.84	17.68
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37	* BUDGET UNIT TOTAL *					

**FLEET SERVICES DIVISION**

1	Manager III	34.26	---	42.82	---	51.38
1	Lead Equip Mechanic	25.37	26.64	27.97	29.37	30.84
6	Equipment Mechanic	23.07	24.22	25.43	26.70	28.04
1	Storekeeper II	20.04	21.04	22.09	23.19	24.35
1	Admin Clerk III	18.30	19.22	20.18	21.19	22.25
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10	* BUDGET UNIT TOTAL *					

**65                    \*\* DEPARTMENT TOTAL \*\***

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**HEALTH SERVICES AGENCY**

**ADMINISTRATION**

1	Managing Dir Of Hlth Serv Ag	68.06	---	85.07	---	102.08
1	Chief Deputy Director	55.53	---	69.41	---	83.29
1	Assoc Director	48.49	---	60.61	---	72.73
1	Asst Director	43.03	---	53.79	---	64.55
3	Manager IV	38.72	---	48.40	---	58.08
3	Manager III	34.26	---	42.82	---	51.38
3	Manager II	30.29	---	37.86	---	45.43
1	Confidential Assistant V	27.21	---	34.01	---	40.81
1	Confidential Assistant IV	22.84	---	28.55	---	34.26
6	Confidential Assistant III	19.02	---	23.77	---	28.52
1	Confidential Assistant II	16.87	---	21.09	---	25.31
1	Sr Systems Engineer	42.43	44.55	46.78	49.12	51.58
1	Sr Software Developer/Analyst	42.43	44.55	46.78	49.12	51.58
4	Systems Engineer II	36.68	38.51	40.44	42.46	44.58
1	Software Developer/Analyst III	36.68	38.51	40.44	42.46	44.58
1	Sr Application Specialist	36.68	38.51	40.44	42.46	44.58
1	Staff Serv Coordinator	32.22	33.83	35.52	37.30	39.17
2	Software Developer II	31.70	33.29	34.95	36.70	38.54
2	Application Specialist III	31.70	33.29	34.95	36.70	38.54
4	Accountant III	31.43	33.00	34.65	36.38	38.20
3	Accountant II	28.60	30.03	31.53	33.11	34.77
4	Application Specialist II	26.89	28.23	29.64	31.12	32.68
1	Staff Serv Analyst	26.54	27.87	29.26	30.72	32.26
1	Accounting Supv	25.40	26.67	28.00	29.40	30.87
1	Accountant I	22.36	23.48	24.65	25.88	27.17
4	Medical Biller II	20.16	21.17	22.23	23.34	24.51
1	Storekeeper II	20.04	21.04	22.09	23.19	24.35
4	Account Clerk III	19.09	20.04	21.04	22.09	23.19
5	Admin Clerk III	18.30	19.22	20.18	21.19	22.25
3	Account Clerk II	16.89	17.73	18.62	19.55	20.53
1	Admin Clerk II	16.19	17.00	17.85	18.74	19.68
1	Sr Custodian	16.01	16.81	17.65	18.53	19.46
4	Stock/Delivery Clerk II	15.80	16.59	17.42	18.29	19.20
10	Housekeeper/Custodian	14.55	15.28	16.04	16.84	17.68

82            \* BUDGET UNIT TOTAL \*

**CLINICS & ANCILLARY SERVICES**

1	Medical Director	83.22	---	104.03	---	124.84
1	Assoc Director	48.49	---	60.61	---	72.73
4	Manager IV	38.72	---	48.40	---	58.08
3	Manager III	34.26	---	42.82	---	51.38
1	Manager II	30.29	---	37.86	---	45.43
8	Sr Nurse Practitioner	53.31	55.98	58.78	61.72	64.81
2	Sr Physician Asst	44.57	46.80	49.14	51.60	54.18
11	Staff Nurse III	40.07	42.07	44.17	46.38	48.70
8	Staff Nurse II	37.67	39.55	41.53	43.61	45.79

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**HEALTH SERVICES AGENCY (Continued)**

**CLINICS & ANCILLARY SERVICES**

(Continued)

5	MH Clinician II	33.27	34.93	36.68	38.51	40.44
2	Staff Serv Coordinator	32.22	33.83	35.52	37.30	39.17
1	Staff Serv Analyst	26.54	27.87	29.26	30.72	32.26
2	Supv Acct Admin Clerk II	24.14	25.35	26.62	27.95	29.35
1	Supv Acct Admin Clerk I	21.93	23.03	24.18	25.39	26.66
6	Staff Serv Tech	21.02	22.07	23.17	24.33	25.55
7	Community Health Work III	19.85	20.84	21.88	22.97	24.12
4	Med Records Clerk	18.53	19.46	20.43	21.45	22.52
4	Admin Clerk III	18.30	19.22	20.18	21.19	22.25
3	Community Health Work II	16.79	17.63	18.51	19.44	20.41
44	Nursing Asst	16.19	17.00	17.85	18.74	19.68
59	Admin Clerk II	16.19	17.00	17.85	18.74	19.68
1	Therapist Aid	14.40	15.12	15.88	16.67	17.50

178 \* BUDGET UNIT TOTAL \*

**PUBLIC HEALTH**

1	Public Health Officer	83.22	---	104.03	---	124.84
1	Asst Public Health Officer	68.06	---	85.07	---	102.08
1	Assoc Director	48.49	---	60.61	---	72.73
1	Asst Director	43.03	---	53.79	---	64.55
1	Manager IV	38.72	---	48.40	---	58.08
6	Manager III	34.26	---	42.82	---	51.38
1	Manager II	30.29	---	37.86	---	45.43
2	Confidential Assistant III	19.02	---	23.77	---	28.52
8	Public Health Nurse III	42.55	44.68	46.91	49.26	51.72
31	Public Health Nurse II	40.52	42.55	44.68	46.91	49.26
2	Phys/Occupational Therapist III	39.06	41.01	43.06	45.21	47.47
2	Staff Nurse II	37.67	39.55	41.53	43.61	45.79
4	Phys/Occupational Therapist II	36.38	38.20	40.11	42.12	44.23
2	Epidemiologist II	35.67	37.45	39.32	41.29	43.35
8	Staff Serv Coordinator	32.22	33.83	35.52	37.30	39.17
4	Social Worker V	31.15	32.71	34.35	36.07	37.87
8	Health Educator	28.06	29.46	30.93	32.48	34.10
5	Staff Serv Analyst	26.54	27.87	29.26	30.72	32.26
8	Pub Hlth Nutritionist II	26.36	27.68	29.06	30.51	32.04
3	Med Investigator	26.25	27.56	28.94	30.39	31.91
9	Staff Serv Tech	21.02	22.07	23.17	24.33	25.55
8	Community Health Work III	19.85	20.84	21.88	22.97	24.12
1	Account Clerk III	19.09	20.04	21.04	22.09	23.19
1	Med Records Clerk	18.53	19.46	20.43	21.45	22.52
14	Admin Clerk III	18.30	19.22	20.18	21.19	22.25
21	Community Health Work II	16.79	17.63	18.51	19.44	20.41
15	Admin Clerk II	16.19	17.00	17.85	18.74	19.68
3	Therapist Aid	14.40	15.12	15.88	16.67	17.50

171 \* BUDGET UNIT TOTAL \*

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**HEALTH SERVICES AGENCY (Continued)**

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431

**\*\* DEPARTMENT TOTAL \*\***

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**INFORMATION TECHNOLOGY CENTRAL**

**ITC TELECOMMUNICATIONS**

2	Systems Engineer II	36.68	38.51	40.44	42.46	44.58
2	* BUDGET UNIT TOTAL *					

**INFORMATION TECHNOLOGY CENTRAL**

1	Director of SBT	48.49	---	60.61	---	72.73
1	Asst Director	43.03	---	53.79	---	64.55
2	Manager IV	38.72	---	48.40	---	58.08
1	Confidential Assistant IV	22.84	---	28.55	---	34.26
3	Sr Systems Engineer	42.43	44.55	46.78	49.12	51.58
5	Sr Software Developer/Analyst	42.43	44.55	46.78	49.12	51.58
4	Systems Engineer II	36.68	38.51	40.44	42.46	44.58
6	Software Developer/Analyst III	36.68	38.51	40.44	42.46	44.58
2	Sr Application Specialist	36.68	38.51	40.44	42.46	44.58
1	Staff Serv Coordinator	32.22	33.83	35.52	37.30	39.17
1	Software Developer II	31.70	33.29	34.95	36.70	38.54
10	Application Specialist III	31.70	33.29	34.95	36.70	38.54
37	* BUDGET UNIT TOTAL *					

39	** DEPARTMENT TOTAL **					
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**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**LAW LIBRARY**

**LAW LIBRARY**

1	Confidential Assistant IV	22.84	---	28.55	---	34.26
1	Library Asst II	17.63	18.51	19.44	20.41	21.43
<hr/>						
2	* BUDGET UNIT TOTAL *					
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2	** DEPARTMENT TOTAL **					

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**LIBRARY**

**LIBRARY**

1	County Librarian	48.49	---	60.61	---	72.73
1	Manager III	34.26	---	42.82	---	51.38
4	Manager II	30.29	---	37.86	---	45.43
1	Confidential Assistant IV	22.84	---	28.55	---	34.26
1	Systems Engineer II	36.68	38.51	40.44	42.46	44.58
1	Application Specialist III	31.70	33.29	34.95	36.70	38.54
4	Librarian III	29.84	31.33	32.90	34.55	36.28
1	Clerical Division Supv	29.18	30.64	32.17	33.78	35.47
1	Accountant II	28.60	30.03	31.53	33.11	34.77
1	Application Specialist II	26.89	28.23	29.64	31.12	32.68
14	Librarian II	26.32	27.64	29.02	30.47	31.99
1	Storekeeper II	20.04	21.04	22.09	23.19	24.35
1	Account Clerk III	19.09	20.04	21.04	22.09	23.19
1	Admin Clerk III	18.30	19.22	20.18	21.19	22.25
43	Library Asst II	17.63	18.51	19.44	20.41	21.43
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76	* BUDGET UNIT TOTAL *					
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76	** DEPARTMENT TOTAL **					

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**LOCAL AGENCY FORMATION COMM**

**LOCAL AGENCY FORMATION COMM**

1	Manager IV	38.72	---	48.40	---	58.08
1	Manager II	30.29	---	37.86	---	45.43
1	Confidential Assistant IV	22.84	---	28.55	---	34.26
3	* BUDGET UNIT TOTAL *					
3	<b>** DEPARTMENT TOTAL **</b>					

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**PARKS & RECREATION**

**PARKS & RECREATION**

1	Director Of Parks and Rec.	48.49	---	60.61	---	72.73
1	Manager IV	38.72	---	48.40	---	58.08
3	Manager II	30.29	---	37.86	---	45.43
1	Confidential Assistant IV	22.84	---	28.55	---	34.26
2	Staff Serv Coordinator	32.22	33.83	35.52	37.30	39.17
1	Accountant II	28.60	30.03	31.53	33.11	34.77
1	Park Supv	24.19	25.40	26.67	28.00	29.40
10	Park Mntc Worker III	21.49	22.56	23.69	24.87	26.11
16	Park Mntc Worker II	19.95	20.95	22.00	23.10	24.26
1	Admin Clerk III	18.30	19.22	20.18	21.19	22.25
2	Account Clerk II	16.89	17.73	18.62	19.55	20.53
15	Park Aide	12.74	13.38	14.05	14.75	15.49
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54	* BUDGET UNIT TOTAL *					
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54	** DEPARTMENT TOTAL **					

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**PLANNING & COMMUNITY DEV**

**BUILDING PERMITS**

1	Manager IV	38.72	---	48.40	---	58.08
1	Supv Building Inspector	34.26	---	42.82	---	51.38
2	Building Inspector III	34.35	36.07	37.87	39.76	41.75
3	Plan Check Engineer	34.35	36.07	37.87	39.76	41.75
1	Staff Serv Coordinator	32.22	33.83	35.52	37.30	39.17
5	Building Inspector II	31.24	32.80	34.44	36.16	37.97
1	Account Clerk III	19.09	20.04	21.04	22.09	23.19
2	Admin Clerk III	18.30	19.22	20.18	21.19	22.25
1	Admin Clerk II	16.19	17.00	17.85	18.74	19.68
<hr/>						
17	* BUDGET UNIT TOTAL *					

**PLANNING**

1	Dir Of Plan & Comm Devel	61.10	---	76.37	---	91.64
1	Asst Director	43.03	---	53.79	---	64.55
1	Manager IV	38.72	---	48.40	---	58.08
3	Manager III	34.26	---	42.82	---	51.38
2	Confidential Assistant IV	22.84	---	28.55	---	34.26
5	Assoc Planner	31.54	33.12	34.78	36.52	38.35
1	Accountant III	31.43	33.00	34.65	36.38	38.20
1	Accountant II	28.60	30.03	31.53	33.11	34.77
2	Staff Serv Tech	21.02	22.07	23.17	24.33	25.55
1	Admin Clerk III	18.30	19.22	20.18	21.19	22.25
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18	* BUDGET UNIT TOTAL *					

**35      \*\* DEPARTMENT TOTAL \*\***

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**PROBATION**

**ADMINISTRATION**

1	Chief Probation Offcr	61.10	---	76.37	---	91.64
1	Asst Chief Probation Officer	53.34	---	66.67	---	80.00
1	Manager IV	38.72	---	48.40	---	58.08
2	Manager III	34.26	---	42.82	---	51.38
1	Manager II	30.29	---	37.86	---	45.43
1	Confidential Assistant IV	22.84	---	28.55	---	34.26
4	Confidential Assistant III	19.02	---	23.77	---	28.52
2	Systems Engineer II	36.68	38.51	40.44	42.46	44.58
1	Software Developer/Analyst III	36.68	38.51	40.44	42.46	44.58
1	Supv Prob Offcr	34.20	35.91	37.71	39.60	41.58
2	Application Specialist III	31.70	33.29	34.95	36.70	38.54
1	Accountant III	31.43	33.00	34.65	36.38	38.20
1	Staff Serv Analyst	26.54	27.87	29.26	30.72	32.26
1	Accountant I	22.36	23.48	24.65	25.88	27.17
1	Accounting Tech	20.95	22.00	23.10	24.26	25.47
1	Account Clerk III	19.09	20.04	21.04	22.09	23.19
1	Account Clerk II	16.89	17.73	18.62	19.55	20.53
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23	* BUDGET UNIT TOTAL *					

**COMMUNITY CORRECTIONS PARTNER**

1	Manager IV - Safety	38.72	---	48.40	---	58.08
3	Supv Prob Offcr	34.20	35.91	37.71	39.60	41.58
3	Deputy Prob Offcr III	30.10	31.61	33.19	34.85	36.59
1	Crime Analyst	27.90	29.30	30.77	32.31	33.93
21	Deputy Prob Offcr II	26.97	28.32	29.74	31.23	32.79
3	Legal Clerk III	18.30	19.22	20.18	21.19	22.25
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32	* BUDGET UNIT TOTAL *					

**CORR PERF INCENTIVE FUND**

1	Sr Systems Engineer	42.43	44.55	46.78	49.12	51.58
1	Sr Software Developer/Analyst	42.43	44.55	46.78	49.12	51.58
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2	* BUDGET UNIT TOTAL *					

**FIELD SERVICES**

2	Manager IV - Safety	38.72	---	48.40	---	58.08
10	Supv Prob Offcr	34.20	35.91	37.71	39.60	41.58
11	Deputy Prob Offcr III	30.10	31.61	33.19	34.85	36.59
61	Deputy Prob Offcr II	26.97	28.32	29.74	31.23	32.79
3	Supv Legal Clerk II	24.14	25.35	26.62	27.95	29.35
3	Legal Clerk IV	19.97	20.97	22.02	23.12	24.28
22	Legal Clerk III	18.30	19.22	20.18	21.19	22.25
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112	* BUDGET UNIT TOTAL *					

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**PROBATION (Continued)**

**INSTITUTIONAL SERVICES**

1	Manager IV - Safety	38.72	---	48.40	---	58.08
1	Manager II - Safety	30.29	---	37.86	---	45.43
1	Confidential Assistant III	19.02	---	23.77	---	28.52
6	Supv Probation Correction Ofcr	29.56	31.04	32.59	34.22	35.93
15	Probation Corrections Offc III	25.74	27.03	28.38	29.80	31.29
28	Probation Corrections Offc II	22.60	23.73	24.92	26.17	27.48
1	Storekeeper II	20.04	21.04	22.09	23.19	24.35
1	Legal Clerk III	18.30	19.22	20.18	21.19	22.25
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54	* BUDGET UNIT TOTAL *					

**JJCPA**

1	Manager IV - Safety	38.72	---	48.40	---	58.08
2	Supv Prob Ofcr	34.20	35.91	37.71	39.60	41.58
1	Deputy Prob Ofcr III	30.10	31.61	33.19	34.85	36.59
1	Supv Probation Correction Ofcr	29.56	31.04	32.59	34.22	35.93
7	Deputy Prob Ofcr II	26.97	28.32	29.74	31.23	32.79
1	Probation Corrections Offc III	25.74	27.03	28.38	29.80	31.29
1	Probation Corrections Offc II	22.60	23.73	24.92	26.17	27.48
1	Legal Clerk III	18.30	19.22	20.18	21.19	22.25
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15	* BUDGET UNIT TOTAL *					

**JUVENILE COMMITMENT FACILITY**

1	Manager II - Safety	30.29	---	37.86	---	45.43
4	Supv Probation Correction Ofcr	29.56	31.04	32.59	34.22	35.93
6	Probation Corrections Offc III	25.74	27.03	28.38	29.80	31.29
11	Probation Corrections Offc II	22.60	23.73	24.92	26.17	27.48
1	Supv Custodial Cook	20.36	21.38	22.45	23.57	24.75
1	Custodial Cook	18.52	19.45	20.42	21.44	22.51
1	Legal Clerk III	18.30	19.22	20.18	21.19	22.25
4	Asst Cook II	14.00	14.70	15.44	16.21	17.02
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29	* BUDGET UNIT TOTAL *					

**YOBG**

1	Supv Probation Correction Ofcr	29.56	31.04	32.59	34.22	35.93
1	Crime Analyst	27.90	29.30	30.77	32.31	33.93
1	Deputy Prob Ofcr II	26.97	28.32	29.74	31.23	32.79
2	Probation Corrections Offc III	25.74	27.03	28.38	29.80	31.29
10	Probation Corrections Offc II	22.60	23.73	24.92	26.17	27.48
1	Custodial Cook	18.52	19.45	20.42	21.44	22.51
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16	* BUDGET UNIT TOTAL *					

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283                   **\*\* DEPARTMENT TOTAL \*\***

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**PUBLIC DEFENDER**

**PUBLIC DEFENDER**

1	Public Defender	68.06	---	85.07	---	102.08
2	Chief Dep Public Defender	52.93	---	66.16	---	79.39
1	Manager II	30.29	---	37.86	---	45.43
1	Confidential Assistant IV	22.84	---	28.55	---	34.26
29	Attorney V	59.00	61.95	65.05	68.30	71.72
1	Special Investigator III	32.58	34.21	35.92	37.72	39.61
2	Special Investigator II	28.70	30.14	31.65	33.23	34.89
2	Paralegal III	25.89	27.18	28.54	29.97	31.47
1	Supv Legal Clerk II	24.14	25.35	26.62	27.95	29.35
5	Legal Clerk IV	19.97	20.97	22.02	23.12	24.28
3	Legal Clerk III	18.30	19.22	20.18	21.19	22.25
3	Admin Clerk II	16.19	17.00	17.85	18.74	19.68
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51	* BUDGET UNIT TOTAL *					
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51	** DEPARTMENT TOTAL **					

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**PUBLIC WORKS**

**ADMINISTRATION**

1	Dir Of Public Works	68.06	---	85.07	---	102.08
1	Manager III	34.26	---	42.82	---	51.38
1	Manager II	30.29	---	37.86	---	45.43
1	Confidential Assistant IV	22.84	---	28.55	---	34.26
1	Confidential Assistant III	19.02	---	23.77	---	28.52
1	Accountant II	28.60	30.03	31.53	33.11	34.77
1	Accounting Tech	20.95	22.00	23.10	24.26	25.47
1	Admin Clerk III	18.30	19.22	20.18	21.19	22.25
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8	* BUDGET UNIT TOTAL *					

**LOCAL TRANSIT SYSTEM**

1	Manager III	34.26	---	42.82	---	51.38
1	Staff Serv Coordinator	32.22	33.83	35.52	37.30	39.17
1	Transit Planner	31.54	33.12	34.78	36.52	38.35
2	Staff Serv Analyst	26.54	27.87	29.26	30.72	32.26
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5	* BUDGET UNIT TOTAL *					

**MORGAN SHOP**

1	Manager III	34.26	---	42.82	---	51.38
1	Heavy Equipment Mechanic III	27.10	28.46	29.88	31.37	32.94
1	Staff Serv Analyst	26.54	27.87	29.26	30.72	32.26
5	Heavy Equipment Mechanic II	25.10	26.36	27.68	29.06	30.51
1	Storekeeper II	20.04	21.04	22.09	23.19	24.35
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9	* BUDGET UNIT TOTAL *					

**ROAD & BRIDGE**

3	Deputy Dir Public Works	48.49	---	60.61	---	72.73
3	Sr Civil Engineer	43.03	---	53.79	---	64.55
1	Manager IV	38.72	---	48.40	---	58.08
6	Assoc Civil Eng/Assoc Surveyor	41.54	43.62	45.80	48.09	50.49
10	Asst Engineer/Surveyor	35.41	37.18	39.04	40.99	43.04
1	Staff Serv Coordinator	32.22	33.83	35.52	37.30	39.17
1	Accountant III	31.43	33.00	34.65	36.38	38.20
7	Sr Engineering/Surveying Tech	30.90	32.45	34.07	35.77	37.56
4	Road Supv	28.72	30.16	31.67	33.25	34.91
2	Staff Serv Analyst	26.54	27.87	29.26	30.72	32.26
1	Engineering Technician	26.38	27.70	29.09	30.54	32.07
8	Sr Road Mntc Worker	25.78	27.07	28.42	29.84	31.33
48	Road Mntc Worker III	22.87	24.01	25.21	26.47	27.79
1	Staff Serv Tech	21.02	22.07	23.17	24.33	25.55
1	Admin Secretary	20.51	21.54	22.62	23.75	24.94
1	Account Clerk III	19.09	20.04	21.04	22.09	23.19
1	Admin Clerk III	18.30	19.22	20.18	21.19	22.25
<hr/>						
99	* BUDGET UNIT TOTAL *					

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**PUBLIC WORKS (Continued)**

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121

**\*\* DEPARTMENT TOTAL \*\***

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**RETIREMENT**

**RETIREMENT**

1	Executive Director	68.06	---	85.07	---	102.08
1	Ret. Investment Officer III	43.03	---	53.79	---	64.55
2	Manager III	34.26	---	42.82	---	51.38
1	Manager II	30.29	---	37.86	---	45.43
1	Confidential Assistant V	27.21	---	34.01	---	40.81
5	Confidential Assistant IV	22.84	---	28.55	---	34.26
3	Confidential Assistant III	19.02	---	23.77	---	28.52
1	Attorney V	59.00	61.95	65.05	68.30	71.72
1	Software Developer/Analyst III	36.68	38.51	40.44	42.46	44.58
<hr/>						
16	* BUDGET UNIT TOTAL *					
<hr/>						
16	** DEPARTMENT TOTAL **					

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**SHERIFF**

**ADMINISTRATION**

1 Sheriff	---	---	102.07	---	---
1 Undersheriff	61.08	---	76.35	---	91.62
1 Captain	53.34	---	66.67	---	80.00
2 Manager IV	38.72	---	48.40	---	58.08
1 Manager III	34.26	---	42.82	---	51.38
1 Manager II	30.29	---	37.86	---	45.43
1 Confidential Assistant V	27.21	---	34.01	---	40.81
1 Confidential Assistant IV	22.84	---	28.55	---	34.26
6 Confidential Assistant III	19.02	---	23.77	---	28.52
1 Confidential Assistant II	16.87	---	21.09	---	25.31
2 Lieutenant-Sheriff	42.80	---	53.50	---	64.20
1 Sr Systems Engineer	42.43	44.55	46.78	49.12	51.58
1 Sr Software Developer/Analyst	42.43	44.55	46.78	49.12	51.58
2 Sergeant	41.31	43.38	45.55	47.83	50.22
2 Systems Engineer II	36.68	38.51	40.44	42.46	44.58
2 Software Developer/Analyst III	36.68	38.51	40.44	42.46	44.58
5 Deputy Sheriff II	34.90	36.65	38.48	40.40	42.42
1 Sergeant-Custodial	34.63	36.36	38.18	40.09	42.09
1 Staff Serv Coordinator	32.22	33.83	35.52	37.30	39.17
3 Accountant III	31.43	33.00	34.65	36.38	38.20
1 Accountant II	28.60	30.03	31.53	33.11	34.77
3 Application Specialist II	26.89	28.23	29.64	31.12	32.68
1 Staff Serv Analyst	26.54	27.87	29.26	30.72	32.26
4 Supv Legal Clerk II	24.14	25.35	26.62	27.95	29.35
3 Accounting Tech	20.95	22.00	23.10	24.26	25.47
1 Admin Secretary	20.51	21.54	22.62	23.75	24.94
6 Legal Clerk IV	19.97	20.97	22.02	23.12	24.28
2 Account Clerk III	19.09	20.04	21.04	22.09	23.19
25 Legal Clerk III	18.30	19.22	20.18	21.19	22.25
2 Admin Clerk II	16.19	17.00	17.85	18.74	19.68
1 Stock/Delivery Clerk II	15.80	16.59	17.42	18.29	19.20
<hr/>					
85	* BUDGET UNIT TOTAL *				

**ADULT DETENTION EXPANSION**

2 Custodial Lieutenant	38.37	---	47.96	---	57.55
10 Sergeant-Custodial	34.63	36.36	38.18	40.09	42.09
65 Deputy Sheriff-Custodial	28.81	30.25	31.76	33.35	35.02
1 Admin Secretary	20.51	21.54	22.62	23.75	24.94
2 Legal Clerk III	18.30	19.22	20.18	21.19	22.25
<hr/>					
80	* BUDGET UNIT TOTAL *				

**CAL-MMET PROGRAM**

1 Sergeant	41.31	43.38	45.55	47.83	50.22
2 Deputy Sheriff II	34.90	36.65	38.48	40.40	42.42
1 Legal Clerk III	18.30	19.22	20.18	21.19	22.25

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**SHERIFF (Continued)**

**CAL-MMET PROGRAM (Continued)**

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4 \* BUDGET UNIT TOTAL \*

**CAL ID PROGRAM**

2	Application Specialist II	26.89	28.23	29.64	31.12	32.68
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2 \* BUDGET UNIT TOTAL \*

**CONTRACT CITIES**

3	Lieutenant-Sheriff	42.80	---	53.50	---	64.20
7	Sergeant	41.31	43.38	45.55	47.83	50.22
49	Deputy Sheriff II	34.90	36.65	38.48	40.40	42.42
2	Supv Legal Clerk II	24.14	25.35	26.62	27.95	29.35
3	Community Serv Offcr	19.41	20.38	21.40	22.47	23.59
6	Legal Clerk III	18.30	19.22	20.18	21.19	22.25

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70 \* BUDGET UNIT TOTAL \*

**COURT SECURITY**

1	Lieutenant-Sheriff	42.80	---	53.50	---	64.20
2	Sergeant	41.31	43.38	45.55	47.83	50.22
16	Deputy Sheriff II	34.90	36.65	38.48	40.40	42.42
14	Deputy Sheriff-Custodial	28.81	30.25	31.76	33.35	35.02
6	Security Officer	17.59	18.47	19.39	20.36	21.38

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39 \* BUDGET UNIT TOTAL \*

**DETENTION**

1	Captain	53.34	---	66.67	---	80.00
1	Manager II	30.29	---	37.86	---	45.43
4	Custodial Lieutenant	38.37	---	47.96	---	57.55
24	Sergeant-Custodial	34.63	36.36	38.18	40.09	42.09
194	Deputy Sheriff-Custodial	28.81	30.25	31.76	33.35	35.02
2	Supv Legal Clerk II	24.14	25.35	26.62	27.95	29.35
1	Staff Serv Tech	21.02	22.07	23.17	24.33	25.55
2	Admin Secretary	20.51	21.54	22.62	23.75	24.94
1	Supv Custodial Cook	20.36	21.38	22.45	23.57	24.75
3	Legal Clerk IV	19.97	20.97	22.02	23.12	24.28
1	Community Serv Offcr	19.41	20.38	21.40	22.47	23.59
1	Account Clerk III	19.09	20.04	21.04	22.09	23.19
8	Custodial Cook	18.52	19.45	20.42	21.44	22.51
20	Legal Clerk III	18.30	19.22	20.18	21.19	22.25
3	Account Clerk II	16.89	17.73	18.62	19.55	20.53
5	Stock/Delivery Clerk II	15.80	16.59	17.42	18.29	19.20
6	Asst Cook II	14.00	14.70	15.44	16.21	17.02

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277 \* BUDGET UNIT TOTAL \*

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**SHERIFF (Continued)**

**JAIL COMMISSARY/INMATE WELFARE**

1	Sheriff's Support Serv. Supv.	22.36	23.48	24.65	25.88	27.17
1	Chaplain	21.89	22.98	24.13	25.34	26.61
1	Storekeeper II	20.04	21.04	22.09	23.19	24.35
1	Community Serv Offcr	19.41	20.38	21.40	22.47	23.59
1	Account Clerk III	19.09	20.04	21.04	22.09	23.19
1	Stock/Delivery Clerk II	15.80	16.59	17.42	18.29	19.20
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6	* BUDGET UNIT TOTAL *					

**OPERATIONS**

2	Forensic Pathologist	132.84	---	166.05	---	199.26
1	Captain	53.34	---	66.67	---	80.00
1	Manager III	34.26	---	42.82	---	51.38
1	Manager II	30.29	---	37.86	---	45.43
6	Lieutenant-Sheriff	42.80	---	53.50	---	64.20
17	Sergeant	41.31	43.38	45.55	47.83	50.22
115	Deputy Sheriff II	34.90	36.65	38.48	40.40	42.42
2	Forensic Computer Examiner	31.70	33.29	34.95	36.70	38.54
3	Crime Analyst	27.90	29.30	30.77	32.31	33.93
1	Supv Public Administrator	27.22	28.58	30.01	31.51	33.09
2	Supv Legal Clerk II	24.14	25.35	26.62	27.95	29.35
6	Crime Analyst Tech	21.89	22.98	24.13	25.34	26.61
1	Admin Secretary	20.51	21.54	22.62	23.75	24.94
1	Storekeeper II	20.04	21.04	22.09	23.19	24.35
1	Legal Clerk IV	19.97	20.97	22.02	23.12	24.28
12	Community Serv Offcr	19.41	20.38	21.40	22.47	23.59
1	Equipment Serv Tech	18.98	19.93	20.93	21.98	23.08
1	Forensic Autopsy Technician	18.53	19.46	20.43	21.45	22.52
2	Admin Clerk III	18.30	19.22	20.18	21.19	22.25
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176	* BUDGET UNIT TOTAL *					

**VEHICLE THEFT**

1	Deputy Sheriff II	34.90	36.65	38.48	40.40	42.42
1	* BUDGET UNIT TOTAL *					

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740      **\*\* DEPARTMENT TOTAL \*\***

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**STANISLAUS REGIONAL 911**

**STANISLAUS REGIONAL 911**

1	Dir Of Emergency Dispatch	48.49	---	60.61	---	72.73
1	Manager IV	38.72	---	48.40	---	58.08
4	Manager III	34.26	---	42.82	---	51.38
1	Manager I	26.98	---	33.73	---	40.48
1	Confidential Assistant IV	22.84	---	28.55	---	34.26
5	Systems Engineer II	36.68	38.51	40.44	42.46	44.58
2	Application Specialist II	26.89	28.23	29.64	31.12	32.68
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	19.09	20.04	21.04	22.09	23.19
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59	* BUDGET UNIT TOTAL *					
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59	** DEPARTMENT TOTAL **					

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**TREASURER-TAX COLLECTOR**

**REVENUE RECOVERY**

1	Manager II	30.29	---	37.86	---	45.43
1	Accountant II	28.60	30.03	31.53	33.11	34.77
1	Sr Collector	25.28	26.54	27.87	29.26	30.72
5	Collector	21.33	22.40	23.52	24.70	25.94
1	Accounting Tech	20.95	22.00	23.10	24.26	25.47
9	Account Clerk III	19.09	20.04	21.04	22.09	23.19
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18	* BUDGET UNIT TOTAL *					

**TREASURER - ADMIN/TAXES**

1	Treasurer-Tax Collector	---	---	83.30	---	---
1	Manager IV	38.72	---	48.40	---	58.08
1	Manager II	30.29	---	37.86	---	45.43
1	Confidential Assistant IV	22.84	---	28.55	---	34.26
1	Accountant II	28.60	30.03	31.53	33.11	34.77
1	Accountant I	22.36	23.48	24.65	25.88	27.17
1	Accounting Tech	20.95	22.00	23.10	24.26	25.47
4	Account Clerk III	19.09	20.04	21.04	22.09	23.19
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11	* BUDGET UNIT TOTAL *					

**TREASURY**

1	Manager III	34.26	---	42.82	---	51.38
1	Accountant II	28.60	30.03	31.53	33.11	34.77
1	Accounting Tech	20.95	22.00	23.10	24.26	25.47
1	Account Clerk III	19.09	20.04	21.04	22.09	23.19
<hr/>						
4	* BUDGET UNIT TOTAL *					

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33            **\*\* DEPARTMENT TOTAL \*\***

**STANISLAUS COUNTY**  
**DEPARTMENT POSITION ALLOCATION REPORT**  
as of September 28, 2019

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
MIN	---	MID	---	MAX
---	---	FLAT	---	---

**WORKFORCE DEVELOPMENT**

**WORKFORCE DEVELOPMENT**

1	Workforce Development Director	48.49	---	60.61	---	72.73
4	Manager III	34.26	---	42.82	---	51.38
1	Confidential Assistant IV	22.84	---	28.55	---	34.26
1	Confidential Assistant II	16.87	---	21.09	---	25.31
1	Sr Systems Engineer	42.43	44.55	46.78	49.12	51.58
1	Systems Engineer II	36.68	38.51	40.44	42.46	44.58
1	Software Developer/Analyst III	36.68	38.51	40.44	42.46	44.58
2	Staff Serv Coordinator	32.22	33.83	35.52	37.30	39.17
1	Software Developer II	31.70	33.29	34.95	36.70	38.54
1	Accountant III	31.43	33.00	34.65	36.38	38.20
5	Family Services Supervisor	28.75	30.19	31.70	33.29	34.95
1	Application Specialist II	26.89	28.23	29.64	31.12	32.68
6	Staff Serv Analyst	26.54	27.87	29.26	30.72	32.26
3	Family Services Specialist IV	24.47	25.69	26.97	28.32	29.74
1	Accountant I	22.36	23.48	24.65	25.88	27.17
47	Family Services Specialist III	22.23	23.34	24.51	25.74	27.03
1	Staff Serv Tech	21.02	22.07	23.17	24.33	25.55
2	Accounting Tech	20.95	22.00	23.10	24.26	25.47
1	Family Services Specialist II	20.16	21.17	22.23	23.34	24.51
1	Account Clerk III	19.09	20.04	21.04	22.09	23.19
2	Admin Clerk III	18.30	19.22	20.18	21.19	22.25
6	Admin Clerk II	16.19	17.00	17.85	18.74	19.68
1	Stock/Delivery Clerk II	15.80	16.59	17.42	18.29	19.20
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91	* BUDGET UNIT TOTAL *					
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91	** DEPARTMENT TOTAL **					
4,516	*** STANISLAUS COUNTY TOTAL ***					

## Unfunded Vacant Positions as of September 28, 2019

Department	Budget Unit	Number of Positions	Classification
Aging and Veterans Services	Area Agency on Aging	1	Community Health Work III
	Veterans Services	1	Admin Clerk II
<b>Subtotal:</b>		<b>2</b>	
Agricultural Commissioner	Agricultural Commissioner	1	Accountant I
<b>Subtotal:</b>		<b>1</b>	
Animal Services	Animal Services	2	Animal Care Spec I
		2	Animal Serv Offcr II
		1	County Veterinarian
<b>Subtotal:</b>		<b>5</b>	
Assessor	Assessor	1	Account Clerk III
		2	Appraiser III
<b>Subtotal:</b>		<b>3</b>	
Chief Executive Office	OES/Fire Warden	1	Manager II
	Operations and Services	1	Confidential Assistant III
		2	Deputy Exec Offcr
	Risk Management	1	Confidential Assistant I
		2	Confidential Assistant II
<b>Subtotal:</b>		<b>7</b>	
County Counsel	County Counsel	1	Confidential Assistant II
		1	Confidential Assistant IV
<b>Subtotal:</b>		<b>2</b>	
District Attorney	Criminal Division	2	Legal Clerk III
		1	Sr Crmnl Investigator
<b>Subtotal:</b>		<b>3</b>	
Environmental Resources	Environmental Resources	1	Assoc Civil Engineer
		1	Manager II
		1	Milk & Dairy Inspector II
		1	Sr Environmental Health Specialist
		1	Account Clerk III
	Fink Road Landfill	1	
<b>Subtotal:</b>		<b>5</b>	
General Services Agency	Central Services Division	1	Sr Buyer
	Facilities Maintenance	2	Housekeeper/Custodian
	Fleet Services Division	1	Storekeeper I
<b>Subtotal:</b>		<b>4</b>	
Health Services Agency	Administration	1	Sr Custodian
	Clinics and Ancillary Services	1	Admin Clerk I
		1	Community Health Work II
		1	Family Practice Physician
		1	Phys/Occupational Therapist II
		1	Sr Physician Asst
		3	Sr Nurse Practitioner
		1	Account Clerk II
	Public Health	1	Asst Director
		3	Community Health Work III
		5	Public Health Nurse II
		1	Public Health Nurse III
		1	Staff Nurse III
<b>Subtotal:</b>		<b>21</b>	
Library	Library	2	Admin Clerk I
		1	Application Specialist II
		1	Librarian III
		2	Library Asst II
<b>Subtotal:</b>		<b>6</b>	

Department	Budget Unit	Number of Positions	Classification
Planning and Community Development	Building Permits	1	Admin Clerk III
	Planning	1	Application Specialist III
		1	Manager III
	Redevelopment	1	Assoc Planner
	Special Revenue Grants	1	Assoc Planner
	<b>Subtotal:</b>	<b>5</b>	
Probation	Administration	1	Accounting Tech
	Institutional Services	1	Probation Corrections Offc II
	JJCPA	4	Probation Corrections Offc II
	Juvenile Commitment Facility	7	Probation Corrections Offc II
	<b>Subtotal:</b>	<b>13</b>	
Public Works	Administration	1	Account Clerk III
	Road and Bridge	1	Road Supv
	<b>Subtotal:</b>	<b>2</b>	
Sheriff	Administration	1	Legal Clerk III
	Court Security	1	Sergeant
	Operations	1	Deputy Sheriff II
	<b>Subtotal:</b>	<b>3</b>	
Stanislaus Regional 911	Stanislaus Regional 911	2	Emer Call Taker
		3	Emergency Dispatcher
	<b>Subtotal:</b>	<b>5</b>	
Treasurer-Tax Collector	Treasurer - Admin/Taxes	1	Account Clerk III
	<b>Subtotal:</b>	<b>1</b>	
Workforce Development	Workforce Development	1	Admin Clerk II
	<b>Subtotal:</b>	<b>1</b>	
<b>Unfunded Vacant Positions Grand Total</b>		<b>89</b>	

## 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 2019-2020 Final 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.

### 2019-2020 Final Budget

The total budgeted amount for all the CSAs in Fiscal Year 2019-2020 is \$942,117, representing an increase of \$220 over the 2019-2020 Adopted Proposed Budget. This is primarily due to adjustments made in Fiscal Year 2019-2020 for storm water repairs and annexation in CSA 26. The Final Budget is funded by \$711,497 in revenue and \$230,620 in fund balance. Fund balances in all the CSA's are positive at June 30, 2019 and are projected to remain positive through June 30, 2020, except for CSA 1. The projected negative \$49 fund balance for CSA 1 is primarily due to the increased cost of Parks' services provided in this area.

## Lighting and/or Landscape Districts

### Overview

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 rights-of-way 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.

### 2019-2020 Final Budget

The total budgeted amount for all Landscape and/or Lighting Districts for Fiscal Year 2019-2020 is \$675,039, which represents an increase of \$73,850 over the 2019-2020 Adopted Proposed Budget. The Final Budget is funded by \$568,724 in revenue and \$106,315 in fund balance. This is primarily due to adjustments made in Fiscal Year 2019-2020 for installation of additional street lights in Denair and Monterey Park Lighting Districts and annexations in Denair, Deo Gloria, and North McHenry #2 Lighting Districts.

## 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

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 negative cash balance of \$4,843 on June 30, 2020. 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.

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.

### 2019-2020 Final Budget

There is a total of seven Storm Drain Districts. The total budgeted amount for all Storm Drain Districts in Fiscal Year 2019-2020 is \$779,852, representing no change from the 2019-2020 Adopted Proposed Budget. The Final 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.

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## Stormwater Quality Control

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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 year 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 Budget Year 2019-2020				
District Name	2019-2020 Final Budget			
	Fund Balance June 30, 2019	Revenue	Expenditures	Estimated Fund Balance June 30, 2020
<b>Lighting &amp; Lighting Maintenance Districts</b>				
Airport Neighborhood Lighting	\$ 74,421	\$ 28,156	\$ 31,721	\$ 70,856
Almond Wood Estates Lighting	\$ 28,242	\$ 10,816	\$ 11,820	\$ 27,239
Beard Industrial Lighting	\$ 20,928	\$ 6,244	\$ 6,916	\$ 20,256
Country Club Lighting Zone A	\$ 20,997	\$ 4,581	\$ 4,860	\$ 20,718
Country Club Lighting Zone B	\$ 1,568	\$ 1,274	\$ 1,481	\$ 1,361
Crowslanding Lighting	\$ 20,584	\$ 3,762	\$ 4,340	\$ 20,006
Denair Lighting	\$ 194,005	\$ 55,659	\$ 123,431	\$ 126,233
Deo Gloria Estates Lighting	\$ 15,373	\$ 5,104	\$ 7,074	\$ 13,403
Empire Lighting	\$ 88,219	\$ 30,310	\$ 32,914	\$ 85,615
Fairview Tract Lighting	\$ 43,156	\$ 9,826	\$ 11,228	\$ 41,754
Fruit Yard Lighting	\$ 877	\$ 313	\$ 559	\$ 631
Gibbs Ranch Lighting	\$ 18,640	\$ 3,220	\$ 3,417	\$ 18,443
Gilbert Road Lighting	\$ 2,224	\$ 470	\$ 499	\$ 2,195
Golden State Lighting	\$ 6,630	\$ 2,502	\$ 3,352	\$ 5,780
Hillcrest Estates Lighting	\$ 64,104	\$ 16,134	\$ 17,118	\$ 63,120
Kenwood Park Lighting	\$ 7,817	\$ 3,449	\$ 3,640	\$ 7,626
Mancini Park Homes Lighting	\$ 20,658	\$ 7,490	\$ 8,634	\$ 19,514
Marshall Avenue Lighting	\$ 5,885	\$ 1,997	\$ 2,914	\$ 4,968
Monterey Park Lighting	\$ 10,796	\$ 3,735	\$ 3,507	\$ 11,024
North McHenry Lighting	\$ (8,240)	\$ 7,276	\$ 3,879	\$ (4,843)
North McHenry #2 Lighting	\$ 5,966	\$ 3,298	\$ 3,008	\$ 6,256
North Oaks Lighting	\$ 12,966	\$ 4,493	\$ 4,767	\$ 12,692
Olympic Tract Lighting	\$ 50,137	\$ 15,854	\$ 17,884	\$ 48,107
Peach Blossom Estates Lighting	\$ 4,991	\$ 1,164	\$ 1,592	\$ 4,563
Richland Tract Lighting	\$ 23,281	\$ 7,186	\$ 8,048	\$ 22,419
Salida Lighting	\$ 292,615	\$ 127,741	\$ 140,452	\$ 279,904
Schwartz-Baize Lighting	\$ 2,074	\$ 380	\$ 403	\$ 2,051
Sunset Oaks Lighting	\$ 40,311	\$ 17,230	\$ 19,417	\$ 38,124
Sylvan Village #2 Lighting	\$ 31,204	\$ 6,104	\$ 6,482	\$ 30,826
Tempo Park Lighting	\$ 30,170	\$ 11,229	\$ 11,223	\$ 30,176
<b>Total Lighting &amp; Lighting Mtc Districts</b>	<b>\$ 1,130,599</b>	<b>\$ 396,997</b>	<b>\$ 496,580</b>	<b>\$ 1,031,016</b>

Stanislaus County Special Districts Summary Budget Year 2019-2020				
District Name	2019-2020 Final Budget			
	Fund Balance June 30, 2019	Revenue	Expenditures	Estimated Fund Balance June 30, 2020
<b>Storm Drainage &amp; Maintenance Districts</b>				
Storm Drain #1	\$ 27,885	\$ 560	\$ 22,371	\$ 6,074
Storm Drain #2	\$ 4,953	\$ 23	\$ 4,727	\$ 249
Storm Drain #3	\$ 1,839	\$ 7	\$ 1,776	\$ 70
Storm Drain #6	\$ 148,417	\$ 2,236	\$ 128,422	\$ 22,231
Storm Drain #8	\$ 946,223	\$ 36,342	\$ 590,367	\$ 392,198
Storm Drain #9	\$ 4,303	\$ 17	\$ 4,111	\$ 209
Storm Drain #10	\$ 32,393	\$ 459	\$ 28,078	\$ 4,774
<b>Total Storm Drainage &amp; Mtc Districts</b>	<b>\$ 1,166,013</b>	<b>\$ 39,644</b>	<b>\$ 779,852</b>	<b>\$ 425,805</b>
<b>County Service Area Districts</b>				
County Service Area No. 1	\$ 61	\$ 1,800	\$ 1,910	\$ (49)
County Service Area No. 4	\$ 78,498	\$ 4,275	\$ 11,506	\$ 71,267
County Service Area No. 5	\$ 139,042	\$ 6,388	\$ 12,228	\$ 133,202
County Service Area No. 7	\$ 56,587	\$ 1,985	\$ 5,238	\$ 53,334
County Service Area No. 8	\$ 1,782	\$ 721	\$ 721	\$ 1,782
County Service Area No. 9	\$ 28,131	\$ 1,462	\$ 7,825	\$ 21,768
County Service Area No. 10	\$ 352,358	\$ 416,212	\$ 410,000	\$ 358,570
County Service Area No. 11	\$ 6,237	\$ -	\$ 1,530	\$ 4,707
County Service Area No. 12	\$ 15,925	\$ 1,000	\$ 5,430	\$ 11,495
County Service Area No. 16	\$ 106,829	\$ 14,583	\$ 23,281	\$ 98,131
County Service Area No. 18	\$ 45,800	\$ 10,332	\$ 26,308	\$ 29,824
County Service Area No. 19	\$ 200,848	\$ 42,627	\$ 73,395	\$ 170,080
County Service Area No. 20	\$ 26,700	\$ 12,369	\$ 13,197	\$ 25,872
County Service Area No. 21	\$ 83,047	\$ 22,688	\$ 44,649	\$ 61,086
County Service Area No. 22	\$ 32,393	\$ 6,949	\$ 14,238	\$ 25,104
County Service Area No. 23	\$ 60,025	\$ 3,325	\$ 9,983	\$ 53,367
County Service Area No. 24	\$ 41,093	\$ 7,268	\$ 13,905	\$ 34,456
County Service Area No. 25	\$ 15,249	\$ 5,941	\$ 11,249	\$ 9,941
County Service Area No. 26	\$ 439,623	\$ 140,162	\$ 243,772	\$ 336,013
County Service Area No. 27	\$ 20,369	\$ 11,410	\$ 11,752	\$ 20,027
<b>Total County Service Area Districts</b>	<b>\$ 1,750,597</b>	<b>\$ 711,497</b>	<b>\$ 942,117</b>	<b>\$ 1,519,977</b>

Stanislaus County Special Districts Summary Budget Year 2019-2020				
District Name	2019-2020 Final Budget			
	Fund Balance June 30, 2019	Revenue	Expenditures	Estimated Fund Balance June 30, 2020
<b>Lighting &amp; Landscape Districts</b>				
Bret Hart Landscape & Lighting	\$ 100,154	\$ 54,454	\$ 54,530	\$ 100,078
Bystrom Landscape & Lighting	\$ 48,722	\$ 28,170	\$ 29,705	\$ 47,187
Del Rio Heights Landscape	\$ 6,029	\$ 4,512	\$ 4,756	\$ 5,785
Howard/McCracken Landscape & Lighting	\$ 64,881	\$ 22,352	\$ 23,585	\$ 63,648
Laurel Landscape & Lighting	\$ 23,175	\$ 12,790	\$ 14,853	\$ 21,112
Paradise South Landscape & Lighting	\$ 42,453	\$ 22,407	\$ 21,855	\$ 43,005
Riverdale Landscape & Lighting	\$ 32,688	\$ 12,329	\$ 12,731	\$ 32,286
Riverview Landscape & Lighting	\$ 37,487	\$ 14,713	\$ 16,444	\$ 35,756
<b>Total Lighting &amp; Landscape Districts</b>	<b>\$ 355,589</b>	<b>\$ 171,727</b>	<b>\$ 178,459</b>	<b>\$ 348,857</b>
<b>Total Special Districts</b>	<b>\$ 4,402,798</b>	<b>\$ 1,319,865</b>	<b>\$ 2,397,008</b>	<b>\$ 3,325,655</b>

**Department Legal Budget Unit (LBU) Summary Schedules**

**Aging and Veterans Services**  
 Area Agency on Aging ..... 556  
 Veterans Services ..... 556

**Agricultural Commissioner**  
 Agricultural Commissioner ..... 557

**Assessor**  
 Assessor ..... 557  
 ASR State Grants ..... 558

**Auditor-Controller**  
 Auditor-Controller ..... 558

**Behavioral Health and Recovery Services**  
 Behavioral Health and Recovery Services ..... 559  
 Alcohol and Drug Program ..... 559  
 Managed Care ..... 560  
 Mental Health Services Act ..... 560  
 Public Guardian ..... 561  
 Stanislaus Recovery Center ..... 561

**Board of Supervisors**  
 Board of Supervisors ..... 562

**Chief Executive Office**  
 CEO-Operations and Services ..... 562

**CEO-Capital Projects Fund**  
 Courthouse Construction Fund ..... 563  
 Criminal Justice Facilities Fund ..... 563

**CEO-County Operations**  
 Americans with Disabilities Act Self-Evaluation and Transition Plan Project ..... 564  
 Airport ..... 564  
 Appropriations for Contingencies ..... 565  
 Cannabis Program ..... 565  
 Capital Improvement Financing Authority (CIFA) ..... 566  
 County Court Funding ..... 566  
 County Facilities ..... 567  
 Crows Landing Air Facility ..... 567  
 Debt Service ..... 568  
 Department of Justice Drug and Alcohol ..... 568  
 DNA Identification Prop 69 ..... 569  
 Economic Development Bank ..... 569  
 Focus on Prevention ..... 570

General Fund Contribution to Other Programs .....	570
General Fund Match-Vehicle License Fee .....	571
Jail Medical .....	571
Mandated County Match .....	572
Plant Acquisition .....	572
Stanislaus Veterans Center.....	573
<b>CEO-Office of Emergency Services/Fire Warden</b>	
Office of Emergency Services/Fire Warden.....	573
Office of Emergency Services Homeland Security Grants .....	574
County Fire Service Fund.....	574
<b>CEO-Risk Management</b>	
Dental Self-Insurance .....	575
General Liability Self-Insurance .....	575
Medical Self-Insurance .....	576
Other Employee Benefits .....	576
Professional Liability Insurance .....	577
Risk Management Divison .....	577
Unemployment Self-Insurance .....	578
Vision Care Self-Insurance.....	578
Workers' Compensation Self-Insurance.....	579
<b>Child Support Services</b>	
Child Support Services.....	579
<b>Children and Families Commission</b>	
Children and Families Commission .....	580
<b>Clerk-Recorder</b>	
Recorder Division .....	580
Elections Division .....	581
Modernization Trust Fund .....	581
Vital and Health Statistics.....	582
<b>Community Services Agency</b>	
County Children's Fund .....	582
General Assistance .....	583
Homeless Emergency Aid Program .....	583
IHSS Provider Wages .....	584
IHSS Public Authority-Administration .....	584
IHSS Public Authority-Benefits.....	585
Program Services and Support.....	585
Public Economic Assistance .....	586
<b>County Counsel</b>	
County Counsel .....	586

**District Attorney**

Arson Task Force .....	587
Auto Insurance Fraud Prosecution.....	587
Consumer Fraud Prosecution Program .....	588
Criminal Division .....	588
Criminal Division Asset Forfeiture.....	589
Elder Abuse Advocacy and Outreach .....	589
Federal Asset Forfeiture .....	590
Office of Traffic Safety Impaired Driver Vertical Prosecution Program .....	590
Real Estate Fraud Prosecution .....	591
Unserved/Underserved Victims Advocacy and Outreach Program .....	591
Victim Compensation and Government Claims.....	592
Victim Services Program.....	592
Violence Against Women .....	593

**Environmental Resources**

Environmental Resources.....	593
AB 939/Source Reduction and Recycle .....	594
Abandoned Vehicle Abatement.....	594
Beverage Container Recycling .....	595
Code Enforcement Abatement .....	595
Disclosure Program .....	596
Fink Road Landfill .....	596
Geer Road Landfill.....	597
Household Hazardous Waste.....	597
Trust Fund.....	598
Used Oil Recycling.....	598
Vehicle Registration Fee Surcharge .....	599
Waste Tire Enforcement Grant .....	599

**General Services Agency**

Administration .....	600
Central Services Division .....	600
Facilities Maintenance Division .....	601
Fleet Services Division .....	601
12 <sup>th</sup> Street Office Building.....	602
Utilities .....	602

**Grand Jury**

Grand Jury.....	603
-----------------	-----

**Health Services Agency**

Administration .....	603
Clinics and Ancillary Services .....	604
Emergency Medical Services Discretionary Fund .....	604
Indigent Health Care Program (IHCP).....	605
IHCP-Emergency Medical Services Hospital .....	605
IHCP-Emergency Medical Services Physicians .....	606

Public Health.....	606
Public Health Vital and Health Statistics .....	607
<b>Information Technology Central (formerly Strategic Business Technology)</b>	
Information Technology Central .....	607
Information Technology Central -Telecommunications.....	608
<b>Integrated Criminal Justice Information System</b>	
Integrated Criminal Justice Information System.....	608
<b>Library</b>	
Library.....	609
<b>Parks and Recreation</b>	
Parks and Recreation.....	609
Fish and Wildlife.....	610
Modesto Reservoir Patrol.....	610
Off-Highway Vehicle Fund .....	611
Regional Water Safety Training Center .....	611
Tuolumne River Regional Park.....	612
<b>Planning and Community Development</b>	
Planning and Community Development .....	612
Building Permits .....	613
Dangerous Building Abatement.....	613
General Plan Maintenance .....	614
Special Revenue Grants.....	614
<b>Probation</b>	
Administration .....	615
Community Corrections Partnership.....	615
Corrections Performance Incentive Fund.....	616
Field Services .....	616
Institutional Services .....	617
Juvenile Accountability Block Grant.....	617
Juvenile Commitment Facility.....	618
Juvenile Justice Crime Prevention Act.....	618
Local Community Corrections.....	619
Ward Welfare Fund .....	619
Youthful Offender Block Grant .....	620
<b>Public Defender</b>	
Public Defender.....	620
Indigent Defense.....	621

**Public Works**

Administration ..... 621  
 Engineering..... 622  
 Local Transit System..... 622  
 Morgan Shop ..... 623  
 Road and Bridge..... 623

**Sheriff**

Administration ..... 624  
 Adult Detention Expansion..... 624  
 CAL ID Program..... 625  
 CAL-MMET Program..... 625  
 Civil Process Fee..... 626  
 Contract Cities..... 626  
 Court Security ..... 627  
 Detention..... 627  
 Driver Training Program ..... 628  
 Federal Asset Forfeiture ..... 628  
 Jail Commissary/Inmate Welfare ..... 629  
 Justice Assistance Grant ..... 629  
 Operations ..... 630  
 SDEA Federal Asset Forfeiture ..... 630  
 Vehicle Theft Unit ..... 631

**Treasurer-Tax Collector**

Admin/Taxes..... 631  
 Revenue Recovery..... 632  
 Treasury Division..... 632

**University of California Cooperative Extension**

University of California Cooperative Extension ..... 633  
 UC Cooperative Extension Farm and Home Advisors Research Trust ..... 633

**Workforce Development**

Workforce Development..... 634  
 StanWORKs..... 634

Aging and Veterans Services - Area Agency on Aging						
1051 0031000 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$8,221	\$6,347	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$2,773,438	\$3,271,957	\$2,807,514	\$3,299,860	\$3,348,195	\$48,335
Charges for Service	\$312,000	\$312,000	\$312,000	\$374,400	\$374,400	\$0
Miscellaneous Revenue	\$7,636	\$83,043	\$5,000	\$122,000	\$122,000	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$3,101,295</b>	<b>\$3,683,347</b>	<b>\$3,124,514</b>	<b>\$3,796,260</b>	<b>\$3,844,595</b>	<b>\$48,335</b>
<b>Use of Fund Balance</b>	<b>\$316,949</b>	<b>(\$18,052)</b>	<b>\$323,505</b>	<b>\$323,505</b>	<b>\$323,505</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$3,418,244</b>	<b>\$3,565,295</b>	<b>\$3,448,019</b>	<b>\$4,119,765</b>	<b>\$4,168,100</b>	<b>\$48,335</b>
Salaries and Benefits	\$1,718,325	\$1,930,488	\$1,854,028	\$2,063,129	\$2,111,464	\$48,335
Services and Supplies	\$189,853	\$218,338	\$154,118	\$267,578	\$267,578	\$0
Other Charges	\$1,708,587	\$1,709,391	\$1,732,795	\$2,210,084	\$2,210,084	\$0
Fixed Assets						
Equipment	\$94,401	\$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
<b>Gross Costs</b>	<b>\$3,711,166</b>	<b>\$3,858,217</b>	<b>\$3,740,941</b>	<b>\$4,540,791</b>	<b>\$4,589,126</b>	<b>\$48,335</b>
<b>General Fund Contribution</b>	<b>\$292,922</b>	<b>\$292,922</b>	<b>\$292,922</b>	<b>\$421,026</b>	<b>\$421,026</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>0</b>

Aging and Veterans Services - Veterans Services						
0100 0032000 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$170,997	\$185,424	\$193,425	\$193,425	\$243,425	\$50,000
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
<b>Total Revenue</b>	<b>\$170,997</b>	<b>\$185,424</b>	<b>\$193,425</b>	<b>\$193,425</b>	<b>\$243,425</b>	<b>\$50,000</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$170,997</b>	<b>\$185,424</b>	<b>\$193,425</b>	<b>\$193,425</b>	<b>\$243,425</b>	<b>\$50,000</b>
Salaries and Benefits	\$454,624	\$500,157	\$500,385	\$595,004	\$639,183	\$44,179
Services and Supplies	\$26,879	\$53,473	\$35,350	\$36,588	\$42,409	\$5,821
Other Charges	\$38,041	\$43,147	\$51,911	\$53,727	\$53,727	\$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
<b>Gross Costs</b>	<b>\$519,544</b>	<b>\$596,777</b>	<b>\$587,646</b>	<b>\$685,319</b>	<b>\$735,319</b>	<b>\$50,000</b>
<b>General Fund Contribution</b>	<b>\$348,547</b>	<b>\$411,353</b>	<b>\$394,221</b>	<b>\$491,894</b>	<b>\$491,894</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>0</b>

Agricultural Commissioner						
0100 0010100 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$431,123	\$426,241	\$429,500	\$451,644	\$451,644	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$9,849	\$11,720	\$7,825	\$8,060	\$8,060	\$0
Intergovernmental Revenue	\$2,432,698	\$2,628,513	\$2,431,765	\$2,921,348	\$2,921,348	\$0
Charges for Service	\$765,111	\$802,331	\$762,733	\$785,615	\$785,615	\$0
Miscellaneous Revenue	\$2,757	\$3,800	\$0	\$0	\$0	\$0
Other Financing Sources	\$11,254	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$3,652,792</b>	<b>\$3,872,605</b>	<b>\$3,631,823</b>	<b>\$4,166,667</b>	<b>\$4,166,667</b>	<b>\$0</b>
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	<b>\$3,652,792</b>	<b>\$3,872,605</b>	<b>\$3,631,823</b>	<b>\$4,166,667</b>	<b>\$4,166,667</b>	<b>\$0</b>
Salaries and Benefits	\$3,974,656	\$4,128,530	\$4,382,966	\$4,672,118	\$5,154,296	\$482,178
Services and Supplies	\$282,998	\$373,620	\$325,520	\$596,411	\$596,411	\$0
Other Charges	\$417,453	\$482,620	\$497,553	\$514,967	\$514,967	\$0
Fixed Assets						
Buildings & Improvements	\$91,477	(\$4,143)	\$0	\$0	\$0	\$0
Equipment	\$161,656	\$158,703	\$113,000	\$127,000	\$127,000	\$0
Other Financing Uses	\$327,287	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$67,866	\$70,028	\$70,761	\$70,761	\$70,761	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$5,323,393</b>	<b>\$5,209,358</b>	<b>\$5,389,800</b>	<b>\$5,981,257</b>	<b>\$6,463,435</b>	<b>\$482,178</b>
General Fund Contribution	\$1670,601	\$1,336,753	\$1,757,977	\$1,814,590	\$2,296,768	\$482,178
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>38</b>	<b>40</b>	<b>40</b>	<b>0</b>

Assessor						
0100 0012000 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$164,397	\$18,712	\$16,000	\$16,000	\$16,000	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$1,164,019	\$1,202,784	\$1,010,500	\$1,010,500	\$1,010,500	\$0
Miscellaneous Revenue	\$16,947	\$18,616	\$13,000	\$13,000	\$13,000	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$1,345,363</b>	<b>\$1,240,112</b>	<b>\$1,039,500</b>	<b>\$1,039,500</b>	<b>\$1,039,500</b>	<b>\$0</b>
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	<b>\$1,345,363</b>	<b>\$1,240,112</b>	<b>\$1,039,500</b>	<b>\$1,039,500</b>	<b>\$1,039,500</b>	<b>\$0</b>
Salaries and Benefits	\$5,669,771	\$5,847,741	\$6,165,296	\$6,358,273	\$6,968,214	\$609,941
Services and Supplies	\$490,898	\$447,126	\$465,534	\$481,828	\$481,828	\$0
Other Charges	\$376,842	\$443,638	\$465,566	\$481,861	\$481,861	\$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	\$105	\$760	\$1,225	\$1,225	\$1,225	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$6,537,616</b>	<b>\$6,739,265</b>	<b>\$7,097,621</b>	<b>\$7,323,187</b>	<b>\$7,933,128</b>	<b>\$609,941</b>
General Fund Contribution	\$5,192,253	\$5,499,153	\$6,058,121	\$6,283,687	\$6,893,628	\$609,941
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>0</b>

Assessor - ASR State Grant						
172A 0012172 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$370,000	\$0	\$100,000	\$100,000	\$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
<b>Total Revenue</b>	\$0	\$370,000	\$0	\$100,000	\$100,000	\$0
<b>Use of Fund Balance</b>	\$0	(\$555,000)	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	\$0	(\$185,000)	\$0	\$100,000	\$100,000	\$0
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$150,000	\$150,000	\$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	\$150,000	\$150,000	\$0
General Fund Contribution	\$0	\$185,000	\$0	\$50,000	\$50,000	\$0
<b>Total Allocated Positions</b>	-	-	0	0	0	0

Auditor-Controller						
0100 0013000 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$146,926	\$154,805	\$151,096	\$155,629	\$155,629	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$3,006,975	\$3,048,943	\$3,238,232	\$3,021,558	\$3,021,558	\$0
Miscellaneous Revenue	\$133,877	\$146,384	\$150,400	\$150,400	\$150,400	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	\$3,287,778	\$3,350,132	\$3,539,728	\$3,327,587	\$3,327,587	\$0
<b>Use of Fund Balance</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	\$3,287,778	\$3,350,132	\$3,539,728	\$3,327,587	\$3,327,587	\$0
Salaries and Benefits	\$4,238,135	\$4,568,305	\$4,910,887	\$4,616,099	\$4,776,584	\$160,485
Services and Supplies	\$168,679	\$283,065	\$293,373	\$550,141	\$550,141	\$0
Other Charges	\$268,017	\$323,618	\$333,898	\$345,584	\$345,584	\$0
Fixed Assets						
Equipment	\$20,950	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$30	\$77	\$200	\$200	\$200	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$4,695,811	\$5,175,065	\$5,538,358	\$5,512,024	\$5,672,509	\$160,485
General Fund Contribution	\$1,408,033	\$1,824,933	\$1,998,630	\$2,184,437	\$2,344,922	\$160,485
<b>Total Allocated Positions</b>	-	-	43	40	40	0

Behavioral Health and Recovery Services						
1501 6000000 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$ 195,114	\$322,640	\$200,000	\$225,000	\$225,000	\$0
Intergovernmental Revenue	\$26,831,976	\$26,417,207	\$28,035,416	\$29,221,408	\$29,221,408	\$0
Charges for Service	\$23,206,461	\$20,735,629	\$23,420,590	\$22,765,330	\$22,765,330	\$0
Miscellaneous Revenue	\$9,162	\$16,918	\$0	\$0	\$0	\$0
Other Financing Sources	\$1231,779	\$1,171,096	\$164,284	\$1,288,165	\$1,288,165	\$0
<b>Total Revenue</b>	<b>\$51474,492</b>	<b>\$48,663,490</b>	<b>\$51820,290</b>	<b>\$53,499,903</b>	<b>\$53,499,903</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$2,522,777</b>	<b>\$5,310,509</b>	<b>\$4,445,218</b>	<b>\$2,348,536</b>	<b>\$2,348,536</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$53,997,269</b>	<b>\$53,973,999</b>	<b>\$56,265,508</b>	<b>\$55,848,439</b>	<b>\$55,848,439</b>	<b>\$0</b>
Salaries and Benefits	\$26,927,165	\$26,481,333	\$28,203,281	\$29,589,555	\$29,589,555	\$0
Services and Supplies	\$27,864,983	\$30,393,451	\$30,214,884	\$29,115,557	\$29,115,557	\$0
Other Charges	\$2,605,159	\$3,212,729	\$3,543,014	\$3,738,902	\$3,738,902	\$0
Fixed Assets						
Buildings & Improvements	\$0	\$0	\$88,037	\$100,000	\$100,000	\$0
Equipment	\$49,215	\$23,390	\$79,000	\$52,500	\$52,500	\$0
Other Financing Uses	\$2,025,224	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$4,649,118)	(\$5,311,545)	(\$5,037,349)	(\$5,918,716)	(\$5,918,716)	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$54,822,628</b>	<b>\$54,799,358</b>	<b>\$57,090,867</b>	<b>\$56,673,798</b>	<b>\$56,673,798</b>	<b>\$0</b>
General Fund Contribution	\$825,359	\$825,359	\$825,359	\$825,359	\$825,359	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>283</b>	<b>280</b>	<b>280</b>	<b>0</b>

BHRS - Alcohol and Drug						
1502 6500001 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$30,584	\$6,314	\$9,675	\$4,981	\$4,981	\$0
Revenue from use of Assets	(\$7,105)	\$7,079	\$2,500	\$0	\$0	\$0
Intergovernmental Revenue	\$5,849,199	\$5,817,169	\$5,533,387	\$5,884,599	\$5,884,599	\$0
Charges for Service	\$6,642,328	\$7,079,232	\$8,833,542	\$10,790,064	\$10,790,064	\$0
Miscellaneous Revenue	\$501	\$1,106	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	(\$917,392)	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$12,515,507</b>	<b>\$11,993,508</b>	<b>\$14,379,104</b>	<b>\$16,679,644</b>	<b>\$16,679,644</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$1,283,067)</b>	<b>\$158,593</b>	<b>\$0</b>	<b>\$830,329</b>	<b>\$830,329</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$11,232,440</b>	<b>\$12,152,101</b>	<b>\$14,379,104</b>	<b>\$17,509,973</b>	<b>\$17,509,973</b>	<b>\$0</b>
Salaries and Benefits	\$2,718,002	\$3,157,372	\$3,748,513	\$4,451,273	\$4,451,273	\$0
Services and Supplies	\$7,768,565	\$7,986,120	\$9,432,750	\$12,037,036	\$12,037,036	\$0
Other Charges	\$160,862	\$217,668	\$199,490	\$206,472	\$206,472	\$0
Fixed Assets						
Equipment	\$0	\$24,556	\$23,500	\$23,500	\$23,500	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$585,011	\$766,385	\$974,851	\$791,692	\$791,692	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$11,232,440</b>	<b>\$12,152,101</b>	<b>\$14,379,104</b>	<b>\$17,509,973</b>	<b>\$17,509,973</b>	<b>\$0</b>
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>36</b>	<b>42</b>	<b>42</b>	<b>0</b>

BHRM - Managed Care						
1504 6400001 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$324,540	\$324,899	\$345,332	\$417,081	\$417,081	\$0
Intergovernmental Revenue	\$5,962,339	\$5,672,809	\$6,251,620	\$6,252,241	\$6,252,241	\$0
Charges for Service	\$3,138,301	\$2,927,963	\$3,189,372	\$3,286,944	\$3,286,944	\$0
Miscellaneous Revenue	\$167	\$643	\$0	\$0	\$0	\$0
Other Financing Sources	\$2,543,084	\$493,279	\$152,054	\$439,204	\$439,204	\$0
<b>Total Revenue</b>	<b>\$11,968,431</b>	<b>\$9,419,593</b>	<b>\$9,938,378</b>	<b>\$10,395,470</b>	<b>\$10,395,470</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$1,649,067</b>	<b>\$3,665,284</b>	<b>\$2,845,549</b>	<b>\$2,845,549</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$11,968,431</b>	<b>\$11,068,660</b>	<b>\$13,603,662</b>	<b>\$13,241,019</b>	<b>\$13,241,019</b>	<b>\$0</b>
Salaries and Benefits	\$980,683	\$1,077,291	\$1,376,835	\$1,388,928	\$1,388,928	\$0
Services and Supplies	\$8,720,064	\$8,150,019	\$9,969,297	\$9,406,318	\$9,406,318	\$0
Other Charges	\$1,847,478	\$1,363,704	\$1,930,581	\$1,997,403	\$1,997,403	\$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	\$420,206	\$477,646	\$326,949	\$448,370	\$448,370	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$11,968,431</b>	<b>\$11,068,660</b>	<b>\$13,603,662</b>	<b>\$13,241,019</b>	<b>\$13,241,019</b>	<b>\$0</b>
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>0</b>

BHRM - Mental Health Services Act						
1507 6800000 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$376,296	\$683,815	\$369,460	\$578,737	\$578,737	\$0
Intergovernmental Revenue	\$23,649,268	\$27,696,253	\$33,612,156	\$38,498,407	\$38,498,407	\$0
Charges for Service	\$6,564,051	\$7,836,779	\$5,916,607	\$7,193,386	\$7,193,386	\$0
Miscellaneous Revenue	\$3,344	\$5,425	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$30,592,959</b>	<b>\$36,222,272</b>	<b>\$39,898,223</b>	<b>\$46,270,530</b>	<b>\$46,270,530</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$30,592,959</b>	<b>\$36,222,272</b>	<b>\$39,898,223</b>	<b>\$46,270,530</b>	<b>\$46,270,530</b>	<b>\$0</b>
Salaries and Benefits	\$10,287,119	\$11,174,426	\$12,303,796	\$13,599,616	\$13,599,616	\$0
Services and Supplies	\$14,418,183	\$18,832,016	\$20,920,650	\$25,844,178	\$25,844,178	\$0
Other Charges	\$1,380,715	\$1,629,465	\$1,741,888	\$1,833,819	\$1,833,819	\$0
Fixed Assets						
Buildings & Improvements	\$0	\$0	\$50,000	\$50,000	\$50,000	\$0
Equipment	\$22,817	\$46,509	\$110,000	\$60,000	\$60,000	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$4,484,125	\$4,539,856	\$4,771,889	\$4,882,917	\$4,882,917	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$30,592,959</b>	<b>\$36,222,272</b>	<b>\$39,898,223</b>	<b>\$46,270,530</b>	<b>\$46,270,530</b>	<b>\$0</b>
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>0</b>

BHR - Public Guardian						
1503 6030000 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$589	\$797	\$500	\$900	\$900	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$139,116	\$188,370	\$140,000	\$146,050	\$146,050	\$0
Miscellaneous Revenue	\$191	\$401	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$139,896</b>	<b>\$189,568</b>	<b>\$140,500</b>	<b>\$146,950</b>	<b>\$146,950</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$76,302)</b>	<b>\$86,731</b>	<b>\$31,693</b>	<b>\$176,678</b>	<b>\$176,678</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$63,594</b>	<b>\$276,299</b>	<b>\$172,193</b>	<b>\$323,628</b>	<b>\$323,628</b>	<b>\$0</b>
Salaries and Benefits	\$871,555	\$1,019,481	\$962,631	\$1,070,703	\$1,070,703	\$0
Services and Supplies	\$60,039	\$78,151	\$93,825	\$85,310	\$85,310	\$0
Other Charges	\$172,927	\$187,685	\$140,524	\$195,443	\$195,443	\$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	\$114,638	\$146,547	\$130,778	\$127,737	\$127,737	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$1,219,159</b>	<b>\$1,431,864</b>	<b>\$1,327,758</b>	<b>\$1,479,193</b>	<b>\$1,479,193</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$1,155,565</b>	<b>\$1,155,565</b>	<b>\$1,155,565</b>	<b>\$1,155,565</b>	<b>\$1,155,565</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>0</b>

BHR - Stanislaus Recovery Center						
1505 6700001 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$84,886	\$43,160	\$62,000	\$24,761	\$24,761	\$0
Revenue from use of Assets	\$3,462	(\$507)	\$4,895	\$4,774	\$4,774	\$0
Intergovernmental Revenue	\$1,674,012	\$615,517	\$1,271,036	\$1,982,865	\$1,982,865	\$0
Charges for Service	\$1,036,301	\$1,897,925	\$2,104,103	\$2,640,174	\$2,640,174	\$0
Miscellaneous Revenue	\$3,228	\$3,182	\$0	\$0	\$0	\$0
Other Financing Sources	\$3,047	\$980,385	\$5,000	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$2,804,936</b>	<b>\$3,539,662</b>	<b>\$3,447,034</b>	<b>\$4,652,574</b>	<b>\$4,652,574</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>(\$61,452)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$2,804,936</b>	<b>\$3,478,210</b>	<b>\$3,447,034</b>	<b>\$4,652,574</b>	<b>\$4,652,574</b>	<b>\$0</b>
Salaries and Benefits	\$2,464,455	\$2,803,868	\$3,313,723	\$3,560,948	\$3,560,948	\$0
Services and Supplies	\$1,015,068	\$941,269	\$1,001,910	\$1,114,659	\$1,114,659	\$0
Other Charges	\$254,307	\$324,385	\$298,519	\$308,967	\$308,967	\$0
Fixed Assets						
Buildings & Improvements	\$25,968	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$27,577	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$954,862)	(\$618,889)	(\$1167,118)	(\$332,000)	(\$332,000)	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$2,804,936</b>	<b>\$3,478,210</b>	<b>\$3,447,034</b>	<b>\$4,652,574</b>	<b>\$4,652,574</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>34</b>	<b>35</b>	<b>35</b>	<b>0</b>

Board of Supervisors						
0100 0014100 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$63,945	\$63,279	\$64,005	\$64,005	\$64,005	\$0
Miscellaneous Revenue	\$677	\$473	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$64,622</b>	<b>\$63,752</b>	<b>\$64,005</b>	<b>\$64,005</b>	<b>\$64,005</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$64,622</b>	<b>\$63,752</b>	<b>\$64,005</b>	<b>\$64,005</b>	<b>\$64,005</b>	<b>\$0</b>
Salaries and Benefits	\$976,677	\$1,072,010	\$1,160,878	\$1,188,931	\$1,337,867	\$148,936
Services and Supplies	\$107,734	\$109,951	\$117,800	\$121,923	\$121,923	\$0
Other Charges	\$73,612	\$79,936	\$89,295	\$92,420	\$92,420	\$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	\$5	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$1,158,023</b>	<b>\$1,261,912</b>	<b>\$1,357,973</b>	<b>\$1,403,274</b>	<b>\$1,552,210</b>	<b>\$148,936</b>
<b>General Fund Contribution</b>	<b>\$1,093,401</b>	<b>\$1,198,160</b>	<b>\$1,293,968</b>	<b>\$1,339,269</b>	<b>\$1,488,205</b>	<b>\$148,936</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>0</b>

Chief Executive Office - Operations and Services						
0100 0015000 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$250,420	\$96,949	\$0	\$0	\$116,000	\$116,000
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$15,000	\$0	\$0	\$0	\$0
Charges for Service	\$3,094,032	\$4,168,867	\$4,764,048	\$5,072,023	\$5,264,523	\$192,500
Miscellaneous Revenue	\$7,961	\$14,403	\$0	\$0	\$0	\$0
Other Financing Sources	\$33,550	\$3,506	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$3,385,963</b>	<b>\$4,298,725</b>	<b>\$4,764,048</b>	<b>\$5,072,023</b>	<b>\$5,380,523</b>	<b>\$308,500</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$3,385,963</b>	<b>\$4,298,725</b>	<b>\$4,764,048</b>	<b>\$5,072,023</b>	<b>\$5,380,523</b>	<b>\$308,500</b>
Salaries and Benefits	\$6,058,110	\$7,580,690	\$7,980,647	\$8,384,931	\$8,746,790	\$361,859
Services and Supplies	\$1,527,718	\$1,948,467	\$2,333,155	\$2,220,717	\$2,705,717	\$485,000
Other Charges	\$406,631	\$464,986	\$578,069	\$598,301	\$598,301	\$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	\$255	(\$498)	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$7,992,714</b>	<b>\$9,993,645</b>	<b>\$10,891,871</b>	<b>\$11,203,949</b>	<b>\$12,050,808</b>	<b>\$846,859</b>
<b>General Fund Contribution</b>	<b>\$4,606,751</b>	<b>\$5,694,920</b>	<b>\$6,127,823</b>	<b>\$6,131,926</b>	<b>\$6,670,285</b>	<b>\$538,359</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>55</b>	<b>56</b>	<b>57</b>	<b>1</b>

Chief Executive Office - Courthouse Construction Fund						
2025 0061301 Capital Projects Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$390,024	\$287,802	\$380,000	\$380,000	\$380,000	\$0
Revenue from use of Assets	\$29,079	\$61,093	\$20,000	\$20,000	\$20,000	\$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
<b>Total Revenue</b>	<b>\$419,103</b>	<b>\$348,895</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$170,106</b>	<b>\$115,081</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$589,209</b>	<b>\$463,976</b>	<b>\$700,000</b>	<b>\$700,000</b>	<b>\$700,000</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$589,209	\$463,976	\$700,000	\$700,000	\$700,000	\$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
<b>Gross Costs</b>	<b>\$589,209</b>	<b>\$463,976</b>	<b>\$700,000</b>	<b>\$700,000</b>	<b>\$700,000</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - Criminal Justice Facilities Fund						
2026 0061303 Capital Projects Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$434,281	\$410,040	\$350,000	\$350,000	\$350,000	\$0
Revenue from use of Assets	\$5,244	\$10,796	\$10,000	\$10,000	\$10,000	\$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
<b>Total Revenue</b>	<b>\$439,525</b>	<b>\$420,836</b>	<b>\$360,000</b>	<b>\$360,000</b>	<b>\$360,000</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$390,985</b>	<b>(\$389,836)</b>	<b>(\$329,000)</b>	<b>(\$329,000)</b>	<b>(\$329,000)</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$830,510</b>	<b>\$31,000</b>	<b>\$31,000</b>	<b>\$31,000</b>	<b>\$31,000</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Other Charges	\$30,510	\$31,000	\$31,000	\$31,000	\$31,000	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$800,000	\$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
<b>Gross Costs</b>	<b>\$830,510</b>	<b>\$31,000</b>	<b>\$31,000</b>	<b>\$31,000</b>	<b>\$31,000</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - ADA Self-Evaluation and Transition Plan Project						
0100 0016006 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$37,519	\$18,347	\$500,000	\$500,000	\$500,000	\$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
<b>Gross Costs</b>	<b>\$37,519</b>	<b>\$18,347</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$37,519</b>	<b>\$18,347</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - Airport						
0100 0016041 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$188,599	\$180,756	\$190,000	\$180,000	\$180,000	\$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
<b>Gross Costs</b>	<b>\$188,599</b>	<b>\$180,756</b>	<b>\$190,000</b>	<b>\$180,000</b>	<b>\$180,000</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$188,599</b>	<b>\$180,756</b>	<b>\$190,000</b>	<b>\$180,000</b>	<b>\$180,000</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - Appropriations for Contingencies						
0100 0016071 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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	\$7,915,499	\$12,008,510	\$12,008,510	\$0
<b>Gross Costs</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,915,499</b>	<b>\$12,008,510</b>	<b>\$12,008,510</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,915,499</b>	<b>\$12,008,510</b>	<b>\$12,008,510</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - Cannabis Program						
0100 0016105 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$540,525	\$540,525
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	\$2,922,118	\$2,922,118	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,189,755</b>	<b>\$2,922,118</b>	<b>\$3,462,643</b>	<b>\$540,525</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,189,755</b>	<b>\$2,922,118</b>	<b>\$3,462,643</b>	<b>\$540,525</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$200,000	\$200,000	\$0
Other Charges	\$0	\$78,013	\$1,189,755	\$2,722,118	\$3,262,643	\$540,525
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
<b>Gross Costs</b>	<b>\$0</b>	<b>\$78,013</b>	<b>\$1,189,755</b>	<b>\$2,922,118</b>	<b>\$3,462,643</b>	<b>\$540,525</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$78,013</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - C.I.F.A.						
0100 0016021 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$33,784	\$39,255	\$40,633	\$40,633	\$40,633	\$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
<b>Gross Costs</b>	<b>\$33,784</b>	<b>\$39,255</b>	<b>\$40,633</b>	<b>\$40,633</b>	<b>\$40,633</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$33,784</b>	<b>\$39,255</b>	<b>\$40,633</b>	<b>\$40,633</b>	<b>\$40,633</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - County Court Funding						
0100 0016120 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$2,573,825	\$2,503,534	\$2,267,912	\$2,313,273	\$2,313,273	\$0
Revenue from use of Assets	\$73,317	\$125,403	\$66,706	\$68,040	\$68,040	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$606,363	\$372,183	\$697,924	\$711,882	\$711,882	\$0
Miscellaneous Revenue	\$109,107	\$85,622	\$110,274	\$112,480	\$112,480	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$3,362,612</b>	<b>\$3,086,742</b>	<b>\$3,142,816</b>	<b>\$3,205,675</b>	<b>\$3,205,675</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$3,362,612</b>	<b>\$3,086,742</b>	<b>\$3,142,816</b>	<b>\$3,205,675</b>	<b>\$3,205,675</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$124,736	\$109,364	\$69,485	\$172,875	\$172,875	\$0
Other Charges	\$5,554,308	\$5,510,311	\$5,917,218	\$6,035,564	\$6,035,564	\$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	\$400,406	\$344,959	\$399,910	\$407,909	\$407,909	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$6,079,450</b>	<b>\$5,964,634</b>	<b>\$6,486,613</b>	<b>\$6,616,348</b>	<b>\$6,616,348</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$2,716,838</b>	<b>\$2,877,892</b>	<b>\$3,343,797</b>	<b>\$3,410,673</b>	<b>\$3,410,673</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - County Facilities						
0100 0016091 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$2,026	\$321,857	\$5,750	\$482,750	\$482,750	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$7,803	\$2,706	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$9,829</b>	<b>\$324,563</b>	<b>\$5,750</b>	<b>\$482,750</b>	<b>\$482,750</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$9,829</b>	<b>\$324,563</b>	<b>\$5,750</b>	<b>\$482,750</b>	<b>\$482,750</b>	<b>\$0</b>
Salaries and Benefits	\$147	\$1506	\$0	\$0	\$0	\$0
Services and Supplies	\$311,857	\$288,998	\$79,467	\$279,467	\$279,467	\$0
Other Charges	\$606,035	\$674,055	\$624,974	\$646,848	\$646,848	\$0
Fixed Assets						
Buildings & Improvements	\$0	\$5,732,707	\$0	\$0	\$0	\$0
Other Financing Uses	\$2,231,727	\$2,203,200	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$50,234	\$58,562	\$40,000	\$40,000	\$40,000	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$3,201,270</b>	<b>\$8,959,028</b>	<b>\$744,441</b>	<b>\$966,315</b>	<b>\$966,315</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$3,191,441</b>	<b>\$8,634,465</b>	<b>\$738,691</b>	<b>\$483,565</b>	<b>\$483,565</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - Crows Landing Air Facility						
0100 0016046 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$139,732	\$1,200	\$13,294	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$153,580	\$326,380	\$80,000	\$410,000	\$410,000	\$0
Other Financing Sources	\$0	\$2,880,000	\$2,880,000	\$0	\$195,000	\$195,000
<b>Total Revenue</b>	<b>\$293,312</b>	<b>\$3,207,580</b>	<b>\$3,153,294</b>	<b>\$410,000</b>	<b>\$605,000</b>	<b>\$195,000</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$293,312</b>	<b>\$3,207,580</b>	<b>\$3,153,294</b>	<b>\$410,000</b>	<b>\$605,000</b>	<b>\$195,000</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$137,483	\$342,207	\$3,128,394	\$384,930	\$384,930	\$0
Other Charges	\$33,415	\$64,660	\$24,900	\$25,070	\$25,070	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$562,250	\$0	\$0	\$0	\$195,000	\$195,000
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$10,470	\$19,789	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$743,618</b>	<b>\$426,656</b>	<b>\$3,153,294</b>	<b>\$410,000</b>	<b>\$605,000</b>	<b>\$195,000</b>
<b>General Fund Contribution</b>	<b>\$450,306</b>	<b>(\$2,780,924)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - Debt Service						
0100 0016081 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$466,164	\$453,891	\$0	\$0	\$450,000	\$450,000
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$1,785,434	\$1,398,703	\$2,050,489	\$2,050,489	\$1,389,672	(\$660,817)
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$3,279,666	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$5,531,264</b>	<b>\$1,852,594</b>	<b>\$2,050,489</b>	<b>\$2,050,489</b>	<b>\$1,839,672</b>	<b>(\$210,817)</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$5,531,264</b>	<b>\$1,852,594</b>	<b>\$2,050,489</b>	<b>\$2,050,489</b>	<b>\$1,839,672</b>	<b>(\$210,817)</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Other Charges	\$1,781,522	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$12,317,409	\$586,744	\$586,744	\$586,328	\$586,328	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$67,659)	(\$69,878)	(\$69,878)	(\$69,878)	(\$69,878)	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$4,031,272	\$516,866	\$516,866	\$516,450	\$516,450	\$0
General Fund Contribution	\$8,500,008	(\$1,335,728)	(\$1,533,623)	(\$1,534,039)	(\$1,323,222)	\$210,817
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - DOJ Drug & Alcohol						
1726 0017200 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$64,734	\$48,203	\$30,000	\$30,000	\$30,000	\$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
<b>Total Revenue</b>	<b>\$64,734</b>	<b>\$48,203</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$11,829</b>	<b>\$27,022</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$76,563</b>	<b>\$75,225</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$76,563	\$75,225	\$100,000	\$100,000	\$100,000	\$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	\$76,563	\$75,225	\$100,000	\$100,000	\$100,000	\$0
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - DNA Identification Fund Prop 69						
1777 0017710 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$22,702	\$36,356	\$18,100	\$25,853	\$25,853	\$0
Revenue from use of Assets	\$1,221	\$608	\$1,900	\$1,236	\$1,236	\$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
<b>Total Revenue</b>	<b>\$23,923</b>	<b>\$36,964</b>	<b>\$20,000</b>	<b>\$27,089</b>	<b>\$27,089</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$84,077</b>	<b>\$71,036</b>	<b>\$70,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$208,000</b>	<b>\$108,000</b>	<b>\$90,000</b>	<b>\$27,089</b>	<b>\$27,089</b>	<b>\$0</b>
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	\$108,000	\$90,000	\$27,089	\$27,089	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$208,000</b>	<b>\$108,000</b>	<b>\$90,000</b>	<b>\$27,089</b>	<b>\$27,089</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - Economic Development Bank						
0105 0015291 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$57,443	\$77,617	\$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
<b>Total Revenue</b>	<b>\$57,443</b>	<b>\$77,617</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$57,443</b>	<b>\$77,617</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$22,045	\$127,425	\$0	\$0	\$0	\$0
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$2,880,000	\$2,880,000	\$0	\$195,000	\$195,000
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$22,045</b>	<b>\$3,007,425</b>	<b>\$2,880,000</b>	<b>\$0</b>	<b>\$195,000</b>	<b>\$195,000</b>
<b>General Fund Contribution</b>	<b>(\$35,398)</b>	<b>\$2,929,808</b>	<b>\$2,880,000</b>	<b>\$0</b>	<b>\$195,000</b>	<b>\$195,000</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - Focus on Prevention						
0100 0016001 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$6	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$2,562,287	\$165,367	\$130,378	\$137,000	\$425,521	\$288,521
Charges for Service	\$120,600	\$90,975	\$44,285	\$52,000	\$52,000	\$0
Miscellaneous Revenue	\$0	\$250,000	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$2,682,887</b>	<b>\$506,348</b>	<b>\$274,663</b>	<b>\$289,000</b>	<b>\$577,521</b>	<b>\$288,521</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$2,682,887</b>	<b>\$506,348</b>	<b>\$274,663</b>	<b>\$289,000</b>	<b>\$577,521</b>	<b>\$288,521</b>
Salaries and Benefits	\$459,811	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$288,430	\$795,749	\$991,573	\$466,955	\$1,140,358	\$673,403
Other Charges	\$25,740	\$694,781	\$783,090	\$822,045	\$822,045	\$0
Fixed Assets						
Buildings & Improvements	\$99,255	\$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
<b>Gross Costs</b>	<b>\$873,236</b>	<b>\$1490,530</b>	<b>\$1774,663</b>	<b>\$1289,000</b>	<b>\$1962,403</b>	<b>\$673,403</b>
<b>General Fund Contribution</b>	<b>(\$1,809,651)</b>	<b>\$984,182</b>	<b>\$1,500,000</b>	<b>\$1,000,000</b>	<b>\$1,384,882</b>	<b>\$384,882</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - General Fund Contribution to Other Programs						
0100 0016401 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Other Charges	\$4,364,140	\$4,736,191	\$6,846,487	\$4,666,217	\$4,997,260	\$331,043
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$2,327,394	\$3,153,779	\$1713,349	\$2,526,293	\$3,531,293	\$1005,000
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$6,691,534</b>	<b>\$7,889,970</b>	<b>\$8,559,836</b>	<b>\$7,192,510</b>	<b>\$8,528,553</b>	<b>\$1,336,043</b>
<b>General Fund Contribution</b>	<b>\$6,691,534</b>	<b>\$7,889,970</b>	<b>\$8,559,836</b>	<b>\$7,192,510</b>	<b>\$8,528,553</b>	<b>\$1,336,043</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - General Fund Match - VLF						
0100 0016051 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$28,652,823	\$32,234,444	\$33,500,000	\$33,500,000	\$33,500,000	\$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
<b>Total Revenue</b>	<b>\$28,652,823</b>	<b>\$32,234,444</b>	<b>\$33,500,000</b>	<b>\$33,500,000</b>	<b>\$33,500,000</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$28,652,823</b>	<b>\$32,234,444</b>	<b>\$33,500,000</b>	<b>\$33,500,000</b>	<b>\$33,500,000</b>	<b>\$0</b>
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	\$28,652,823	\$32,234,444	\$33,500,000	\$33,500,000	\$33,500,000	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$28,652,823</b>	<b>\$32,234,444</b>	<b>\$33,500,000</b>	<b>\$33,500,000</b>	<b>\$33,500,000</b>	<b>\$0</b>
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - Jail Medical						
0100 0017400 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$1,224,891	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$1,224,891</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$1,224,891</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$13,066,855	\$0	\$0	\$0	\$0	\$0
Other Charges	\$50	\$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
<b>Gross Costs</b>	<b>\$13,066,905</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
General Fund Contribution	\$11,842,014	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - Mandated County Match						
0100 0016061 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$1,958	\$1,866	\$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
<b>Total Revenue</b>	<b>\$1,958</b>	<b>\$1,866</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$1,958</b>	<b>\$1,866</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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	\$18,664,225	\$18,124,794	\$19,068,077	\$18,093,077	\$18,093,077	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$18,664,225</b>	<b>\$18,124,794</b>	<b>\$19,068,077</b>	<b>\$18,093,077</b>	<b>\$18,093,077</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$18,662,267</b>	<b>\$18,122,928</b>	<b>\$19,068,077</b>	<b>\$18,093,077</b>	<b>\$18,093,077</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - Plant Acquisition						
0100 0016031 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$52,746	\$360,988	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$52,746</b>	<b>\$360,988</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$52,746</b>	<b>\$360,988</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries and Benefits	\$146,075	\$220,112	\$83,325	\$0	\$0	\$0
Services and Supplies	\$2,699,892	\$2,951,993	\$3,159,750	\$1,159,750	\$1,859,750	\$700,000
Other Charges	\$4,291	\$14,592	\$89,460	\$92,591	\$92,591	\$0
Fixed Assets						
Buildings & Improvements	\$0	\$189,975	\$0	\$0	\$0	\$0
Equipment	\$68,134	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$437,500	\$1,119,000	\$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
<b>Gross Costs</b>	<b>\$3,355,892</b>	<b>\$4,495,672</b>	<b>\$3,332,535</b>	<b>\$1,252,341</b>	<b>\$1,952,341</b>	<b>\$700,000</b>
<b>General Fund Contribution</b>	<b>\$3,303,146</b>	<b>\$4,134,684</b>	<b>\$3,332,535</b>	<b>\$1,252,341</b>	<b>\$1,952,341</b>	<b>\$700,000</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - Stanislaus Veterans Center						
1665 0016600 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$15,804	\$45,592	\$210,231	\$44,538	\$44,538	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$288,315	\$309,495	\$308,969	\$314,706	\$314,706	\$0
Miscellaneous Revenue	\$80,923	\$80,000	\$80,000	\$80,000	\$80,000	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$521,042</b>	<b>\$435,087</b>	<b>\$599,200</b>	<b>\$439,244</b>	<b>\$439,244</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$6,931</b>	<b>\$5,852</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$527,973</b>	<b>\$450,939</b>	<b>\$609,200</b>	<b>\$539,244</b>	<b>\$539,244</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$15,000	\$15,000	\$0
Services and Supplies	\$533,809	\$643,255	\$635,296	\$650,296	\$650,296	\$0
Other Charges	\$94,164	\$109,172	\$163,904	\$169,641	\$169,641	\$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
<b>Gross Costs</b>	<b>\$627,973</b>	<b>\$752,427</b>	<b>\$799,200</b>	<b>\$834,937</b>	<b>\$834,937</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$100,000</b>	<b>\$301,488</b>	<b>\$100,000</b>	<b>\$295,693</b>	<b>\$295,693</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - OES/Fire Warden						
0100 0015500 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$236,389	\$237,122	\$236,389	\$236,389	\$236,389	\$0
Charges for Service	\$23,158	\$17,342	\$14,658	\$15,098	\$15,098	\$0
Miscellaneous Revenue	\$995	\$174	\$0	\$0	\$0	\$0
Other Financing Sources	\$11,908	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$272,450</b>	<b>\$254,638</b>	<b>\$251,047</b>	<b>\$251,487</b>	<b>\$251,487</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$272,450</b>	<b>\$254,638</b>	<b>\$251,047</b>	<b>\$251,487</b>	<b>\$251,487</b>	<b>\$0</b>
Salaries and Benefits	\$1,001,469	\$878,062	\$859,625	\$965,670	\$1,134,394	\$168,724
Services and Supplies	\$1,069,873	\$769,534	\$935,003	\$1,030,328	\$1,045,963	\$15,635
Other Charges	\$155,790	\$195,600	\$223,060	\$230,867	\$230,867	\$0
Fixed Assets						
Equipment	\$58,613	\$39,722	\$75,000	\$10,000	\$10,000	\$0
Other Financing Uses	\$203,227	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$21	\$518	\$500	\$500	\$500	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$2,488,993</b>	<b>\$1,883,436</b>	<b>\$2,093,188</b>	<b>\$2,237,365</b>	<b>\$2,421,724</b>	<b>\$184,359</b>
<b>General Fund Contribution</b>	<b>\$2,216,543</b>	<b>\$1,628,798</b>	<b>\$1,842,141</b>	<b>\$1,985,878</b>	<b>\$2,170,237</b>	<b>\$184,359</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>0</b>

Chief Executive Office - OES Homeland Security Grants						
1670 0017370 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$625,673	\$367,121	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$48,569	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$674,242</b>	<b>\$367,121</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$20,816)</b>	<b>\$20,969</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$653,426</b>	<b>\$388,090</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries and Benefits	\$65,396	\$54,196	\$0	\$0	\$0	\$0
Services and Supplies	\$122,329	\$128,033	\$0	\$0	\$0	\$0
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets						
Equipment	\$437,948	\$205,861	\$0	\$0	\$0	\$0
Other Financing Uses	\$27,753	\$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	\$653,426	\$388,090	\$0	\$0	\$0	\$0
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - County Fire Service Fund						
1725 0017100 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$1,505,321	\$1,602,743	\$1,385,526	\$1,427,092	\$1,427,092	\$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	\$15,020	\$14,802	\$14,500	\$14,935	\$14,935	\$0
Charges for Service	\$188,611	\$176,180	\$175,000	\$180,250	\$180,250	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$1,708,952</b>	<b>\$1,793,725</b>	<b>\$1,575,026</b>	<b>\$1,622,277</b>	<b>\$1,622,277</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$376,139)</b>	<b>\$139,324</b>	<b>\$128,000</b>	<b>\$66,468</b>	<b>\$66,468</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$1,332,813</b>	<b>\$1,933,049</b>	<b>\$1,703,026</b>	<b>\$1,688,745</b>	<b>\$1,688,745</b>	<b>\$0</b>
Salaries and Benefits	\$841,092	\$942,608	\$958,210	\$1,027,886	\$1,027,886	\$0
Services and Supplies	\$528,126	\$529,950	\$716,280	\$741,350	\$741,350	\$0
Other Charges	\$176,583	\$179,109	\$113,524	\$117,497	\$117,497	\$0
Fixed Assets						
Equipment	\$0	\$494,370	\$128,000	\$15,000	\$15,000	\$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	\$1,545,801	\$2,146,037	\$1,916,014	\$1,901,733	\$1,901,733	\$0
General Fund Contribution	\$212,988	\$212,988	\$212,988	\$212,988	\$212,988	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>7</b>	<b>7</b>	<b>9</b>	<b>2</b>

Chief Executive Office - Dental Self-Insurance						
5101 0018101 Internal Service Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$12,692	\$26,798	\$13,200	\$13,596	\$13,596	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$4,337,512	\$3,745,455	\$4,349,669	\$4,480,159	\$4,480,159	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$4,350,204</b>	<b>\$3,772,253</b>	<b>\$4,362,869</b>	<b>\$4,493,755</b>	<b>\$4,493,755</b>	<b>\$0</b>
<b>Retained Earnings</b>	<b>(\$180,079)</b>	<b>\$376,764</b>	<b>\$202,735</b>	<b>\$231,645</b>	<b>\$231,645</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$4,170,125</b>	<b>\$4,149,017</b>	<b>\$4,565,604</b>	<b>\$4,725,400</b>	<b>\$4,725,400</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$4,118,031	\$4,088,132	\$4,500,310	\$4,657,821	\$4,657,821	\$0
Other Charges	\$52,094	\$60,885	\$65,294	\$67,579	\$67,579	\$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
<b>Gross Costs</b>	<b>\$4,170,125</b>	<b>\$4,149,017</b>	<b>\$4,565,604</b>	<b>\$4,725,400</b>	<b>\$4,725,400</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - General Liability						
5051 0018051 Internal Service Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$41,638	\$81,581	\$35,000	\$36,050	\$36,050	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$3,556,898	\$5,477,952	\$5,485,608	\$5,650,176	\$6,823,208	\$1,173,032
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$3,598,536</b>	<b>\$5,559,548</b>	<b>\$5,520,608</b>	<b>\$5,686,226</b>	<b>\$6,859,258</b>	<b>\$1,173,032</b>
<b>Retained Earnings</b>	<b>\$1,822,624</b>	<b>(\$23,286)</b>	<b>\$0</b>	<b>\$27,603</b>	<b>\$0</b>	<b>(\$27,603)</b>
<b>Total Funding Sources</b>	<b>\$5,421,160</b>	<b>\$5,536,262</b>	<b>\$5,520,608</b>	<b>\$5,713,829</b>	<b>\$6,859,258</b>	<b>\$1,145,429</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$5,175,889	\$5,249,483	\$5,237,967	\$5,421,296	\$6,566,725	\$1,145,429
Other Charges	\$245,271	\$286,779	\$282,641	\$292,533	\$292,533	\$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
<b>Gross Costs</b>	<b>\$5,421,160</b>	<b>\$5,536,262</b>	<b>\$5,520,608</b>	<b>\$5,713,829</b>	<b>\$6,859,258</b>	<b>\$1,145,429</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - Medical Self-Insurance						
5091 0018091 Internal Service Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$ 62,735	\$358,732	\$ 80,000	\$ 185,400	\$ 185,400	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$58,691,399	\$59,749,526	\$64,500,734	\$66,435,756	\$66,435,756	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$58,854,134</b>	<b>\$60,108,258</b>	<b>\$64,680,734</b>	<b>\$66,621,156</b>	<b>\$66,621,156</b>	<b>\$0</b>
<b>Retained Earnings</b>	<b>\$1,869,439</b>	<b>(\$5,400,18)</b>	<b>(\$225,000)</b>	<b>\$90,529</b>	<b>\$90,529</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$60,723,573</b>	<b>\$54,708,140</b>	<b>\$64,455,734</b>	<b>\$66,711,685</b>	<b>\$66,711,685</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$60,723,573	\$54,708,140	\$64,455,734	\$66,711,685	\$66,711,685	\$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
<b>Gross Costs</b>	<b>\$60,723,573</b>	<b>\$54,708,140</b>	<b>\$64,455,734</b>	<b>\$66,711,685</b>	<b>\$66,711,685</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - Other Employee Benefits						
5093 0018093 Internal Service Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$2,951	\$5,181	\$3,000	\$3,090	\$3,090	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$403,504	\$402,180	\$407,376	\$419,597	\$419,597	\$0
Miscellaneous Revenue	\$ 10,248	\$ 125,449	\$ 98,500	\$ 10,455	\$ 10,455	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$506,703</b>	<b>\$532,810</b>	<b>\$508,876</b>	<b>\$524,142</b>	<b>\$524,142</b>	<b>\$0</b>
<b>Retained Earnings</b>	<b>\$23,556</b>	<b>\$30,837</b>	<b>\$ 10,452</b>	<b>\$ 137,562</b>	<b>\$ 137,562</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$530,259</b>	<b>\$563,647</b>	<b>\$639,328</b>	<b>\$661,704</b>	<b>\$661,704</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$ 156,132	\$ 177,565	\$ 165,200	\$ 170,982	\$ 170,982	\$0
Other Charges	\$ 374,127	\$ 386,082	\$ 474,128	\$ 490,722	\$ 490,722	\$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
<b>Gross Costs</b>	<b>\$530,259</b>	<b>\$563,647</b>	<b>\$639,328</b>	<b>\$661,704</b>	<b>\$661,704</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - Professional Liability						
5061 0018061 Internal Service Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$4,481	\$6,790	\$5,000	\$5,150	\$5,150	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$358,258	\$222,100	\$222,100	\$777,070	\$777,070	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$362,739</b>	<b>\$228,890</b>	<b>\$227,100</b>	<b>\$782,220</b>	<b>\$782,220</b>	<b>\$0</b>
<b>Retained Earnings</b>	<b>\$202,409</b>	<b>\$241,694</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$565,148</b>	<b>\$470,584</b>	<b>\$477,100</b>	<b>\$782,220</b>	<b>\$782,220</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$565,148	\$470,423	\$476,997	\$782,092	\$782,092	\$0
Other Charges	\$0	\$161	\$103	\$128	\$128	\$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
<b>Gross Costs</b>	<b>\$565,148</b>	<b>\$470,584</b>	<b>\$477,100</b>	<b>\$782,220</b>	<b>\$782,220</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - Risk Management Division						
0100 0015600 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$1,400,547	\$1,437,303	\$1,518,730	\$1,564,292	\$1,564,292	\$0
Miscellaneous Revenue	\$3,891	\$7,891	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$1,404,438</b>	<b>\$1,445,194</b>	<b>\$1,518,730</b>	<b>\$1,564,292</b>	<b>\$1,564,292</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$1,404,438</b>	<b>\$1,445,194</b>	<b>\$1,518,730</b>	<b>\$1,564,292</b>	<b>\$1,564,292</b>	<b>\$0</b>
Salaries and Benefits	\$1,485,778	\$1,604,848	\$1,710,276	\$1,780,166	\$1,876,010	\$95,844
Services and Supplies	\$107,772	\$45,612	\$102,495	\$106,082	\$106,082	\$0
Other Charges	\$90,511	\$103,484	\$104,400	\$108,054	\$108,054	\$0
Fixed Assets						
Equipment	\$18,308	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$45	\$434	\$31	\$31	\$31	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$1,702,414</b>	<b>\$1,754,378</b>	<b>\$1,917,202</b>	<b>\$1,994,333</b>	<b>\$2,090,177</b>	<b>\$95,844</b>
<b>General Fund Contribution</b>	<b>\$297,976</b>	<b>\$309,184</b>	<b>\$398,472</b>	<b>\$430,041</b>	<b>\$525,885</b>	<b>\$95,844</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>0</b>

Chief Executive Office - Unemployment Insurance						
5071 0018071 Internal Service Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$2,974	\$6,862	\$3,500	\$3,605	\$3,605	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$438,500	\$671,850	\$671,850	\$692,006	\$692,006	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$441,474</b>	<b>\$678,712</b>	<b>\$675,350</b>	<b>\$695,611</b>	<b>\$695,611</b>	<b>\$0</b>
<b>Retained Earnings</b>	<b>\$95,822</b>	<b>(\$73,013)</b>	<b>(\$57,293)</b>	<b>(\$55,922)</b>	<b>(\$55,922)</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$537,296</b>	<b>\$605,699</b>	<b>\$618,057</b>	<b>\$639,689</b>	<b>\$639,689</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$537,263	\$605,661	\$618,012	\$639,642	\$639,642	\$0
Other Charges	\$33	\$38	\$45	\$47	\$47	\$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
<b>Gross Costs</b>	<b>\$537,296</b>	<b>\$605,699</b>	<b>\$618,057</b>	<b>\$639,689</b>	<b>\$639,689</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - Vision Care Insurance						
5111 0018111 Internal Service Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$1,782	\$3,948	\$2,100	\$2,163	\$2,163	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$730,834	\$727,210	\$729,679	\$751,569	\$751,569	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$732,616</b>	<b>\$731,158</b>	<b>\$731,779</b>	<b>\$753,732</b>	<b>\$753,732</b>	<b>\$0</b>
<b>Retained Earnings</b>	<b>\$11,473</b>	<b>(\$28,849)</b>	<b>\$30,000</b>	<b>\$34,710</b>	<b>\$34,710</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$744,089</b>	<b>\$702,309</b>	<b>\$761,779</b>	<b>\$788,442</b>	<b>\$788,442</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$718,138	\$670,593	\$727,900	\$753,377	\$753,377	\$0
Other Charges	\$25,951	\$31,716	\$33,879	\$35,065	\$35,065	\$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
<b>Gross Costs</b>	<b>\$744,089</b>	<b>\$702,309</b>	<b>\$761,779</b>	<b>\$788,442</b>	<b>\$788,442</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive Office - Workers Compensation						
5081 0018081 Internal Service Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$214,984	\$476,416	\$250,000	\$257,500	\$257,500	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$5,366,184	\$4,991,226	\$4,973,568	\$5,122,775	\$5,122,775	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$5,581,168</b>	<b>\$5,467,642</b>	<b>\$5,223,568</b>	<b>\$5,380,275</b>	<b>\$5,380,275</b>	<b>\$0</b>
<b>Retained Earnings</b>	<b>\$149,406</b>	<b>(\$827,644)</b>	<b>\$0</b>	<b>\$26,118</b>	<b>\$26,118</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$7,000,574</b>	<b>\$4,639,998</b>	<b>\$5,223,568</b>	<b>\$5,406,393</b>	<b>\$5,406,393</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$6,778,121	\$4,370,781	\$4,962,345	\$5,136,027	\$5,136,027	\$0
Other Charges	\$222,453	\$269,217	\$261,223	\$270,366	\$270,366	\$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
<b>Gross Costs</b>	<b>\$7,000,574</b>	<b>\$4,639,998</b>	<b>\$5,223,568</b>	<b>\$5,406,393</b>	<b>\$5,406,393</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Child Support Services						
1071 0240000 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$30,708	\$55,460	\$25,000	\$32,000	\$32,000	\$0
Intergovernmental Revenue	\$15,303,981	\$14,921,439	\$15,427,111	\$16,488,657	\$16,488,657	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$362	\$0	\$0	\$0	\$0
Other Financing Sources	\$8,215	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$15,342,904</b>	<b>\$14,977,261</b>	<b>\$15,452,111</b>	<b>\$16,520,657</b>	<b>\$16,520,657</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$45,623)</b>	<b>(\$82,808)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,469,544</b>	<b>\$1,469,544</b>
<b>Total Funding Sources</b>	<b>\$15,297,281</b>	<b>\$14,894,453</b>	<b>\$15,452,111</b>	<b>\$16,520,657</b>	<b>\$17,990,201</b>	<b>\$1,469,544</b>
Salaries and Benefits	\$12,243,334	\$12,327,913	\$13,338,067	\$14,484,170	\$14,833,404	\$349,234
Services and Supplies	\$887,352	\$993,613	\$960,832	\$1,000,028	\$1,255,338	\$255,310
Other Charges	\$1210,786	\$1,041,615	\$1,073,212	\$1,036,459	\$1,086,459	\$50,000
Fixed Assets						
Buildings & Improvements	\$4,999	\$99,000	\$0	\$0	\$100,000	\$100,000
Equipment	\$950,810	\$432,312	\$80,000	\$0	\$715,000	\$715,000
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
<b>Gross Costs</b>	<b>\$15,297,281</b>	<b>\$14,894,453</b>	<b>\$15,452,111</b>	<b>\$16,520,657</b>	<b>\$17,990,201</b>	<b>\$1,469,544</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>161</b>	<b>161</b>	<b>161</b>	<b>0</b>

Children and Families Commission						
1755 0016140 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$73,889	\$13,193	\$75,000	\$43,750	\$102,000	\$58,250
Intergovernmental Revenue	\$4,482,154	\$4,133,724	\$4,814,108	\$4,847,124	\$4,559,650	(\$287,474)
Charges for Service	\$0	\$36,000	\$0	\$0	\$20,000	\$20,000
Miscellaneous Revenue	\$75,083	\$381	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$4,631,126</b>	<b>\$4,302,035</b>	<b>\$4,889,108</b>	<b>\$4,890,874</b>	<b>\$4,681,650</b>	<b>(\$209,224)</b>
<b>Use of Fund Balance</b>	<b>\$1,797,912</b>	<b>\$867,476</b>	<b>\$1,499,085</b>	<b>\$1,526,471</b>	<b>\$257,964</b>	<b>(\$1,268,507)</b>
<b>Total Funding Sources</b>	<b>\$6,429,038</b>	<b>\$5,169,511</b>	<b>\$6,388,193</b>	<b>\$6,417,345</b>	<b>\$4,939,614</b>	<b>(\$1,477,731)</b>
Salaries and Benefits	\$456,323	\$504,810	\$540,588	\$560,300	\$560,300	\$0
Services and Supplies	\$3,140,232	\$2,848,464	\$3,492,027	\$3,499,862	\$3,318,305	(\$181,557)
Other Charges	\$2,832,483	\$181,237	\$2,355,578	\$2,357,183	\$1,061,009	(\$1,296,174)
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
<b>Gross Costs</b>	<b>\$6,429,038</b>	<b>\$5,169,511</b>	<b>\$6,388,193</b>	<b>\$6,417,345</b>	<b>\$4,939,614</b>	<b>(\$1,477,731)</b>
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>

Clerk-Recorder						
0100 0020001 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$137,452	\$13,128	\$14,947	\$139,670	\$139,670	\$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	\$1,691,409	\$2,077,915	\$1,655,562	\$1,713,508	\$1,713,508	\$0
Miscellaneous Revenue	\$485,833	\$571,606	\$371,178	\$373,359	\$373,359	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$2,314,694</b>	<b>\$2,780,802</b>	<b>\$2,161,687</b>	<b>\$2,226,537</b>	<b>\$2,226,537</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$2,314,694</b>	<b>\$2,780,802</b>	<b>\$2,161,687</b>	<b>\$2,226,537</b>	<b>\$2,226,537</b>	<b>\$0</b>
Salaries and Benefits	\$1,672,048	\$2,046,649	\$2,271,842	\$2,342,964	\$2,989,818	\$646,854
Services and Supplies	\$94,547	\$177,717	\$173,648	\$179,726	\$179,726	\$0
Other Charges	\$273,851	\$388,021	\$348,257	\$360,446	\$360,446	\$0
Fixed Assets						
Equipment	\$0	\$36,530	\$0	\$80,000	\$80,000	\$0
Other Financing Uses	\$446,709	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$515	\$1,942	\$439	\$439	\$439	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$2,487,670</b>	<b>\$2,650,859</b>	<b>\$2,794,186</b>	<b>\$2,963,575</b>	<b>\$3,610,429</b>	<b>\$646,854</b>
General Fund Contribution	\$172,976	(\$129,943)	\$632,499	\$737,038	\$1,383,892	\$646,854
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>34</b>	<b>34</b>	<b>34</b>	<b>0</b>

Clerk-Recorder - Elections						
0100 0020299 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$20,573	\$0	\$0	\$0	\$0
Charges for Service	\$873,333	\$105,931	\$205,000	\$721,000	\$721,000	\$0
Miscellaneous Revenue	\$3,004	\$58	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$876,337</b>	<b>\$107,022</b>	<b>\$205,000</b>	<b>\$721,000</b>	<b>\$721,000</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$876,337</b>	<b>\$107,022</b>	<b>\$205,000</b>	<b>\$721,000</b>	<b>\$721,000</b>	<b>\$0</b>
Salaries and Benefits	\$1,074,035	\$1,139,624	\$1,049,457	\$1,082,948	\$1,823,113	\$740,165
Services and Supplies	\$1,623,774	\$1,582,573	\$1,287,206	\$2,083,741	\$2,083,741	\$0
Other Charges	\$103,300	\$120,959	\$103,656	\$107,284	\$107,284	\$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	\$5	\$5	\$700	\$1,400	\$1,400	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$2,801,114</b>	<b>\$2,843,171</b>	<b>\$2,441,019</b>	<b>\$3,275,373</b>	<b>\$4,015,538</b>	<b>\$740,165</b>
<b>General Fund Contribution</b>	<b>\$1,924,777</b>	<b>\$1,806,149</b>	<b>\$2,236,019</b>	<b>\$2,554,373</b>	<b>\$3,294,538</b>	<b>\$740,165</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>0</b>

Clerk-Recorder - Modernization						
1723 0020500 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$814,107	\$744,798	\$740,118	\$762,322	\$762,322	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$814,107</b>	<b>\$744,798</b>	<b>\$740,118</b>	<b>\$762,322</b>	<b>\$762,322</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$67,401</b>	<b>\$135,325</b>	<b>\$1,697,680</b>	<b>\$1,753,166</b>	<b>\$1,753,166</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$881,508</b>	<b>\$880,123</b>	<b>\$2,437,798</b>	<b>\$2,515,488</b>	<b>\$2,515,488</b>	<b>\$0</b>
Salaries and Benefits	\$735,073	\$708,595	\$940,532	\$971,068	\$971,068	\$0
Services and Supplies	\$146,435	\$171,528	\$1,347,266	\$1,394,420	\$1,394,420	\$0
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets						
Equipment	\$0	\$0	\$150,000	\$150,000	\$150,000	\$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
<b>Gross Costs</b>	<b>\$881,508</b>	<b>\$880,123</b>	<b>\$2,437,798</b>	<b>\$2,515,488</b>	<b>\$2,515,488</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Clerk-Recorder - Vital & Health Statistics						
1786 0020601 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$58,815	\$66,075	\$56,745	\$58,447	\$58,447	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$58,815</b>	<b>\$66,075</b>	<b>\$56,745</b>	<b>\$58,447</b>	<b>\$58,447</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$58,815)</b>	<b>(\$66,075)</b>	<b>\$27,539</b>	<b>(\$28,447)</b>	<b>(\$28,447)</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$84,284</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$84,284	\$30,000	\$30,000	\$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
<b>Gross Costs</b>	<b>\$0</b>	<b>\$0</b>	<b>\$84,284</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

CSA - County Childrens Fund						
1637 0045961 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$14,033	\$13,776	\$13,487	\$12,813	\$12,813	\$0
Charges for Service	\$160,008	\$170,029	\$156,029	\$163,678	\$163,678	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$174,041</b>	<b>\$183,805</b>	<b>\$169,516</b>	<b>\$176,491</b>	<b>\$176,491</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$41,169)</b>	<b>(\$33,951)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$132,872</b>	<b>\$149,854</b>	<b>\$169,516</b>	<b>\$176,491</b>	<b>\$176,491</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$132,872	\$149,854	\$169,516	\$176,491	\$176,491	\$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
<b>Gross Costs</b>	<b>\$132,872</b>	<b>\$149,854</b>	<b>\$169,516</b>	<b>\$176,491</b>	<b>\$176,491</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

CSA - General Assistance						
1633 0045901 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$238,499	\$227,733	\$173,344	\$173,344	\$173,344	\$0
Miscellaneous Revenue	\$6,797	\$4,569	\$1,705	\$1,705	\$1,705	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$245,296</b>	<b>\$232,302</b>	<b>\$175,049</b>	<b>\$175,049</b>	<b>\$175,049</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$1</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$245,296</b>	<b>\$232,303</b>	<b>\$175,049</b>	<b>\$175,049</b>	<b>\$175,049</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Other Charges	\$984,991	\$1,278,451	\$1,139,549	\$1,556,751	\$1,556,751	\$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
<b>Gross Costs</b>	<b>\$984,991</b>	<b>\$1,278,451</b>	<b>\$1,139,549</b>	<b>\$1,556,751</b>	<b>\$1,556,751</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$739,695</b>	<b>\$1,046,148</b>	<b>\$964,500</b>	<b>\$1,381,702</b>	<b>\$1,381,702</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

CSA - Homeless Emergency Aid Program						
1638 0045860 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$22,420	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$7,236,986	\$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
<b>Total Revenue</b>	<b>\$0</b>	<b>\$7,259,406</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>(\$2,159,406)</b>	<b>\$0</b>	<b>\$2,136,986</b>	<b>\$2,136,986</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$0</b>	<b>\$5,100,000</b>	<b>\$0</b>	<b>\$2,136,986</b>	<b>\$2,136,986</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$187,137	\$187,137	\$0
Other Charges	\$0	\$0	\$0	\$261,849	\$261,849	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$5,100,000	\$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
<b>Gross Costs</b>	<b>\$0</b>	<b>\$5,100,000</b>	<b>\$0</b>	<b>\$2,136,986</b>	<b>\$2,136,986</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

CSA - IHSS Provider Wages						
1642 0045992 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$148	\$126	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$93,881,838	\$104,483,941	\$105,149,053	\$115,402,559	\$115,402,559	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$1,383,788	\$1,854,668	\$1,826,368	\$1,323,073	\$1,323,073	\$0
<b>Total Revenue</b>	<b>\$95,265,774</b>	<b>\$106,338,735</b>	<b>\$106,975,421</b>	<b>\$116,725,632</b>	<b>\$116,725,632</b>	<b>\$0</b>
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	<b>\$95,265,774</b>	<b>\$106,338,735</b>	<b>\$106,975,421</b>	<b>\$116,725,632</b>	<b>\$116,725,632</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Other Charges	\$98,878,832	\$110,048,247	\$110,684,933	\$120,435,144	\$120,435,144	\$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
<b>Gross Costs</b>	<b>\$98,878,832</b>	<b>\$110,048,247</b>	<b>\$110,684,933</b>	<b>\$120,435,144</b>	<b>\$120,435,144</b>	<b>\$0</b>
General Fund Contribution	\$3,613,058	\$3,709,512	\$3,709,512	\$3,709,512	\$3,709,512	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

CSA - IHSS Public Authority - Administration						
1640 0045980 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$1	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$545,259	\$577,949	\$604,393	\$688,418	\$688,418	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$1,1546	\$10,514	\$10,492	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$556,807</b>	<b>\$588,464</b>	<b>\$614,885</b>	<b>\$688,418</b>	<b>\$688,418</b>	<b>\$0</b>
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	<b>\$556,807</b>	<b>\$588,464</b>	<b>\$614,885</b>	<b>\$688,418</b>	<b>\$688,418</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$18,897	\$23,122	\$48,675	\$54,592	\$54,592	\$0
Other Charges	\$552,690	\$588,495	\$610,439	\$633,826	\$633,826	\$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
<b>Gross Costs</b>	<b>\$571,587</b>	<b>\$611,617</b>	<b>\$659,114</b>	<b>\$688,418</b>	<b>\$688,418</b>	<b>\$0</b>
General Fund Contribution	\$14,780	\$23,153	\$44,229	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

CSA - IHSS Public Authority - Benefits						
1641 0045990 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$548,445	\$586,551	\$728,904	\$745,128	\$745,128	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$51,409	\$15,558	\$319,897	\$293,487	\$293,487	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$599,854</b>	<b>\$602,109</b>	<b>\$1,048,801</b>	<b>\$1,038,615</b>	<b>\$1,038,615</b>	<b>\$0</b>
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	<b>\$599,854</b>	<b>\$602,109</b>	<b>\$1,048,801</b>	<b>\$1,038,615</b>	<b>\$1,038,615</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$599,854	\$602,109	\$1,048,801	\$1,036,041	\$1,036,041	\$0
Other Charges	\$89,806	\$94,296	\$94,296	\$100,897	\$100,897	\$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	\$689,660	\$696,405	\$1,143,097	\$1,136,938	\$1,136,938	\$0
General Fund Contribution	\$89,806	\$94,296	\$94,296	\$98,323	\$98,323	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

CSA - Program Services and Support						
1631 0045050 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$101,785	\$84,873	\$96,600	\$96,600	\$96,600	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$76,899	\$97,329	\$133,462	\$126,369	\$126,369	\$0
Intergovernmental Revenue	\$140,194,417	\$146,178,442	\$159,328,689	\$164,069,470	\$164,069,470	\$0
Charges for Service	\$1,184,315	\$1,270,254	\$1,989,743	\$2,274,564	\$2,274,564	\$0
Miscellaneous Revenue	\$42,072	\$69,223	\$0	\$0	\$0	\$0
Other Financing Sources	\$309,549	\$336,020	\$333,743	\$319,187	\$319,187	\$0
<b>Total Revenue</b>	<b>\$141,909,037</b>	<b>\$148,036,141</b>	<b>\$161,882,237</b>	<b>\$166,886,190</b>	<b>\$166,886,190</b>	<b>\$0</b>
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	<b>\$141,909,037</b>	<b>\$148,036,141</b>	<b>\$161,882,237</b>	<b>\$166,886,190</b>	<b>\$166,886,190</b>	<b>\$0</b>
Salaries and Benefits	\$88,778,829	\$94,000,160	\$99,279,184	\$101,210,016	\$101,210,016	\$0
Services and Supplies	\$24,710,999	\$24,242,503	\$29,868,751	\$31,509,881	\$31,509,881	\$0
Other Charges	\$31,626,358	\$32,127,629	\$35,498,064	\$35,610,900	\$35,610,900	\$0
Fixed Assets						
Equipment	\$601,782	\$677,413	\$1,000,000	\$1,000,000	\$1,000,000	\$0
Other Financing Uses	\$0	\$0	\$251,657	\$218,812	\$218,812	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$145,717,968	\$151,047,705	\$165,897,656	\$169,549,609	\$169,549,609	\$0
General Fund Contribution	\$3,808,931	\$3,011,564	\$4,015,419	\$2,663,419	\$2,663,419	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>1138</b>	<b>1144</b>	<b>1144</b>	<b>0</b>

CSA - Public Economic Assistance						
1632 0045801 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$392	\$515	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$75,995,184	\$74,063,136	\$88,839,576	\$95,142,202	\$95,142,202	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$20,659,997	\$23,340,420	\$17,237,824	\$20,376,176	\$20,376,176	\$0
<b>Total Revenue</b>	<b>\$96,655,573</b>	<b>\$97,404,071</b>	<b>\$106,077,400</b>	<b>\$115,518,378</b>	<b>\$115,518,378</b>	<b>\$0</b>
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	<b>\$96,655,573</b>	<b>\$97,404,071</b>	<b>\$106,077,400</b>	<b>\$115,518,378</b>	<b>\$115,518,378</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Other Charges	\$98,577,391	\$99,168,056	\$107,841,385	\$117,282,363	\$117,282,363	\$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
<b>Gross Costs</b>	<b>\$98,577,391</b>	<b>\$99,168,056</b>	<b>\$107,841,385</b>	<b>\$117,282,363</b>	<b>\$117,282,363</b>	<b>\$0</b>
General Fund Contribution	\$192,1818	\$1763,985	\$1763,985	\$1763,985	\$1763,985	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

County Counsel						
0100 0022000 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$195,009	\$35,335	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$4,747	\$21,886	\$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	\$1,532,448	\$1,699,469	\$1,591,667	\$1,851,982	\$1,851,982	\$0
Miscellaneous Revenue	\$207	\$30	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$1,732,411</b>	<b>\$1,756,720</b>	<b>\$1,591,667</b>	<b>\$1,851,982</b>	<b>\$1,851,982</b>	<b>\$0</b>
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	<b>\$1,732,411</b>	<b>\$1,756,720</b>	<b>\$1,591,667</b>	<b>\$1,851,982</b>	<b>\$1,851,982</b>	<b>\$0</b>
Salaries and Benefits	\$2,445,687	\$2,792,914	\$2,882,723	\$3,199,523	\$3,601,135	\$401,612
Services and Supplies	\$94,153	\$111,773	\$218,415	\$242,452	\$242,452	\$0
Other Charges	\$152,813	\$200,286	\$213,992	\$235,482	\$235,482	\$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	\$167	\$195	\$30	\$30	\$30	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$2,692,820</b>	<b>\$3,105,168</b>	<b>\$3,315,130</b>	<b>\$3,677,487</b>	<b>\$4,079,099</b>	<b>\$401,612</b>
General Fund Contribution	\$960,409	\$1,348,448	\$1,723,493	\$1,825,505	\$2,227,117	\$401,612
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>16</b>	<b>17</b>	<b>17</b>	<b>0</b>

District Attorney - Arson Task Force						
1761 0023229 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$59,632	\$72,319	\$82,659	\$82,659	\$82,659	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$59,632</b>	<b>\$72,319</b>	<b>\$82,659</b>	<b>\$82,659</b>	<b>\$82,659</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$5,984</b>	<b>(\$807)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$65,616</b>	<b>\$71,512</b>	<b>\$82,659</b>	<b>\$82,659</b>	<b>\$82,659</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$65,616	\$71,512	\$82,659	\$82,659	\$82,659	\$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
<b>Gross Costs</b>	<b>\$65,616</b>	<b>\$71,512</b>	<b>\$82,659</b>	<b>\$82,659</b>	<b>\$82,659</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

District Attorney - Auto Insurance Fraud Prosecution						
1712 0023212 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$172,924	\$190,208	\$207,887	\$212,880	\$212,880	\$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
<b>Total Revenue</b>	<b>\$172,924</b>	<b>\$190,208</b>	<b>\$207,887</b>	<b>\$212,880</b>	<b>\$212,880</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$4,810)</b>	<b>(\$3,180)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$168,114</b>	<b>\$187,028</b>	<b>\$207,887</b>	<b>\$212,880</b>	<b>\$212,880</b>	<b>\$0</b>
Salaries and Benefits	\$161,241	\$178,775	\$167,520	\$177,967	\$177,967	\$0
Services and Supplies	\$6,873	\$8,253	\$40,367	\$34,913	\$34,913	\$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
<b>Gross Costs</b>	<b>\$168,114</b>	<b>\$187,028</b>	<b>\$207,887</b>	<b>\$212,880</b>	<b>\$212,880</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>-1</b>

District Attorney - Consumer Fraud Prosecution Program						
177A 0023310 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$92,982	\$42,717	\$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
<b>Total Revenue</b>	<b>\$92,982</b>	<b>\$42,717</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$305,103</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$398,085</b>	<b>\$42,717</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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	\$398,085	\$42,717	\$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
<b>Gross Costs</b>	<b>\$398,085</b>	<b>\$42,717</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

District Attorney - Criminal Division						
0100 0023100 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$8,591	\$3,511	\$4,000	\$4,120	\$4,120	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$888,306	\$671,340	\$595,750	\$613,623	\$613,623	\$0
Charges for Service	\$818,211	\$781,473	\$1,208,154	\$1,118,932	\$1,168,545	\$49,613
Miscellaneous Revenue	\$4,061	\$6,788	\$1,000	\$1,030	\$1,030	\$0
Other Financing Sources	\$401,502	\$42,717	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$2,120,671</b>	<b>\$1,875,829</b>	<b>\$1,808,904</b>	<b>\$1,737,705</b>	<b>\$1,787,318</b>	<b>\$49,613</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$2,120,671</b>	<b>\$1,875,829</b>	<b>\$1,808,904</b>	<b>\$1,737,705</b>	<b>\$1,787,318</b>	<b>\$49,613</b>
Salaries and Benefits	\$15,032,796	\$15,936,392	\$18,218,545	\$18,544,361	\$19,675,785	\$1,131,424
Services and Supplies	\$1,165,797	\$1,461,595	\$1,181,796	\$1,198,319	\$1,198,319	\$0
Other Charges	\$1,040,213	\$1,275,826	\$1,335,880	\$1,382,637	\$1,382,637	\$0
Fixed Assets						
Equipment	\$189,722	\$99,473	\$188,800	\$102,400	\$189,900	\$87,500
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$6,223)	\$262	(\$9,108)	(\$9,108)	(\$9,108)	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$17,422,305</b>	<b>\$18,773,549</b>	<b>\$20,915,913</b>	<b>\$21,218,609</b>	<b>\$22,437,533</b>	<b>\$1,218,924</b>
<b>General Fund Contribution</b>	<b>\$15,301,634</b>	<b>\$16,897,720</b>	<b>\$19,107,009</b>	<b>\$19,480,904</b>	<b>\$20,650,215</b>	<b>\$1,169,311</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>132</b>	<b>133</b>	<b>133</b>	<b>0</b>

District Attorney - Criminal Division Asset Forfeiture						
1771 0023271 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$ 13,012	\$ 16,912	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$ 13,012</b>	<b>\$ 16,912</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$7,647)</b>	<b>(\$12,522)</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$5,365</b>	<b>\$4,390</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$5,365	\$4,390	\$6,000	\$6,000	\$6,000	\$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
<b>Gross Costs</b>	<b>\$5,365</b>	<b>\$4,390</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

District Attorney - Elder Abuse Advocacy & Outreach						
1706 0023206 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$90,678	\$200,380	\$ 192,849	\$96,425	\$96,425	\$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
<b>Total Revenue</b>	<b>\$90,678</b>	<b>\$200,380</b>	<b>\$ 192,849</b>	<b>\$96,425</b>	<b>\$96,425</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$8,131</b>	<b>(\$6,909)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$98,809</b>	<b>\$193,471</b>	<b>\$ 192,849</b>	<b>\$96,425</b>	<b>\$96,425</b>	<b>\$0</b>
Salaries and Benefits	\$77,544	\$100,430	\$80,795	\$39,620	\$39,620	\$0
Services and Supplies	\$29,052	\$10,159	\$20,612	\$61,102	\$61,102	\$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
<b>Gross Costs</b>	<b>\$106,596</b>	<b>\$202,029</b>	<b>\$201,407</b>	<b>\$100,722</b>	<b>\$100,722</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$7,787</b>	<b>\$8,558</b>	<b>\$8,558</b>	<b>\$4,297</b>	<b>\$4,297</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>

District Attorney - Federal Asset Forfeiture						
1707 0023207 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$44	\$7	\$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
<b>Total Revenue</b>	<b>\$44</b>	<b>\$7</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$4,541</b>	<b>(\$7)</b>	<b>\$2,731</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$4,585</b>	<b>\$0</b>	<b>\$2,731</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$4,585	\$0	\$2,731	\$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
<b>Gross Costs</b>	<b>\$4,585</b>	<b>\$0</b>	<b>\$2,731</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

District Attorney - Impaired Driver Vertical Prosecution						
1678 0023209 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$38,410	\$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
<b>Total Revenue</b>	<b>\$38,410</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$14,620)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$23,790</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries and Benefits	\$24,236	\$0	\$0	\$0	\$0	\$0
Services and Supplies	(\$446)	\$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
<b>Gross Costs</b>	<b>\$23,790</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

District Attorney - Real Estate Fraud						
1776 0023276 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$5,150	\$5,150	\$0
Charges for Service	\$202,549	\$175,940	\$185,000	\$190,550	\$190,550	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$202,549</b>	<b>\$175,940</b>	<b>\$190,000</b>	<b>\$195,700</b>	<b>\$195,700</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$120,507</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$323,056</b>	<b>\$175,940</b>	<b>\$190,000</b>	<b>\$195,700</b>	<b>\$195,700</b>	<b>\$0</b>
Salaries and Benefits	\$377,733	\$390,897	\$259,229	\$265,892	\$265,892	\$0
Services and Supplies	\$59	\$1,459	\$1,000	\$1,035	\$1,035	\$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
<b>Gross Costs</b>	<b>\$377,792</b>	<b>\$392,356</b>	<b>\$260,229</b>	<b>\$266,927</b>	<b>\$266,927</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$54,736</b>	<b>\$216,416</b>	<b>\$70,229</b>	<b>\$71,227</b>	<b>\$71,227</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>

District Attorney - Unserved/Underserved Victim Advocacy and Outreach Program						
1686 0023208 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$184,203	\$182,349	\$169,041	\$84,521	\$84,521	\$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
<b>Total Revenue</b>	<b>\$184,203</b>	<b>\$182,349</b>	<b>\$169,041</b>	<b>\$84,521</b>	<b>\$84,521</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$29,626)</b>	<b>\$5,495</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$154,577</b>	<b>\$187,844</b>	<b>\$169,041</b>	<b>\$84,521</b>	<b>\$84,521</b>	<b>\$0</b>
Salaries and Benefits	\$160,633	\$197,828	\$171,000	\$85,501	\$85,501	\$0
Services and Supplies	\$10,648	\$9,851	\$17,876	\$8,938	\$8,938	\$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
<b>Gross Costs</b>	<b>\$171,281</b>	<b>\$207,679</b>	<b>\$188,876</b>	<b>\$94,439</b>	<b>\$94,439</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$16,704</b>	<b>\$19,835</b>	<b>\$19,835</b>	<b>\$9,918</b>	<b>\$9,918</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>

District Attorney - Victim Compensation & Government Claims						
1710 0023220 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$66,856	\$66,076	\$66,586	\$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
<b>Total Revenue</b>	<b>\$66,856</b>	<b>\$66,076</b>	<b>\$66,586</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>(\$5)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$66,856</b>	<b>\$66,061</b>	<b>\$66,586</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries and Benefits	\$87,60	\$96,30	\$86,881	\$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
<b>Gross Costs</b>	<b>\$87,60</b>	<b>\$96,30</b>	<b>\$86,881</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$20,294</b>	<b>\$30,249</b>	<b>\$20,295</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>

District Attorney - Victim Services Program						
1714 0023214 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$1,014,357	\$996,536	\$1,090,758	\$354,817	\$354,817	\$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
<b>Total Revenue</b>	<b>\$1,014,357</b>	<b>\$996,536</b>	<b>\$1,090,758</b>	<b>\$354,817</b>	<b>\$354,817</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$23,704)</b>	<b>(\$2,865)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$990,653</b>	<b>\$983,671</b>	<b>\$1,090,758</b>	<b>\$354,817</b>	<b>\$354,817</b>	<b>\$0</b>
Salaries and Benefits	\$634,694	\$649,411	\$683,150	\$210,951	\$210,951	\$0
Services and Supplies	\$280,287	\$326,278	\$407,608	\$143,866	\$143,866	\$0
Other Charges	\$595	\$8,252	\$0	\$0	\$0	\$0
Fixed Assets						
Equipment	\$75,077	\$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
<b>Gross Costs</b>	<b>\$990,653</b>	<b>\$983,671</b>	<b>\$1,090,758</b>	<b>\$354,817</b>	<b>\$354,817</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>9</b>	<b>11</b>	<b>11</b>	<b>0</b>

District Attorney - Violence Against Women Program						
1704 0023200 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$202,545	\$0	\$202,545	\$202,545	\$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
<b>Total Revenue</b>	\$0	\$202,545	\$0	\$202,545	\$202,545	\$0
Use of Fund Balance	\$0	\$150	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	\$0	\$204,055	\$0	\$202,545	\$202,545	\$0
Salaries and Benefits	\$0	\$267,291	\$0	\$257,734	\$257,734	\$0
Services and Supplies	\$0	\$4,279	\$0	\$12,326	\$12,326	\$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	\$271,570	\$0	\$270,060	\$270,060	\$0
General Fund Contribution	\$0	\$67,515	\$0	\$67,515	\$67,515	\$0
<b>Total Allocated Positions</b>	-	-	0	2	2	0

Environmental Resources						
1001 0034100 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$46,566	\$25,328	\$31,000	\$31,000	\$31,000	\$0
Revenue from use of Assets	\$1,862	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$348,619	\$164,240	\$285,940	\$319,792	\$319,792	\$0
Charges for Service	\$5,572,106	\$5,830,092	\$5,681,587	\$5,989,076	\$5,989,076	\$0
Miscellaneous Revenue	\$8,805	\$28,703	\$13,800	\$13,800	\$13,800	\$0
Other Financing Sources	\$762,778	\$827,571	\$846,405	\$830,655	\$830,655	\$0
<b>Total Revenue</b>	\$6,740,736	\$6,875,934	\$6,858,732	\$7,184,323	\$7,184,323	\$0
Use of Fund Balance	\$1,102,583	\$1,639,851	\$2,156,171	\$1,563,533	\$1,563,533	\$0
<b>Total Funding Sources</b>	\$7,843,319	\$8,515,785	\$9,014,903	\$8,747,856	\$8,747,856	\$0
Salaries and Benefits	\$8,405,463	\$8,974,826	\$9,291,448	\$9,511,170	\$9,511,170	\$0
Services and Supplies	\$1,154,781	\$820,168	\$1,463,077	\$1,576,102	\$1,576,102	\$0
Other Charges	\$858,561	\$1,030,928	\$1,064,299	\$1,067,200	\$1,067,200	\$0
Fixed Assets						
Buildings & Improvements	\$100,291	\$2,502	\$0	\$200,000	\$200,000	\$0
Equipment	\$201,154	\$174,163	\$191,500	\$194,963	\$194,963	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$1,717,432)	(\$1,452,291)	(\$1,960,910)	(\$2,540,768)	(\$2,540,768)	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$9,002,818	\$9,550,296	\$10,049,414	\$10,008,667	\$10,008,667	\$0
General Fund Contribution	\$1,159,499	\$1,034,511	\$1,034,511	\$1,260,811	\$1,260,811	\$0
<b>Total Allocated Positions</b>	-	-	88	87	87	0

Environmental Resources - AB 939 - Source Reduction and Recycle						
1004 0034204 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$8,587	\$5,260	\$5,000	\$5,000	\$5,000	\$0
Intergovernmental Revenue	(\$15,068)	\$146,795	\$338,400	\$326,160	\$326,160	\$0
Charges for Service	\$550,072	\$564,802	\$580,200	\$580,200	\$580,200	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$403,591</b>	<b>\$716,857</b>	<b>\$923,600</b>	<b>\$911,360</b>	<b>\$911,360</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$468,646</b>	<b>(\$526)</b>	<b>\$0</b>	<b>\$1,669</b>	<b>\$1,669</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$872,237</b>	<b>\$716,331</b>	<b>\$923,600</b>	<b>\$913,029</b>	<b>\$913,029</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$333,608	\$367,017	\$406,000	\$406,000	\$406,000	\$0
Other Charges	\$0	\$70,712	\$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	\$538,629	\$278,602	\$517,600	\$507,029	\$507,029	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$872,237</b>	<b>\$716,331</b>	<b>\$923,600</b>	<b>\$913,029</b>	<b>\$913,029</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Environmental Resources - Abandoned Vehicle Abatement						
1014 0034234 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$60,648	\$74,962	\$52,000	\$53,560	\$53,560	\$0
Charges for Service	\$25	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$60,673</b>	<b>\$74,962</b>	<b>\$52,000</b>	<b>\$53,560</b>	<b>\$53,560</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$1,222)</b>	<b>(\$11,320)</b>	<b>\$4,694</b>	<b>\$30,691</b>	<b>\$30,691</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$59,451</b>	<b>\$63,642</b>	<b>\$56,694</b>	<b>\$84,251</b>	<b>\$84,251</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$5,265	\$0	\$1,980	\$7,622	\$7,622	\$0
Other Charges	\$1,798	\$378	\$898	\$929	\$929	\$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	\$52,388	\$63,264	\$53,816	\$75,700	\$75,700	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$59,451</b>	<b>\$63,642</b>	<b>\$56,694</b>	<b>\$84,251</b>	<b>\$84,251</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Environmental Resources - Beverage Container Recycling						
1010 0034211 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$28,842	\$58,175	\$30,000	\$29,171	\$29,171	\$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
<b>Total Revenue</b>	<b>\$28,842</b>	<b>\$58,175</b>	<b>\$30,000</b>	<b>\$29,171</b>	<b>\$29,171</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$5,172</b>	<b>(\$34,343)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$34,014</b>	<b>\$23,832</b>	<b>\$30,000</b>	<b>\$29,171</b>	<b>\$29,171</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$21014	\$16,501	\$20,000	\$19,171	\$19,171	\$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	\$13,000	\$7,331	\$10,000	\$10,000	\$10,000	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$34,014</b>	<b>\$23,832</b>	<b>\$30,000</b>	<b>\$29,171</b>	<b>\$29,171</b>	<b>\$0</b>
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Environmental Resources - Code Enforcement Abatement						
1016 0034237 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$9,217	\$9,217	\$9,217	\$0
Other Charges	\$0	\$0	\$10,783	\$10,783	\$10,783	\$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
<b>Gross Costs</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$0</b>
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Environmental Resources - Disclosure Program						
1005 0034205 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$5,503	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$5,782	\$0	\$0	\$0	\$0
Charges for Service	\$356,167	\$364,397	\$381,180	\$365,400	\$365,400	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$357,586</b>	<b>\$375,682</b>	<b>\$381,180</b>	<b>\$365,400</b>	<b>\$365,400</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$9,022</b>	<b>(\$76,857)</b>	<b>\$66,320</b>	<b>\$94,650</b>	<b>\$94,650</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$366,608</b>	<b>\$298,825</b>	<b>\$447,500</b>	<b>\$460,050</b>	<b>\$460,050</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$6,600	\$9,834	\$17,500	\$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	\$360,008	\$288,991	\$430,000	\$460,050	\$460,050	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$366,608</b>	<b>\$298,825</b>	<b>\$447,500</b>	<b>\$460,050</b>	<b>\$460,050</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Environmental Resources - Fink Road Landfill						
4021 0041100 Enterprise Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$726,421	\$789,828	\$500,000	\$515,000	\$515,000	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$9,182,258	\$8,897,476	\$8,075,000	\$8,244,003	\$8,244,003	\$0
Miscellaneous Revenue	\$223	\$971	\$10,000	\$10,000	\$10,000	\$0
Other Financing Sources	\$0	(\$8,571)	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$9,908,902</b>	<b>\$9,679,704</b>	<b>\$8,585,000</b>	<b>\$8,769,003</b>	<b>\$8,769,003</b>	<b>\$0</b>
<b>Retained Earnings</b>	<b>\$5,352,044</b>	<b>(\$443,889)</b>	<b>\$7,951,899</b>	<b>\$9,418,16</b>	<b>\$9,418,16</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$15,260,946</b>	<b>\$9,235,815</b>	<b>\$16,536,899</b>	<b>\$18,187,169</b>	<b>\$18,187,169</b>	<b>\$0</b>
Salaries and Benefits	\$1,447,579	\$1,311,744	\$1,870,809	\$1,945,465	\$1,945,465	\$0
Services and Supplies	\$6,800,627	\$8,143,342	\$8,795,850	\$9,124,210	\$9,124,210	\$0
Other Charges	\$2,391,225	\$2,008,930	\$542,168	\$2,757,644	\$2,757,644	\$0
Fixed Assets						
Buildings & Improvements	\$0	\$0	\$100,000	\$190,000	\$190,000	\$0
Equipment	\$12,440	(\$4,053,485)	\$2,028,072	\$858,500	\$858,500	\$0
Other Financing Uses	\$4,609,075	\$1,825,283	\$3,200,000	\$3,312,000	\$3,312,000	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$15,260,946</b>	<b>\$9,235,815</b>	<b>\$16,536,899</b>	<b>\$18,187,169</b>	<b>\$18,187,169</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>0</b>

Environmental Resources - Geer Road Landfill						
4031 0041200 Enterprise Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$12,987	\$13,723	\$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	\$4,160,223	\$1,729,595	\$2,724,534	\$2,701,971	\$2,701,971	\$0
<b>Total Revenue</b>	<b>\$4,173,210</b>	<b>\$1,743,318</b>	<b>\$2,724,534</b>	<b>\$2,701,971</b>	<b>\$2,701,971</b>	<b>\$0</b>
<b>Retained Earnings</b>	<b>(\$146,166)</b>	<b>(\$99,546)</b>	<b>\$85,000</b>	<b>\$138,530</b>	<b>\$138,530</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$4,027,044</b>	<b>\$1,643,772</b>	<b>\$2,809,534</b>	<b>\$2,840,501</b>	<b>\$2,840,501</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$3,974,923	\$1,577,908	\$2,699,900	\$2,726,475	\$2,726,475	\$0
Other Charges	\$52,121	\$65,864	\$109,634	\$114,026	\$114,026	\$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
<b>Gross Costs</b>	<b>\$4,027,044</b>	<b>\$1,643,772</b>	<b>\$2,809,534</b>	<b>\$2,840,501</b>	<b>\$2,840,501</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Environmental Resources - Household Hazardous Waste						
1002 0034202 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$10,789	\$21,780	\$6,000	\$6,000	\$6,000	\$0
Intergovernmental Revenue	\$144,391	\$146,796	\$0	\$0	\$0	\$0
Charges for Service	\$585,887	\$594,681	\$761,500	\$740,500	\$740,500	\$0
Miscellaneous Revenue	\$33,571	\$22,914	\$35,000	\$17,000	\$17,000	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$774,638</b>	<b>\$786,171</b>	<b>\$802,500</b>	<b>\$763,500</b>	<b>\$763,500</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$87,632</b>	<b>\$347,665</b>	<b>\$361,108</b>	<b>\$485,384</b>	<b>\$485,384</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$862,270</b>	<b>\$1,133,836</b>	<b>\$1,163,608</b>	<b>\$1,248,884</b>	<b>\$1,248,884</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$235,887	\$240,271	\$378,569	\$368,697	\$368,697	\$0
Other Charges	\$4,425	\$1,008	\$2,049	\$6,769	\$6,769	\$0
Fixed Assets						
Buildings & Improvements	\$0	\$135,333	\$140,000	\$225,000	\$225,000	\$0
Equipment	\$0	\$94,159	\$94,000	\$48,000	\$48,000	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$621,958	\$663,065	\$548,990	\$600,418	\$600,418	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$862,270</b>	<b>\$1,133,836</b>	<b>\$1,163,608</b>	<b>\$1,248,884</b>	<b>\$1,248,884</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Environmental Resources - Trust Fund						
1009 0034209 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$2,250	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$375	\$784	\$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
<b>Total Revenue</b>	<b>\$2,625</b>	<b>\$784</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$2,609</b>	<b>(\$784)</b>	<b>\$5,300</b>	<b>\$5,300</b>	<b>\$5,300</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$5,234</b>	<b>\$0</b>	<b>\$5,300</b>	<b>\$5,300</b>	<b>\$5,300</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$5,234	\$0	\$5,300	\$5,300	\$5,300	\$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	\$5,234	\$0	\$5,300	\$5,300	\$5,300	\$0
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Environmental Resources - Used Oil Recycling						
1008 0034207 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$89,830	\$86,858	\$85,000	\$86,858	\$86,858	\$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
<b>Total Revenue</b>	<b>\$89,830</b>	<b>\$86,858</b>	<b>\$85,000</b>	<b>\$86,858</b>	<b>\$86,858</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$5,568)</b>	<b>(\$2,232)</b>	<b>\$0</b>	<b>\$5,658</b>	<b>\$5,658</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$84,262</b>	<b>\$84,626</b>	<b>\$85,000</b>	<b>\$92,516</b>	<b>\$92,516</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$54,179	\$51,614	\$60,000	\$62,100	\$62,100	\$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	\$30,083	\$33,012	\$25,000	\$30,416	\$30,416	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$84,262	\$84,626	\$85,000	\$92,516	\$92,516	\$0
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Environmental Resources - Vehicle Registration Fee Surcharge						
1003 0034203 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$5	\$1,085	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$3,488	\$7,605	\$4,000	\$4,000	\$4,000	\$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
<b>Total Revenue</b>	<b>\$3,493</b>	<b>\$8,690</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$3,493)</b>	<b>(\$8,690)</b>	<b>\$64,000</b>	<b>\$64,000</b>	<b>\$64,000</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$68,000</b>	<b>\$68,000</b>	<b>\$68,000</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$68,000	\$68,000	\$68,000	\$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
<b>Gross Costs</b>	<b>\$0</b>	<b>\$0</b>	<b>\$68,000</b>	<b>\$68,000</b>	<b>\$68,000</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Environmental Resources - Waste Tire Enforcement Grant						
1012 0034200 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$103,927	\$110,062	\$126,000	\$135,553	\$135,553	\$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
<b>Total Revenue</b>	<b>\$103,927</b>	<b>\$110,062</b>	<b>\$126,000</b>	<b>\$135,553</b>	<b>\$135,553</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$2,536)</b>	<b>\$8,738</b>	<b>\$0</b>	<b>\$552</b>	<b>\$552</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$101,391</b>	<b>\$118,800</b>	<b>\$126,000</b>	<b>\$136,105</b>	<b>\$136,105</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$26	\$774	\$17,816	\$18,690	\$18,690	\$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	\$101,365	\$118,026	\$108,184	\$117,415	\$117,415	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$101,391</b>	<b>\$118,800</b>	<b>\$126,000</b>	<b>\$136,105</b>	<b>\$136,105</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

General Services Agency - Administration						
0100 0019010 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$644,390	\$798,673	\$755,200	\$786,700	\$786,700	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$644,390</b>	<b>\$798,673</b>	<b>\$755,200</b>	<b>\$786,700</b>	<b>\$786,700</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$644,390</b>	<b>\$798,673</b>	<b>\$755,200</b>	<b>\$786,700</b>	<b>\$786,700</b>	<b>\$0</b>
Salaries and Benefits	\$587,497	\$743,994	\$700,900	\$730,700	\$730,700	\$0
Services and Supplies	\$23,072	\$6,326	\$4,900	\$2,015,300	\$2,015,300	\$0
Other Charges	\$33,820	\$38,168	\$39,400	\$40,700	\$40,700	\$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
<b>Gross Costs</b>	<b>\$644,389</b>	<b>\$798,488</b>	<b>\$755,200</b>	<b>\$2,786,700</b>	<b>\$2,786,700</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>(\$1)</b>	<b>(\$185)</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>

General Services Agency - Central Services Division						
5001 0018210 Internal Service Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$1,394,246	\$1,541,884	\$1,508,800	\$1,852,985	\$1,852,985	\$0
Miscellaneous Revenue	\$488	\$1,303	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$1,394,734</b>	<b>\$1,543,187</b>	<b>\$1,508,800</b>	<b>\$1,852,985</b>	<b>\$1,852,985</b>	<b>\$0</b>
<b>Retained Earnings</b>	<b>(\$35,310)</b>	<b>(\$70,085)</b>	<b>\$81,500</b>	<b>\$56,000</b>	<b>\$56,000</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$1,359,424</b>	<b>\$1,473,102</b>	<b>\$1,590,300</b>	<b>\$1,908,985</b>	<b>\$1,908,985</b>	<b>\$0</b>
Salaries and Benefits	\$962,300	\$1,023,082	\$1,102,100	\$1,361,175	\$1,361,175	\$0
Services and Supplies	\$77,607	\$12,567	\$86,700	\$171,200	\$171,200	\$0
Other Charges	\$276,806	\$337,453	\$325,000	\$376,610	\$376,610	\$0
Fixed Assets						
Equipment	\$42,711	\$0	\$76,500	\$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
<b>Gross Costs</b>	<b>\$1,359,424</b>	<b>\$1,473,102</b>	<b>\$1,590,300</b>	<b>\$1,908,985</b>	<b>\$1,908,985</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>11</b>	<b>13</b>	<b>13</b>	<b>0</b>

General Services Agency - Facilities Maintenance Division						
5170 0018700 Internal Service Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$10,562	\$10,112	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$6,342,745	\$6,663,193	\$6,699,400	\$7,297,500	\$7,297,500	\$0
Miscellaneous Revenue	\$3,590	\$9,936	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$6,356,897</b>	<b>\$6,683,241</b>	<b>\$6,699,400</b>	<b>\$7,297,500</b>	<b>\$7,297,500</b>	<b>\$0</b>
<b>Retained Earnings</b>	<b>(\$429,214)</b>	<b>(\$273,209)</b>	<b>\$320,100</b>	<b>\$228,000</b>	<b>\$228,000</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$5,927,683</b>	<b>\$6,410,032</b>	<b>\$7,019,500</b>	<b>\$7,525,500</b>	<b>\$7,525,500</b>	<b>\$0</b>
Salaries and Benefits	\$2,782,488	\$2,838,796	\$3,483,300	\$3,644,600	\$3,644,600	\$0
Services and Supplies	\$2,439,731	\$2,683,801	\$2,518,300	\$2,889,600	\$2,889,600	\$0
Other Charges	\$686,540	\$836,656	\$877,800	\$908,300	\$908,300	\$0
Fixed Assets						
Equipment	\$18,924	\$50,779	\$140,100	\$83,000	\$83,000	\$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
<b>Gross Costs</b>	<b>\$5,927,683</b>	<b>\$6,410,032</b>	<b>\$7,019,500</b>	<b>\$7,525,500</b>	<b>\$7,525,500</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>36</b>	<b>37</b>	<b>37</b>	<b>0</b>

General Services Agency - Fleet Services Division						
5021 0018500 Internal Service Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$3,015,723	\$3,783,727	\$3,531,500	\$3,840,500	\$3,840,500	\$0
Miscellaneous Revenue	\$56,229	\$54,014	\$43,900	\$45,500	\$45,500	\$0
Other Financing Sources	\$14,105	\$0	\$2,500	\$2,600	\$2,600	\$0
<b>Total Revenue</b>	<b>\$3,086,057</b>	<b>\$3,837,741</b>	<b>\$3,577,900</b>	<b>\$3,888,600</b>	<b>\$3,888,600</b>	<b>\$0</b>
<b>Retained Earnings</b>	<b>\$24,972</b>	<b>(\$211,919)</b>	<b>\$105,000</b>	<b>\$29,400</b>	<b>\$29,400</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$3,111,029</b>	<b>\$3,625,822</b>	<b>\$3,682,900</b>	<b>\$3,918,000</b>	<b>\$3,918,000</b>	<b>\$0</b>
Salaries and Benefits	\$982,640	\$1,038,245	\$1,097,100	\$1,138,900	\$1,138,900	\$0
Services and Supplies	\$1,850,482	\$2,265,087	\$2,092,300	\$2,404,000	\$2,404,000	\$0
Other Charges	\$254,575	\$322,490	\$369,500	\$326,100	\$326,100	\$0
Fixed Assets						
Equipment	\$23,332	\$0	\$124,000	\$49,000	\$49,000	\$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
<b>Gross Costs</b>	<b>\$3,111,029</b>	<b>\$3,625,822</b>	<b>\$3,682,900</b>	<b>\$3,918,000</b>	<b>\$3,918,000</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>0</b>

General Services Agency - 12th Street - Office Building						
171A 0016200 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$20,307	\$2,608	\$20,200	\$20,800	\$20,800	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$20,307</b>	<b>\$2,608</b>	<b>\$20,200</b>	<b>\$20,800</b>	<b>\$20,800</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$6,837)</b>	<b>\$2,173</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$13,470</b>	<b>\$4,781</b>	<b>\$20,200</b>	<b>\$20,800</b>	<b>\$20,800</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$7,726	\$7,566	\$8,500	\$8,800	\$8,800	\$0
Other Charges	\$24,429	\$27,215	\$31,800	\$32,900	\$32,900	\$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
<b>Gross Costs</b>	<b>\$32,155</b>	<b>\$34,781</b>	<b>\$40,300</b>	<b>\$41,700</b>	<b>\$41,700</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$18,685</b>	<b>\$20,000</b>	<b>\$20,100</b>	<b>\$20,900</b>	<b>\$20,900</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

General Services Agency - Utilities						
5170 0018720 Internal Service Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$4,726,539	\$5,016,774	\$5,132,500	\$5,337,900	\$5,337,900	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$4,726,539</b>	<b>\$5,016,774</b>	<b>\$5,132,500</b>	<b>\$5,337,900</b>	<b>\$5,337,900</b>	<b>\$0</b>
<b>Retained Earnings</b>	<b>(\$945)</b>	<b>(\$2,036)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$4,725,594</b>	<b>\$5,014,738</b>	<b>\$5,132,500</b>	<b>\$5,337,900</b>	<b>\$5,337,900</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$4,720,860	\$5,008,048	\$5,124,500	\$5,329,500	\$5,329,500	\$0
Other Charges	\$4,734	\$6,690	\$8,000	\$8,400	\$8,400	\$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
<b>Gross Costs</b>	<b>\$4,725,594</b>	<b>\$5,014,738</b>	<b>\$5,132,500</b>	<b>\$5,337,900</b>	<b>\$5,337,900</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Grand Jury							
0100 0052100 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D	
	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	
<b>Total Revenue</b>	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Use of Fund Balance</b>	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Total Funding Sources</b>	\$0	\$0	\$0	\$0	\$0	\$0	
Salaries and Benefits	\$59,575	\$45,059	\$64,486	\$68,343	\$68,343	\$0	
Services and Supplies	\$42,612	\$24,012	\$82,925	\$82,975	\$82,975	\$0	
Other Charges	\$14,862	\$16,481	\$14,862	\$15,450	\$15,450	\$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	\$300	\$300	\$300	\$0	
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0	
Gross Costs	\$117,049	\$85,552	\$162,573	\$167,068	\$167,068	\$0	
General Fund Contribution	\$117,049	\$85,552	\$162,573	\$167,068	\$167,068	\$0	
<b>Total Allocated Positions</b>	-	-	0	0	0	0	

Health Services Agency - Administration							
1401 1301000 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D	
	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	\$1,175	\$440	\$200	\$52	\$52	\$0	
Intergovernmental Revenue	\$436,935	\$405,331	\$315,000	\$324,450	\$324,450	\$0	
Charges for Service	\$6,635,578	\$6,277,063	\$7,612,486	\$7,919,874	\$7,919,874	\$0	
Miscellaneous Revenue	\$19,027	\$20,347	\$14,475	\$14,909	\$14,909	\$0	
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Total Revenue</b>	\$7,092,715	\$6,703,181	\$7,942,161	\$8,259,285	\$8,259,285	\$0	
<b>Use of Fund Balance</b>	\$0	\$0	\$0	\$155	\$155	\$0	
<b>Total Funding Sources</b>	\$7,092,715	\$6,703,181	\$7,942,161	\$8,259,440	\$8,259,440	\$0	
Salaries and Benefits	\$7,633,319	\$7,569,407	\$8,486,990	\$8,824,570	\$8,824,570	\$0	
Services and Supplies	\$1,725,057	\$1,683,538	\$2,233,325	\$2,311,554	\$2,311,554	\$0	
Other Charges	\$1,582,944	\$1,767,047	\$2,049,836	\$2,121,579	\$2,121,579	\$0	
Fixed Assets							
Buildings & Improvements	\$0	\$9,655	\$0	\$0	\$0	\$0	
Equipment	\$456,291	\$0	\$200,000	\$207,000	\$207,000	\$0	
Other Financing Uses	\$0	\$117,533	\$0	\$0	\$0	\$0	
Equity	\$0	\$0	\$0	\$0	\$0	\$0	
Intrafund	(\$4,304,896)	(\$4,443,999)	(\$5,027,990)	(\$5,205,263)	(\$5,205,263)	\$0	
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0	
Gross Costs	\$7,092,715	\$6,703,181	\$7,942,161	\$8,259,440	\$8,259,440	\$0	
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Total Allocated Positions</b>	-	-	90	90	82	-8	

Health Services Agency - Clinic and Ancillary Services						
4051 1010001 Enterprise Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$4,847	\$277,059	\$42,925	\$44,225	\$44,225	\$0
Intergovernmental Revenue	\$272,101	\$57,891	\$39,400	\$40,575	\$40,575	\$0
Charges for Service	\$27,041,149	\$28,960,633	\$32,127,610	\$32,419,535	\$32,419,535	\$0
Miscellaneous Revenue	\$3,209,125	\$7,340,894	\$8,001,032	\$8,908,050	\$8,908,050	\$0
Other Financing Sources	\$502,742	\$592,769	\$549,625	\$566,125	\$566,125	\$0
<b>Total Revenue</b>	<b>\$41029,964</b>	<b>\$37,229,246</b>	<b>\$40,760,592</b>	<b>\$41,978,510</b>	<b>\$41,978,510</b>	<b>\$0</b>
Retained Earnings	(\$2,146,045)	(\$2,456,244)	\$1,532,808	\$2,045,343	\$2,045,343	\$0
<b>Total Funding Sources</b>	<b>\$38,883,919</b>	<b>\$34,773,002</b>	<b>\$42,293,400</b>	<b>\$44,023,853</b>	<b>\$44,023,853</b>	<b>\$0</b>
Salaries and Benefits	\$18,359,497	\$17,887,825	\$22,057,104	\$22,917,491	\$22,917,491	\$0
Services and Supplies	\$15,688,338	\$12,364,786	\$14,125,780	\$14,655,009	\$14,655,009	\$0
Other Charges	\$7,951,469	\$7,633,788	\$8,904,413	\$9,245,250	\$9,245,250	\$0
Fixed Assets						
Buildings & Improvements	\$124,858	\$0	\$12,950	\$12,950	\$12,950	\$0
Equipment	(\$124,858)	\$0	\$306,550	\$306,550	\$306,550	\$0
Other Financing Uses	(\$1,988)	\$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	\$41,997,316	\$37,886,399	\$45,406,797	\$47,137,250	\$47,137,250	\$0
General Fund Contribution	\$3,113,397	\$3,113,397	\$3,113,397	\$3,113,397	\$3,113,397	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>208</b>	<b>208</b>	<b>178</b>	<b>-30</b>

Health Services Agency - EM S Discretionary Fund						
1429 1210001 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$114,036	\$88,648	\$101,143	\$104,685	\$104,685	\$0
Revenue from use of Assets	\$199	\$605	\$300	\$309	\$309	\$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
<b>Total Revenue</b>	<b>\$114,235</b>	<b>\$89,253</b>	<b>\$101,443</b>	<b>\$104,994</b>	<b>\$104,994</b>	<b>\$0</b>
Use of Fund Balance	(\$18,935)	\$13,188	\$2,435	\$2,519	\$2,519	\$0
<b>Total Funding Sources</b>	<b>\$95,300</b>	<b>\$102,441</b>	<b>\$103,878</b>	<b>\$107,513</b>	<b>\$107,513</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$95,300	\$102,441	\$103,878	\$107,513	\$107,513	\$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	\$95,300	\$102,441	\$103,878	\$107,513	\$107,513	\$0
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Health Services Agency - Indigent Health Care						
1404 1501000 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$220	(\$301,304)	\$0	\$0	\$0	\$0
Charges for Service	\$286,825	\$200,420	\$232,900	\$239,888	\$239,888	\$0
Miscellaneous Revenue	\$0	\$0	\$750	\$773	\$773	\$0
Other Financing Sources	\$0	\$301,304	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$287,045</b>	<b>\$200,420</b>	<b>\$233,650</b>	<b>\$240,661</b>	<b>\$240,661</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$47,901)</b>	<b>(\$442,245)</b>	<b>(\$293,231)</b>	<b>(\$291,676)</b>	<b>(\$291,676)</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>(\$30,856)</b>	<b>(\$241,825)</b>	<b>(\$59,581)</b>	<b>(\$51,015)</b>	<b>(\$51,015)</b>	<b>\$0</b>
Salaries and Benefits	\$20,939	\$5,506	\$28,706	\$29,861	\$29,861	\$0
Services and Supplies	\$29,420	\$10,407	\$23,750	\$28,083	\$28,083	\$0
Other Charges	\$18,785	\$37,178	\$80,692	\$83,516	\$83,516	\$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	\$5,084	\$7,271	\$7,525	\$7,525	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$169,144	\$58,175	\$240,419	\$248,985	\$248,985	\$0
General Fund Contribution	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Health Services Agency - IHCP EMS Hospital						
1434 1500010 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$229,380	\$194,245	\$209,617	\$215,905	\$215,905	\$0
Revenue from use of Assets	\$3,906	\$7,304	\$3,911	\$4,028	\$4,028	\$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
<b>Total Revenue</b>	<b>\$233,286</b>	<b>\$201,549</b>	<b>\$213,528</b>	<b>\$219,933</b>	<b>\$219,933</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$34,138)</b>	<b>\$176,746</b>	<b>\$167,022</b>	<b>\$161,336</b>	<b>\$161,336</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$199,148</b>	<b>\$378,295</b>	<b>\$380,550</b>	<b>\$381,269</b>	<b>\$381,269</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$199,148	\$378,295	\$380,550	\$381,269	\$381,269	\$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	\$199,148	\$378,295	\$380,550	\$381,269	\$381,269	\$0
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Health Services Agency - IHCP EMS Physicians						
1435 1500020 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$450,951	\$363,741	\$406,306	\$418,495	\$418,495	\$0
Revenue from use of Assets	\$766	\$3,294	\$1,393	\$1,435	\$1,435	\$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
<b>Total Revenue</b>	<b>\$451,717</b>	<b>\$367,035</b>	<b>\$407,699</b>	<b>\$419,930</b>	<b>\$419,930</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$28,025)</b>	<b>(\$52,925)</b>	<b>\$23,011</b>	<b>\$10,780</b>	<b>\$10,780</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$423,692</b>	<b>\$314,110</b>	<b>\$430,710</b>	<b>\$430,710</b>	<b>\$430,710</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$423,692	\$314,110	\$430,710	\$430,710	\$430,710	\$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	\$423,692	\$314,110	\$430,710	\$430,710	\$430,710	\$0
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Health Services Agency - Public Health						
1402 1200001 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$15,855	\$15,558	\$15,000	\$15,450	\$15,450	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$215	\$4,747	\$50	\$52	\$52	\$0
Intergovernmental Revenue	\$13,508,021	\$14,922,704	\$16,339,130	\$16,659,494	\$16,659,494	\$0
Charges for Service	\$3,599,906	\$2,933,551	\$4,452,897	\$5,109,098	\$5,109,098	\$0
Miscellaneous Revenue	\$55,876	\$164,018	\$200	\$206	\$206	\$0
Other Financing Sources	\$3,639,191	\$3,945,937	\$4,286,433	\$4,380,473	\$4,380,473	\$0
<b>Total Revenue</b>	<b>\$20,819,064</b>	<b>\$23,436,515</b>	<b>\$25,093,710</b>	<b>\$26,164,773</b>	<b>\$26,164,773</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$22,269</b>	<b>\$402,445</b>	<b>(\$3,326)</b>	<b>(\$8,704)</b>	<b>(\$8,704)</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$20,841,333</b>	<b>\$23,838,960</b>	<b>\$25,090,384</b>	<b>\$26,156,069</b>	<b>\$26,156,069</b>	<b>\$0</b>
Salaries and Benefits	\$14,752,024	\$16,058,459	\$16,545,515	\$17,204,659	\$17,204,659	\$0
Services and Supplies	\$3,271,463	\$3,277,594	\$4,800,409	\$4,995,071	\$4,995,071	\$0
Other Charges	\$838,530	\$847,416	\$844,219	\$873,844	\$873,844	\$0
Fixed Assets						
Equipment	\$0	\$0	\$233,500	\$240,028	\$240,028	\$0
Other Financing Uses	\$26,930	\$161,071	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$4,306,364	\$4,398,398	\$5,020,719	\$5,196,445	\$5,196,445	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$23,195,311	\$26,192,938	\$27,444,362	\$28,510,047	\$28,510,047	\$0
General Fund Contribution	\$2,353,978	\$2,353,978	\$2,353,978	\$2,353,978	\$2,353,978	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>174</b>	<b>174</b>	<b>171</b>	<b>-3</b>

Health Services Agency - Public Health Vital and Health Statistics						
1428 1250001 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$65,540	\$63,213	\$63,000	\$65,205	\$65,205	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$65,540</b>	<b>\$63,213</b>	<b>\$63,000</b>	<b>\$65,205</b>	<b>\$65,205</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$31,863)</b>	<b>(\$43,213)</b>	<b>(\$43,000)</b>	<b>(\$44,505)</b>	<b>(\$44,505)</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$33,677</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,700</b>	<b>\$20,700</b>	<b>\$0</b>
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	\$33,677	\$20,000	\$20,000	\$20,700	\$20,700	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$33,677</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,700</b>	<b>\$20,700</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Information Technology Central						
5031 0048100 Internal Service Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$4,966,593	\$7,556,942	\$7,283,270	\$8,848,049	\$8,963,669	\$115,620
Miscellaneous Revenue	\$296	\$421	\$50,000	\$50,000	\$50,000	\$0
Other Financing Sources	\$0	(\$7,585)	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$4,966,889</b>	<b>\$7,549,778</b>	<b>\$7,333,270</b>	<b>\$8,898,049</b>	<b>\$9,013,669</b>	<b>\$115,620</b>
<b>Retained Earnings</b>	<b>\$2,327,683</b>	<b>(\$183,406)</b>	<b>\$407,050</b>	<b>\$0</b>	<b>\$104,709</b>	<b>\$104,709</b>
<b>Total Funding Sources</b>	<b>\$7,294,572</b>	<b>\$7,366,372</b>	<b>\$7,740,320</b>	<b>\$8,898,049</b>	<b>\$9,118,378</b>	<b>\$220,329</b>
Salaries and Benefits	\$3,184,174	\$3,889,577	\$3,857,550	\$4,592,774	\$4,673,103	\$80,329
Services and Supplies	\$3,250,972	\$3,034,425	\$3,267,325	\$3,557,325	\$4,697,325	\$1,140,000
Other Charges	\$342,698	\$412,810	\$215,445	\$426,150	\$426,150	\$0
Fixed Assets						
Equipment	\$516,728	\$29,560	\$400,000	\$321,800	\$321,800	\$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
<b>Gross Costs</b>	<b>\$7,294,572</b>	<b>\$7,366,372</b>	<b>\$7,740,320</b>	<b>\$8,898,049</b>	<b>\$10,118,378</b>	<b>\$1,220,329</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>29</b>	<b>36</b>	<b>37</b>	<b>1</b>

Information Technology Central - Telecommunications						
5011 0048200 Internal Service Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$1,006,738	\$1,151,455	\$998,658	\$1,398,764	\$1,398,764	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	(\$6,949)	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$1,006,738</b>	<b>\$1,144,506</b>	<b>\$998,658</b>	<b>\$1,398,764</b>	<b>\$1,398,764</b>	<b>\$0</b>
<b>Retained Earnings</b>	<b>\$122,764</b>	<b>(\$55,473)</b>	<b>\$314,000</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$1,129,502</b>	<b>\$1,089,033</b>	<b>\$1,312,658</b>	<b>\$1,698,764</b>	<b>\$1,698,764</b>	<b>\$0</b>
Salaries and Benefits	\$253,725	\$308,390	\$315,800	\$268,124	\$268,124	\$0
Services and Supplies	\$612,028	\$626,564	\$621,653	\$1,166,100	\$1,166,100	\$0
Other Charges	\$263,749	\$183,769	\$200,205	\$190,150	\$190,150	\$0
Fixed Assets						
Equipment	\$0	(\$29,690)	\$175,000	\$74,390	\$74,390	\$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
<b>Gross Costs</b>	<b>\$1,129,502</b>	<b>\$1,089,033</b>	<b>\$1,312,658</b>	<b>\$1,698,764</b>	<b>\$1,698,764</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>

Integrated Criminal Justice Information System						
5141 0016161 Internal Service Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$622,504	\$775,500	\$775,500	\$795,366	\$795,366	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$622,504</b>	<b>\$775,500</b>	<b>\$775,500</b>	<b>\$795,366</b>	<b>\$795,366</b>	<b>\$0</b>
<b>Retained Earnings</b>	<b>\$137,330</b>	<b>\$102,377</b>	<b>\$427,029</b>	<b>\$448,026</b>	<b>\$548,026</b>	<b>\$100,000</b>
<b>Total Funding Sources</b>	<b>\$759,834</b>	<b>\$877,877</b>	<b>\$1,202,529</b>	<b>\$1,243,392</b>	<b>\$1,343,392</b>	<b>\$100,000</b>
Salaries and Benefits	\$16,351	(\$2,831)	\$40,250	\$41,659	\$41,659	\$0
Services and Supplies	\$464,166	\$593,793	\$764,000	\$790,740	\$890,740	\$100,000
Other Charges	\$279,317	\$276,915	\$363,279	\$375,993	\$375,993	\$0
Fixed Assets						
Equipment	\$0	\$10,000	\$35,000	\$35,000	\$35,000	\$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
<b>Gross Costs</b>	<b>\$759,834</b>	<b>\$877,877</b>	<b>\$1,202,529</b>	<b>\$1,243,392</b>	<b>\$1,343,392</b>	<b>\$100,000</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Library						
1651 0037100 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$ 10,677,064	\$ 10,256,929	\$ 10,254,497	\$ 10,405,274	\$ 10,405,274	\$ 0
Licenses, Permits, Franchises	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Fines, Forfeitures, Penalties	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Revenue from use of Assets	\$ 558	\$ 836	\$ 2,850	\$ 2,904	\$ 2,904	\$ 0
Intergovernmental Revenue	\$ 227,751	\$ 327,569	\$ 366,000	\$ 370,500	\$ 370,500	\$ 0
Charges for Service	\$ 542,020	\$ 593,679	\$ 550,001	\$ 558,307	\$ 558,307	\$ 0
Miscellaneous Revenue	\$ 200,577	\$ 129,172	\$ 62,450	\$ 50,919	\$ 50,919	\$ 0
Other Financing Sources	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total Revenue</b>	<b>\$ 11,647,970</b>	<b>\$ 11,308,185</b>	<b>\$ 11,235,798</b>	<b>\$ 11,387,904</b>	<b>\$ 11,387,904</b>	<b>\$ 0</b>
<b>Use of Fund Balance</b>	<b>\$ 926,732</b>	<b>\$ 1,428,345</b>	<b>\$ 624,221</b>	<b>\$ 811,451</b>	<b>\$ 811,451</b>	<b>\$ 0</b>
<b>Total Funding Sources</b>	<b>\$ 12,574,702</b>	<b>\$ 12,736,530</b>	<b>\$ 11,860,019</b>	<b>\$ 12,199,355</b>	<b>\$ 12,199,355</b>	<b>\$ 0</b>
Salaries and Benefits	\$ 7,670,867	\$ 7,952,454	\$ 8,204,714	\$ 8,352,532	\$ 8,352,532	\$ 0
Services and Supplies	\$ 3,026,135	\$ 2,868,243	\$ 2,706,564	\$ 2,908,148	\$ 2,908,148	\$ 0
Other Charges	\$ 1,527,747	\$ 1,377,322	\$ 1,293,007	\$ 1,334,985	\$ 1,334,985	\$ 0
Fixed Assets						
Buildings & Improvements	\$ 5,195	\$ 4,560	\$ 45,000	\$ 10,000	\$ 10,000	\$ 0
Equipment	\$ 25,978	\$ 97,538	\$ 102,544	\$ 85,500	\$ 85,500	\$ 0
Other Financing Uses	\$ 710,590	\$ 918,223	\$ 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
<b>Gross Costs</b>	<b>\$ 13,066,512</b>	<b>\$ 13,228,340</b>	<b>\$ 12,351,829</b>	<b>\$ 12,691,165</b>	<b>\$ 12,691,165</b>	<b>\$ 0</b>
<b>General Fund Contribution</b>	<b>\$ 491,810</b>	<b>\$ 491,810</b>	<b>\$ 491,810</b>	<b>\$ 491,810</b>	<b>\$ 491,810</b>	<b>\$ 0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>76</b>	<b>76</b>	<b>76</b>	<b>0</b>

Parks and Recreation						
0100 0035110 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Licenses, Permits, Franchises	\$ 45,320	\$ 39,340	\$ 43,480	\$ 44,784	\$ 44,784	\$ 0
Fines, Forfeitures, Penalties	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Revenue from use of Assets	\$ 37,340	\$ 5,200	\$ 24,015	\$ 24,735	\$ 24,735	\$ 0
Intergovernmental Revenue	\$ 656,479	\$ 4,590	\$ 35,000	\$ 0	\$ 0	\$ 0
Charges for Service	\$ 4,259,720	\$ 4,909,446	\$ 4,081,103	\$ 4,268,196	\$ 4,268,196	\$ 0
Miscellaneous Revenue	\$ 36,182	\$ 33,326	\$ 19,500	\$ 122,170	\$ 122,170	\$ 0
Other Financing Sources	\$ 3,654	\$ 0	\$ 0	\$ 180,054	\$ 180,054	\$ 0
<b>Total Revenue</b>	<b>\$ 5,038,695</b>	<b>\$ 5,001,902</b>	<b>\$ 4,203,098</b>	<b>\$ 4,639,939</b>	<b>\$ 4,639,939</b>	<b>\$ 0</b>
<b>Use of Fund Balance</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Funding Sources</b>	<b>\$ 5,038,695</b>	<b>\$ 5,001,902</b>	<b>\$ 4,203,098</b>	<b>\$ 4,639,939</b>	<b>\$ 4,639,939</b>	<b>\$ 0</b>
Salaries and Benefits	\$ 3,312,096	\$ 3,644,096	\$ 4,009,485	\$ 4,377,472	\$ 4,791,521	\$ 414,049
Services and Supplies	\$ 1,636,932	\$ 1,531,687	\$ 1,859,935	\$ 1,577,128	\$ 1,606,046	\$ 28,918
Other Charges	\$ 998,682	\$ 1,368,107	\$ 1,167,675	\$ 1,319,316	\$ 1,319,316	\$ 0
Fixed Assets						
Buildings & Improvements	\$ 304,847	\$ 0	\$ 0	\$ 180,054	\$ 345,262	\$ 165,208
Equipment	\$ 203,191	\$ 321,843	\$ 338,046	\$ 199,046	\$ 364,254	\$ 165,208
Other Financing Uses	\$ 458,207	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Equity	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Intrafund	\$ 505,477	\$ 497,101	\$ 518,723	\$ 500,403	\$ 500,403	\$ 0
Contingencies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Gross Costs</b>	<b>\$ 7,419,432</b>	<b>\$ 7,362,834</b>	<b>\$ 7,893,864</b>	<b>\$ 8,153,419</b>	<b>\$ 8,926,802</b>	<b>\$ 773,383</b>
<b>General Fund Contribution</b>	<b>\$ 2,380,737</b>	<b>\$ 2,360,932</b>	<b>\$ 3,690,766</b>	<b>\$ 3,513,480</b>	<b>\$ 4,286,863</b>	<b>\$ 773,383</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>46</b>	<b>54</b>	<b>54</b>	<b>0</b>

Parks and Recreation - Fish and Wildlife						
1727 0035452 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$961	\$12,270	\$1,000	\$1,000	\$1,000	\$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
<b>Total Revenue</b>	<b>\$961</b>	<b>\$12,270</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$1,871</b>	<b>(\$11,533)</b>	<b>\$9,000</b>	<b>\$9,000</b>	<b>\$9,000</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$2,832</b>	<b>\$737</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$2,832	\$737	\$20,000	\$20,000	\$20,000	\$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	\$2,832	\$737	\$20,000	\$20,000	\$20,000	\$0
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Parks and Recreation - Modesto Reservoir Patrol						
1728 0035453 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$23,000	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$23,000</b>	<b>\$23,000</b>	<b>\$23,000</b>	<b>\$23,000</b>	<b>\$23,000</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$220,877</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$243,877</b>	<b>\$23,000</b>	<b>\$23,000</b>	<b>\$23,000</b>	<b>\$23,000</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$277	\$23,000	\$23,000	\$23,000	\$23,000	\$0
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets						
Buildings & Improvements	\$243,600	\$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	\$243,877	\$23,000	\$23,000	\$23,000	\$23,000	\$0
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Parks and Recreation - Off-Highway Vehicle Fund						
1702 0035450 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$3,725	\$3,960	\$5,000	\$4,225	\$4,225	\$0
Fines, Forfeitures, Penalties	\$4	\$226	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$2,001	\$7,461	\$1,000	\$1,000	\$1,000	\$0
Intergovernmental Revenue	\$293,651	\$617,983	\$646,465	\$856,334	\$856,334	\$0
Charges for Service	\$142,687	\$149,836	\$10,000	\$10,000	\$10,000	\$0
Miscellaneous Revenue	\$0	\$29,921	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$442,068</b>	<b>\$809,387</b>	<b>\$753,465</b>	<b>\$961,659</b>	<b>\$961,659</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$128,252</b>	<b>(\$177,558)</b>	<b>\$90,461</b>	<b>\$3,972</b>	<b>\$3,972</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$570,320</b>	<b>\$631,829</b>	<b>\$843,926</b>	<b>\$965,631</b>	<b>\$965,631</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$10,946	\$192,006	\$306,305	\$382,635	\$382,635	\$0
Other Charges	\$349,194	\$380,674	\$507,621	\$582,996	\$582,996	\$0
Fixed Assets						
Buildings & Improvements	\$0	\$59,149	\$30,000	\$0	\$0	\$0
Equipment	\$10,180	\$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
<b>Gross Costs</b>	<b>\$570,320</b>	<b>\$631,829</b>	<b>\$843,926</b>	<b>\$965,631</b>	<b>\$965,631</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Parks and Recreation - Regional Water Safety Training Center						
1694 0035701 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$619	\$797	\$1,000	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$1,200	\$1,800	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$15,000	\$10,000	\$20,000	\$0	\$0	\$0
Other Financing Sources	\$10,000	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$26,819</b>	<b>\$12,597</b>	<b>\$21,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$33,394</b>	<b>\$33,998</b>	<b>\$26,221</b>	<b>\$18,850</b>	<b>\$18,850</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$60,213</b>	<b>\$46,595</b>	<b>\$47,221</b>	<b>\$18,850</b>	<b>\$18,850</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$29,213	\$32,227	\$32,853	\$34,004	\$34,004	\$0
Other Charges	\$31,000	\$33,600	\$33,600	\$34,776	\$34,776	\$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
<b>Gross Costs</b>	<b>\$60,213</b>	<b>\$65,827</b>	<b>\$66,453</b>	<b>\$68,780</b>	<b>\$68,780</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$19,232</b>	<b>\$19,232</b>	<b>\$49,930</b>	<b>\$49,930</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Parks and Recreation - Tuolumne River Regional Park						
0100 0035420 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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
<b>Total Revenue</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Use of Fund Balance</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	\$0	\$0	\$0	\$0	\$0	\$0
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$ 194,512	\$ 198,402	\$ 198,402	\$202,371	\$202,371	\$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	\$ 194,512	\$ 198,402	\$ 198,402	\$202,371	\$202,371	\$0
General Fund Contribution	\$ 194,512	\$ 198,402	\$ 198,402	\$202,371	\$202,371	\$0
<b>Total Allocated Positions</b>	-	-	0	0	0	0

Planning and Community Development						
0100 0025101 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$180,243	\$413,211	\$162,000	\$216,860	\$216,860	\$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	\$986,923	\$974,390	\$879,860	\$906,255	\$906,255	\$0
Miscellaneous Revenue	\$857	\$1,947	\$1,375	\$1,417	\$1,417	\$0
Other Financing Sources	\$0	\$0	\$1,500	\$1,545	\$1,545	\$0
<b>Total Revenue</b>	\$1,168,023	\$1,389,548	\$1,044,735	\$1,126,077	\$1,126,077	\$0
<b>Use of Fund Balance</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	\$1,168,023	\$1,389,548	\$1,044,735	\$1,126,077	\$1,126,077	\$0
Salaries and Benefits	\$1,855,555	\$2,025,214	\$2,105,776	\$2,285,879	\$2,474,234	\$188,355
Services and Supplies	\$164,802	\$333,901	\$183,095	\$239,503	\$239,503	\$0
Other Charges	\$180,162	\$261,692	\$263,116	\$272,325	\$272,325	\$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	(\$9,473)	(\$19,481)	\$2,261	\$2,261	\$2,261	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$2,191,046	\$2,601,326	\$2,554,248	\$2,799,968	\$2,988,323	\$188,355
General Fund Contribution	\$1,023,023	\$1,211,778	\$1,509,513	\$1,673,891	\$1,862,246	\$188,355
<b>Total Allocated Positions</b>	-	-	18	18	18	0

Planning - Building Permits						
1206 0040400 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$1,991,260	\$1,744,127	\$2,000,200	\$2,060,206	\$2,060,206	\$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	\$678,365	\$580,953	\$454,500	\$468,135	\$468,135	\$0
Miscellaneous Revenue	\$1,123	\$24,848	\$1,300	\$1,339	\$1,339	\$0
Other Financing Sources	\$1,479	\$2	\$30,000	\$30,900	\$30,900	\$0
<b>Total Revenue</b>	<b>\$2,672,227</b>	<b>\$2,349,930</b>	<b>\$2,486,000</b>	<b>\$2,560,580</b>	<b>\$2,560,580</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$186,374)</b>	<b>\$274,190</b>	<b>\$278,814</b>	<b>\$242,060</b>	<b>\$242,060</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$2,485,853</b>	<b>\$2,624,120</b>	<b>\$2,764,814</b>	<b>\$2,802,640</b>	<b>\$2,802,640</b>	<b>\$0</b>
Salaries and Benefits	\$1,766,265	\$1,818,521	\$1,932,767	\$1,993,222	\$1,993,222	\$0
Services and Supplies	\$335,467	\$310,671	\$337,070	\$348,867	\$348,867	\$0
Other Charges	\$384,121	\$448,788	\$444,977	\$460,551	\$460,551	\$0
Fixed Assets						
Equipment	\$0	\$46,140	\$50,000	\$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
<b>Gross Costs</b>	<b>\$2,485,853</b>	<b>\$2,624,120</b>	<b>\$2,764,814</b>	<b>\$2,802,640</b>	<b>\$2,802,640</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>0</b>

Planning - Dangerous Building Abatement						
1746 0043290 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$11,520	\$0	\$24,000	\$24,000	\$24,000	\$0
Miscellaneous Revenue	\$0	\$38,601	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$11,520</b>	<b>\$38,601</b>	<b>\$24,000</b>	<b>\$24,000</b>	<b>\$24,000</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$3,980)</b>	<b>\$11,663</b>	<b>\$24,000</b>	<b>\$24,000</b>	<b>\$24,000</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$7,540</b>	<b>\$50,264</b>	<b>\$48,000</b>	<b>\$48,000</b>	<b>\$48,000</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$863	\$36,200	\$30,000	\$30,000	\$30,000	\$0
Other Charges	\$6,677	\$14,064	\$18,000	\$18,000	\$18,000	\$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
<b>Gross Costs</b>	<b>\$7,540</b>	<b>\$50,264</b>	<b>\$48,000</b>	<b>\$48,000</b>	<b>\$48,000</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Planning - General Plan Maintenance						
179A 0025521 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$62,752	\$18,721	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$12,718	\$28,179	\$15,000	\$15,450	\$15,450	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$154,790	\$169,445	\$165,500	\$170,465	\$170,465	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$230,260</b>	<b>\$216,345</b>	<b>\$180,500</b>	<b>\$185,915</b>	<b>\$185,915</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$30,247)</b>	<b>\$21313</b>	<b>\$135,500</b>	<b>\$11,145</b>	<b>\$11,145</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$200,013</b>	<b>\$237,658</b>	<b>\$316,000</b>	<b>\$327,060</b>	<b>\$327,060</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$10,795	\$10,482	\$108,000	\$111,780	\$111,780	\$0
Other Charges	\$189,218	\$227,176	\$208,000	\$215,280	\$215,280	\$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
<b>Gross Costs</b>	<b>\$200,013</b>	<b>\$237,658</b>	<b>\$316,000</b>	<b>\$327,060</b>	<b>\$327,060</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Planning - Special Revenue Grants						
1717 0025450 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$2,579	\$6,844	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$2,059,277	\$3,433,717	\$5,550,186	\$6,860,244	\$6,860,244	\$0
Charges for Service	\$599	\$0	\$212,910	\$238,100	\$238,100	\$0
Miscellaneous Revenue	\$1,807,181	\$163,578	\$60,100	\$25,115	\$25,115	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$3,869,636</b>	<b>\$3,604,139</b>	<b>\$5,823,196</b>	<b>\$7,123,459</b>	<b>\$7,123,459</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$1,631,084)</b>	<b>\$1,837,787</b>	<b>\$3,699,000</b>	<b>\$2,127,055</b>	<b>\$2,127,055</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$2,238,552</b>	<b>\$5,441,926</b>	<b>\$9,522,196</b>	<b>\$9,250,514</b>	<b>\$9,250,514</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$1,786,577	\$4,987,700	\$8,760,278	\$8,662,596	\$8,662,596	\$0
Other Charges	\$451,975	\$454,226	\$761,918	\$587,918	\$587,918	\$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
<b>Gross Costs</b>	<b>\$2,238,552</b>	<b>\$5,441,926</b>	<b>\$9,522,196</b>	<b>\$9,250,514</b>	<b>\$9,250,514</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Probation - Administration						
0100 0026050 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$1,249	\$1,469	\$1,500	\$1,545	\$1,545	\$0
Intergovernmental Revenue	\$103,630	\$83,700	\$119,100	\$122,673	\$122,673	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$175,000	\$205,000	\$205,000	\$211,500	\$211,500	\$0
<b>Total Revenue</b>	<b>\$279,879</b>	<b>\$290,169</b>	<b>\$325,600</b>	<b>\$335,368</b>	<b>\$335,368</b>	<b>\$0</b>
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	<b>\$279,879</b>	<b>\$290,169</b>	<b>\$325,600</b>	<b>\$335,368</b>	<b>\$335,368</b>	<b>\$0</b>
Salaries and Benefits	\$2,154,324	\$2,515,376	\$2,629,824	\$2,709,785	\$2,918,968	\$209,183
Services and Supplies	\$325,171	\$323,884	\$363,100	\$375,809	\$375,809	\$0
Other Charges	\$316,810	\$419,384	\$491,751	\$498,462	\$498,462	\$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	\$2,796,305	\$3,258,644	\$3,484,675	\$3,584,056	\$3,793,239	\$209,183
General Fund Contribution	\$2,518,426	\$2,968,475	\$3,159,075	\$3,248,688	\$3,457,871	\$209,183
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>21</b>	<b>23</b>	<b>23</b>	<b>0</b>

Probation - Community Corrections Partnership						
0100 0026060 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$4,299,738	\$4,215,279	\$5,389,994	\$5,633,870	\$5,633,870	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$4,299,738</b>	<b>\$4,215,279</b>	<b>\$5,389,994</b>	<b>\$5,633,870</b>	<b>\$5,633,870</b>	<b>\$0</b>
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	<b>\$4,299,738</b>	<b>\$4,215,279</b>	<b>\$5,389,994</b>	<b>\$5,633,870</b>	<b>\$5,633,870</b>	<b>\$0</b>
Salaries and Benefits	\$3,419,211	\$3,426,089	\$4,292,598	\$4,536,474	\$4,536,474	\$0
Services and Supplies	\$583,031	\$559,084	\$866,341	\$866,341	\$866,341	\$0
Other Charges	\$36,412	\$55,106	\$56,055	\$56,055	\$56,055	\$0
Fixed Assets						
Equipment	\$116,084	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$145,000	\$175,000	\$175,000	\$175,000	\$175,000	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
Gross Costs	\$4,299,738	\$4,215,279	\$5,389,994	\$5,633,870	\$5,633,870	\$0
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>0</b>

Probation - Corrections Performance Incentive Fund						
1688 0026431 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$29,960	\$70,136	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$1,024,113	\$1,438,921	\$875,000	\$901,250	\$901,250	\$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
<b>Total Revenue</b>	<b>\$1,054,073</b>	<b>\$1,509,057</b>	<b>\$875,000</b>	<b>\$901,250</b>	<b>\$901,250</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$364,943)</b>	<b>(\$318,310)</b>	<b>\$713,724</b>	<b>\$692,815</b>	<b>\$692,815</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$689,130</b>	<b>\$1,190,747</b>	<b>\$1,588,724</b>	<b>\$1,594,065</b>	<b>\$1,594,065</b>	<b>\$0</b>
Salaries and Benefits	\$473,701	\$687,389	\$830,542	\$1,077,502	\$1,077,502	\$0
Services and Supplies	\$55,878	\$152,073	\$562,865	\$320,710	\$320,710	\$0
Other Charges	\$11,069	\$17,1285	\$15,317	\$15,853	\$15,853	\$0
Fixed Assets						
Equipment	\$148,482	\$180,000	\$180,000	\$180,000	\$180,000	\$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
<b>Gross Costs</b>	<b>\$689,130</b>	<b>\$1,190,747</b>	<b>\$1,588,724</b>	<b>\$1,594,065</b>	<b>\$1,594,065</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>

Probation - Field Services						
0100 0026100 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$6,204	\$28,767	\$4,000	\$4,120	\$4,120	\$0
Revenue from use of Assets	\$0	\$0	\$200	\$206	\$206	\$0
Intergovernmental Revenue	\$1,238,073	\$920,148	\$1,341,400	\$955,150	\$955,150	\$0
Charges for Service	\$121,145	\$1,184,001	\$792,133	\$703,660	\$703,660	\$0
Miscellaneous Revenue	\$7,758	\$13,813	\$11,600	\$11,948	\$11,948	\$0
Other Financing Sources	\$173,815	\$177,949	\$176,409	\$181,701	\$181,701	\$0
<b>Total Revenue</b>	<b>\$2,641,995</b>	<b>\$2,334,678</b>	<b>\$2,325,742</b>	<b>\$1,856,785</b>	<b>\$1,856,785</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$2,641,995</b>	<b>\$2,334,678</b>	<b>\$2,325,742</b>	<b>\$1,856,785</b>	<b>\$1,856,785</b>	<b>\$0</b>
Salaries and Benefits	\$9,577,512	\$10,729,119	\$11,188,054	\$10,950,856	\$12,112,981	\$1,162,125
Services and Supplies	\$1,200,845	\$1,234,442	\$1,607,210	\$1,255,038	\$1,535,599	\$280,561
Other Charges	\$820,128	\$950,193	\$1,014,879	\$1,050,400	\$1,050,400	\$0
Fixed Assets						
Buildings & Improvements	\$38,137	\$75,000	\$0	\$0	\$0	\$0
Equipment	\$274,685	\$332,387	\$353,500	\$121,500	\$322,742	\$201,242
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$9,749	\$8,531	\$14,533	\$14,533	\$14,533	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$11,921,056</b>	<b>\$13,329,672</b>	<b>\$14,178,176</b>	<b>\$13,392,327</b>	<b>\$15,036,255</b>	<b>\$1,643,928</b>
<b>General Fund Contribution</b>	<b>\$9,279,061</b>	<b>\$10,994,994</b>	<b>\$11,852,434</b>	<b>\$11,535,542</b>	<b>\$13,179,470</b>	<b>\$1,643,928</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>108</b>	<b>108</b>	<b>112</b>	<b>4</b>

Probation - Institutional Services						
0100 0026200 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$104	\$93	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$1,434,744	\$1,504,128	\$1,266,700	\$1,298,950	\$1,298,950	\$0
Charges for Service	\$102,904	\$107,803	\$100,000	\$103,000	\$103,000	\$0
Miscellaneous Revenue	\$558	\$2,024	\$0	\$0	\$0	\$0
Other Financing Sources	\$50,000	\$0	\$50,000	\$50,000	\$50,000	\$0
<b>Total Revenue</b>	<b>\$1,588,310</b>	<b>\$1,614,048</b>	<b>\$1,416,700</b>	<b>\$1,451,950</b>	<b>\$1,451,950</b>	<b>\$0</b>
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	<b>\$1,588,310</b>	<b>\$1,614,048</b>	<b>\$1,416,700</b>	<b>\$1,451,950</b>	<b>\$1,451,950</b>	<b>\$0</b>
Salaries and Benefits	\$5,452,180	\$5,741,218	\$5,806,103	\$6,280,422	\$6,511,107	\$230,685
Services and Supplies	\$336,037	\$1,051,030	\$1,176,038	\$1,217,199	\$1,227,650	\$10,451
Other Charges	\$480,176	\$564,682	\$563,422	\$583,142	\$583,142	\$0
Fixed Assets						
Buildings & Improvements	\$4,359	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$133,138	\$133,138
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
<b>Gross Costs</b>	<b>\$6,272,752</b>	<b>\$7,356,930</b>	<b>\$7,545,563</b>	<b>\$8,080,763</b>	<b>\$8,455,037</b>	<b>\$374,274</b>
General Fund Contribution	\$4,684,442	\$5,742,882	\$6,128,863	\$6,628,813	\$7,003,087	\$374,274
<b>Total Allocated Positions</b>	-	-	54	54	54	0

Probation - Juvenile Accountability Block Grant						
1764 0026379 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$206,062	\$81,761	\$100,000	\$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
<b>Total Revenue</b>	<b>\$206,062</b>	<b>\$81,761</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Use of Fund Balance	\$35,956	(\$32,939)	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	<b>\$242,018</b>	<b>\$48,822</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$242,018	\$48,822	\$100,000	\$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
<b>Gross Costs</b>	<b>\$242,018</b>	<b>\$48,822</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	-	-	0	0	0	0

Probation - Juvenile Commitment Facility						
0100 0026070 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$591,338	\$647,819	\$400,000	\$412,000	\$412,000	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$879,626	\$1,018,794	\$978,611	\$1,007,969	\$1,007,969	\$0
<b>Total Revenue</b>	<b>\$1,470,964</b>	<b>\$1,666,613</b>	<b>\$1,378,611</b>	<b>\$1,419,969</b>	<b>\$1,419,969</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$1,470,964</b>	<b>\$1,666,613</b>	<b>\$1,378,611</b>	<b>\$1,419,969</b>	<b>\$1,419,969</b>	<b>\$0</b>
Salaries and Benefits	\$3,083,127	\$2,671,171	\$3,445,381	\$3,551,651	\$4,385,087	\$833,436
Services and Supplies	\$253,080	\$300,238	\$435,746	\$450,997	\$450,997	\$0
Other Charges	\$411,741	\$481,636	\$461,761	\$477,923	\$477,923	\$0
Fixed Assets						
Equipment	\$0	\$4,236	\$100,000	\$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
<b>Gross Costs</b>	<b>\$3,747,948</b>	<b>\$3,457,281</b>	<b>\$4,442,888</b>	<b>\$4,480,571</b>	<b>\$5,314,007</b>	<b>\$833,436</b>
<b>General Fund Contribution</b>	<b>\$2,276,984</b>	<b>\$1,790,668</b>	<b>\$3,064,277</b>	<b>\$3,060,602</b>	<b>\$3,894,038</b>	<b>\$833,436</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>36</b>	<b>34</b>	<b>29</b>	<b>-5</b>

Probation - Juvenile Justice Crime Prevention Act						
1798 0026395 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$28,467	\$72,396	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$2,066,045	\$2,218,735	\$1,734,930	\$1,786,978	\$1,786,978	\$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
<b>Total Revenue</b>	<b>\$2,094,512</b>	<b>\$2,291,131</b>	<b>\$1,734,930</b>	<b>\$1,786,978</b>	<b>\$1,786,978</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$148,491)</b>	<b>(\$369,283)</b>	<b>\$911,477</b>	<b>\$732,741</b>	<b>\$732,741</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$1,946,021</b>	<b>\$1,921,848</b>	<b>\$2,646,407</b>	<b>\$2,519,719</b>	<b>\$2,519,719</b>	<b>\$0</b>
Salaries and Benefits	\$1,687,094	\$1,670,884	\$1,923,571	\$1,978,584	\$1,978,584	\$0
Services and Supplies	\$47,290	\$103,970	\$455,707	\$471,657	\$471,657	\$0
Other Charges	\$51,788	\$137,777	\$67,129	\$69,478	\$69,478	\$0
Fixed Assets						
Buildings & Improvements	\$0	\$0	\$200,000	\$0	\$0	\$0
Equipment	\$159,849	\$9,217	\$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
<b>Gross Costs</b>	<b>\$1,946,021</b>	<b>\$1,921,848</b>	<b>\$2,646,407</b>	<b>\$2,519,719</b>	<b>\$2,519,719</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>0</b>

Probation - Local Community Corrections						
1679 0026481 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$21434,023	\$22,195,719	\$22,476,508	\$23,517,302	\$23,517,302	\$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
<b>Total Revenue</b>	<b>\$21434,023</b>	<b>\$22,195,719</b>	<b>\$22,476,508</b>	<b>\$23,517,302</b>	<b>\$23,517,302</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$2,130,272)</b>	<b>(\$986,175)</b>	<b>\$1,905,727</b>	<b>\$1,903,381</b>	<b>\$1,903,381</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$19,303,751</b>	<b>\$21,209,544</b>	<b>\$24,382,235</b>	<b>\$25,420,683</b>	<b>\$25,420,683</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$954,614	\$942,613	\$1,010,000	\$1,000,000	\$1,000,000	\$0
Other Charges	\$18,349,137	\$20,266,931	\$23,372,235	\$24,420,683	\$24,420,683	\$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
<b>Gross Costs</b>	<b>\$19,303,751</b>	<b>\$21,209,544</b>	<b>\$24,382,235</b>	<b>\$25,420,683</b>	<b>\$25,420,683</b>	<b>\$0</b>
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Probation - Ward Welfare Fund						
1765 0026420 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$19,300	\$23,817	\$20,000	\$20,600	\$20,600	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$19,300</b>	<b>\$23,817</b>	<b>\$20,000</b>	<b>\$20,600</b>	<b>\$20,600</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$326)</b>	<b>\$6,648</b>	<b>\$60,000</b>	<b>\$62,200</b>	<b>\$62,200</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$18,974</b>	<b>\$30,465</b>	<b>\$80,000</b>	<b>\$82,800</b>	<b>\$82,800</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$18,974	\$30,465	\$70,000	\$72,450	\$72,450	\$0
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets						
Buildings & Improvements	\$0	\$0	\$5,000	\$5,175	\$5,175	\$0
Equipment	\$0	\$0	\$5,000	\$5,175	\$5,175	\$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
<b>Gross Costs</b>	<b>\$18,974</b>	<b>\$30,465</b>	<b>\$80,000</b>	<b>\$82,800</b>	<b>\$82,800</b>	<b>\$0</b>
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Probation - Youthful Offender Block Grant						
1698 0026406 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$1,856,758	\$1,911,543	\$1,745,994	\$1,798,374	\$1,798,374	\$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
<b>Total Revenue</b>	<b>\$1,856,758</b>	<b>\$1,911,543</b>	<b>\$1,745,994</b>	<b>\$1,798,374</b>	<b>\$1,798,374</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$464,425</b>	<b>\$556,444</b>	<b>\$1,255,839</b>	<b>\$1,354,702</b>	<b>\$1,354,702</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$2,321,183</b>	<b>\$2,467,987</b>	<b>\$3,001,833</b>	<b>\$3,153,076</b>	<b>\$3,153,076</b>	<b>\$0</b>
Salaries and Benefits	\$1,176,898	\$1,149,585	\$1,600,640	\$1,647,633	\$1,647,633	\$0
Services and Supplies	\$11,343	\$98,472	\$94,860	\$256,901	\$256,901	\$0
Other Charges	\$33,426	\$31,086	\$51,017	\$52,790	\$52,790	\$0
Fixed Assets						
Equipment	\$67,335	\$9,217	\$0	\$0	\$0	\$0
Other Financing Uses	\$1,032,181	\$1,179,627	\$1,155,316	\$1,195,752	\$1,195,752	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$2,321,183</b>	<b>\$2,467,987</b>	<b>\$3,001,833</b>	<b>\$3,153,076</b>	<b>\$3,153,076</b>	<b>\$0</b>
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>0</b>

Public Defender						
0100 0027000 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$893,258	\$587,407	\$554,709	\$606,061	\$606,061	\$0
Charges for Service	\$451,209	\$598,737	\$639,557	\$715,756	\$715,756	\$0
Miscellaneous Revenue	\$1,058	\$1,661	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$1,345,525</b>	<b>\$1,187,805</b>	<b>\$1,194,266</b>	<b>\$1,321,817</b>	<b>\$1,321,817</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$1,345,525</b>	<b>\$1,187,805</b>	<b>\$1,194,266</b>	<b>\$1,321,817</b>	<b>\$1,321,817</b>	<b>\$0</b>
Salaries and Benefits	\$6,215,269	\$6,608,737	\$7,227,836	\$7,757,546	\$8,390,778	\$633,232
Services and Supplies	\$508,267	\$610,251	\$461,021	\$467,168	\$467,168	\$0
Other Charges	\$311,824	\$598,173	\$613,160	\$652,169	\$652,169	\$0
Fixed Assets						
Equipment	\$0	\$19,297	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$62,766	\$47,541	\$69,922	\$69,922	\$69,922	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$7,098,126</b>	<b>\$7,883,999</b>	<b>\$8,371,939</b>	<b>\$8,946,805</b>	<b>\$9,580,037</b>	<b>\$633,232</b>
General Fund Contribution	\$5,752,601	\$6,696,194	\$7,177,673	\$7,624,988	\$8,258,220	\$633,232
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>51</b>	<b>51</b>	<b>0</b>

Public Defender - Indigent Defense						
0100 0027500 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$90,000	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$7,297	\$0	\$0	\$0	\$0
Services and Supplies	\$4,137,137	\$3,461,807	\$4,483,953	\$4,537,455	\$4,537,455	\$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
<b>Gross Costs</b>	<b>\$4,137,137</b>	<b>\$3,469,104</b>	<b>\$4,483,953</b>	<b>\$4,537,455</b>	<b>\$4,537,455</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$4,047,137</b>	<b>\$3,379,104</b>	<b>\$4,393,953</b>	<b>\$4,447,455</b>	<b>\$4,447,455</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Public Works - Administration						
1201 0040001 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$416	\$477	\$300	\$310	\$310	\$0
Intergovernmental Revenue	\$41,844	\$42,688	\$46,000	\$47,380	\$47,380	\$0
Charges for Service	\$956,130	\$1,036,919	\$1,193,470	\$1,241,970	\$1,241,970	\$0
Miscellaneous Revenue	\$4,649	\$8,100	\$1,000	\$1,030	\$1,030	\$0
Other Financing Sources	\$8,706	\$0	\$1,000	\$1,030	\$1,030	\$0
<b>Total Revenue</b>	<b>\$1,011,745</b>	<b>\$1,088,184</b>	<b>\$1,241,770</b>	<b>\$1,291,720</b>	<b>\$1,291,720</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>(\$96,226)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$1,011,745</b>	<b>\$991,958</b>	<b>\$1,241,770</b>	<b>\$1,291,720</b>	<b>\$1,291,720</b>	<b>\$0</b>
Salaries and Benefits	\$982,797	\$883,131	\$1,068,650	\$1,102,040	\$1,102,040	\$0
Services and Supplies	\$128,237	\$126,663	\$163,950	\$169,690	\$169,690	\$0
Other Charges	\$281,708	\$304,235	\$309,170	\$319,990	\$319,990	\$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	(\$380,997)	(\$322,071)	(\$300,000)	(\$300,000)	(\$300,000)	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$1,011,745</b>	<b>\$991,958</b>	<b>\$1,241,770</b>	<b>\$1,291,720</b>	<b>\$1,291,720</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>0</b>

Public Works - Engineering						
1202 0040249 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$2,308	\$10,000	\$0	\$0	\$0
Charges for Service	\$3,906,036	\$4,515,630	\$4,980,120	\$0	\$0	\$0
Miscellaneous Revenue	\$1,886	\$30	\$0	\$0	\$0	\$0
Other Financing Sources	\$297,602	\$245,653	\$900,000	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$4,205,524</b>	<b>\$4,763,621</b>	<b>\$5,890,120</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$210,511</b>	<b>(\$413,663)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$4,416,035</b>	<b>\$4,722,258</b>	<b>\$5,890,120</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries and Benefits	\$3,601,634	\$3,930,740	\$4,693,840	\$0	\$0	\$0
Services and Supplies	\$205,209	\$171,659	\$459,380	\$0	\$0	\$0
Other Charges	\$273,194	\$342,788	\$410,730	\$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	\$380,998	\$322,071	\$371,170	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$4,461,035</b>	<b>\$4,767,258</b>	<b>\$5,935,120</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>34</b>	<b>0</b>	<b>0</b>	<b>0</b>

Public Works - Local Transit System						
4001 0041510 Enterprise Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$6,022,663	\$7,173,411	\$6,702,840	\$7,651,153	\$7,651,153	\$0
Licenses, Permits, Franchises	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures, Penalties	\$0	\$440	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$113,531	\$298,089	\$60,000	\$0	\$0	\$0
Intergovernmental Revenue	\$1,926,012	\$3,207,431	\$1,315,000	\$1,208,249	\$1,208,249	\$0
Charges for Service	\$583,114	\$586,079	\$594,290	\$605,706	\$605,706	\$0
Miscellaneous Revenue	\$0	\$649	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	(\$71,466)	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$8,645,320</b>	<b>\$11,194,363</b>	<b>\$8,672,130</b>	<b>\$9,465,108</b>	<b>\$9,465,108</b>	<b>\$0</b>
<b>Retained Earnings</b>	<b>(\$1,020,121)</b>	<b>(\$3,534,704)</b>	<b>\$8,107,720</b>	<b>\$4,993,402</b>	<b>\$4,993,402</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$7,625,199</b>	<b>\$7,659,659</b>	<b>\$16,779,850</b>	<b>\$14,458,510</b>	<b>\$14,458,510</b>	<b>\$0</b>
Salaries and Benefits	\$353,506	\$351,097	\$593,390	\$611,810	\$611,810	\$0
Services and Supplies	\$5,362,946	\$5,515,824	\$6,116,650	\$6,720,654	\$6,720,654	\$0
Other Charges	\$1,659,457	\$1,614,204	\$1,713,880	\$1,773,870	\$1,773,870	\$0
Fixed Assets						
Buildings & Improvements	\$91,668	\$185,309	\$250,000	\$250,000	\$250,000	\$0
Equipment	(\$92,378)	(\$256,775)	\$8,060,930	\$5,102,176	\$5,102,176	\$0
Other Financing Uses	\$250,000	\$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
<b>Gross Costs</b>	<b>\$7,625,199</b>	<b>\$7,659,659</b>	<b>\$16,779,850</b>	<b>\$14,458,510</b>	<b>\$14,458,510</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>

Public Works - Morgan Shop						
5121 0042100 Internal Service Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$864,676	\$61,147	\$100,000	\$0	\$0	\$0
Charges for Service	\$3,530,131	\$3,297,880	\$3,667,811	\$4,419,910	\$4,419,910	\$0
Miscellaneous Revenue	\$1,288	\$205,684	\$0	\$0	\$0	\$0
Other Financing Sources	\$1,294,371	\$0	\$15,000	\$15,450	\$15,450	\$0
<b>Total Revenue</b>	<b>\$5,690,466</b>	<b>\$3,564,711</b>	<b>\$3,782,811</b>	<b>\$4,435,360</b>	<b>\$4,435,360</b>	<b>\$0</b>
<b>Retained Earnings</b>	<b>(\$2,237,609)</b>	<b>\$336,626</b>	<b>\$892,488</b>	<b>\$604,546</b>	<b>\$604,546</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$3,452,857</b>	<b>\$3,901,337</b>	<b>\$4,675,299</b>	<b>\$5,039,906</b>	<b>\$5,039,906</b>	<b>\$0</b>
Salaries and Benefits	\$928,044	\$1,013,015	\$1,025,287	\$1,102,120	\$1,102,120	\$0
Services and Supplies	\$1,304,857	\$1,458,927	\$1,513,705	\$1,699,530	\$1,699,530	\$0
Other Charges	\$1,356,275	\$1,429,395	\$1,341,307	\$1,388,256	\$1,388,256	\$0
Fixed Assets						
Buildings & Improvements	\$1,406,965	\$0	\$0	\$0	\$0	\$0
Equipment	(\$1,543,284)	\$0	\$795,000	\$850,000	\$850,000	\$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
<b>Gross Costs</b>	<b>\$3,452,857</b>	<b>\$3,901,337</b>	<b>\$4,675,299</b>	<b>\$5,039,906</b>	<b>\$5,039,906</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>0</b>

Public Works - Road and Bridge						
1101 0040399 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$7,860,298	\$7,804,051	\$6,776,313	\$6,781,313	\$6,781,313	\$0
Licenses, Permits, Franchises	\$23,663	\$24,695	\$22,000	\$22,000	\$22,000	\$0
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$81,710	\$1,000,820	\$112,700	\$116,000	\$116,000	\$0
Intergovernmental Revenue	\$25,436,468	\$30,335,345	\$79,012,149	\$73,091,414	\$73,091,414	\$0
Charges for Service	\$999,007	\$1,573,162	\$888,500	\$2,678,197	\$2,788,197	\$110,000
Miscellaneous Revenue	\$0	\$609,795	\$0	\$0	\$0	\$0
Other Financing Sources	\$2,682,603	\$1,484,908	\$19,812,755	\$3,750,000	\$3,750,000	\$0
<b>Total Revenue</b>	<b>\$37,083,749</b>	<b>\$51,832,776</b>	<b>\$106,624,417</b>	<b>\$86,438,924</b>	<b>\$86,548,924</b>	<b>\$110,000</b>
<b>Use of Fund Balance</b>	<b>(\$161,724)</b>	<b>(\$2,541,050)</b>	<b>\$5,155,292</b>	<b>\$1,658,340</b>	<b>\$1,615,540</b>	<b>(\$42,800)</b>
<b>Total Funding Sources</b>	<b>\$35,465,025</b>	<b>\$49,291,726</b>	<b>\$111,779,709</b>	<b>\$88,097,264</b>	<b>\$88,164,464</b>	<b>\$67,200</b>
Salaries and Benefits	\$5,005,932	\$5,290,310	\$5,541,727	\$11,170,559	\$11,170,559	\$0
Services and Supplies	\$19,995,011	\$33,564,604	\$94,532,773	\$69,560,263	\$69,560,263	\$0
Other Charges	\$8,115,766	\$8,841,412	\$9,134,341	\$7,046,571	\$7,113,771	\$67,200
Fixed Assets						
Buildings & Improvements	\$1,854,616	\$1,601,700	\$2,577,168	\$0	\$0	\$0
Other Financing Uses	\$1,000,000	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$371,171	\$371,171	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$35,971,325</b>	<b>\$49,298,026</b>	<b>\$111,786,009</b>	<b>\$88,148,564</b>	<b>\$88,215,764</b>	<b>\$67,200</b>
<b>General Fund Contribution</b>	<b>\$506,300</b>	<b>\$6,300</b>	<b>\$6,300</b>	<b>\$51,300</b>	<b>\$51,300</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>57</b>	<b>99</b>	<b>99</b>	<b>0</b>

Sheriff - Administration						
0100 0028100 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$279,525	\$316,632	\$275,000	\$283,250	\$283,250	\$0
Fines, Forfeitures, Penalties	\$2,760	\$3,375	\$2,500	\$2,575	\$2,575	\$0
Revenue from use of Assets	\$471	\$0	\$1,500	\$1,545	\$1,545	\$0
Intergovernmental Revenue	\$1,778	\$2,076	\$0	\$0	\$0	\$0
Charges for Service	\$540,748	\$351,099	\$388,665	\$400,325	\$400,325	\$0
Miscellaneous Revenue	\$27,739	\$55,434	\$16,500	\$16,995	\$16,995	\$0
Other Financing Sources	\$155,735	\$168,000	\$168,000	\$168,000	\$168,000	\$0
<b>Total Revenue</b>	<b>\$1,008,756</b>	<b>\$896,616</b>	<b>\$852,165</b>	<b>\$872,690</b>	<b>\$872,690</b>	<b>\$0</b>
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	<b>\$1,008,756</b>	<b>\$896,616</b>	<b>\$852,165</b>	<b>\$872,690</b>	<b>\$872,690</b>	<b>\$0</b>
Salaries and Benefits	\$8,260,055	\$8,739,509	\$9,263,189	\$9,609,076	\$9,875,952	\$266,876
Services and Supplies	\$2,080,922	\$1,472,673	\$1,504,687	\$1,340,001	\$1,340,001	\$0
Other Charges	\$690,553	\$801,160	\$845,617	\$875,212	\$875,212	\$0
Fixed Assets						
Buildings & Improvements	\$22,769	\$0	\$0	\$283,500	\$283,500	\$0
Equipment	\$460,287	\$871,082	\$685,500	\$595,500	\$595,500	\$0
Other Financing Uses	\$10,000	\$0	\$10,000	\$10,000	\$10,000	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$29,401)	(\$317,29)	(\$31,000)	(\$31,000)	(\$31,000)	\$0
Contingencies	\$0	\$0	\$860,000	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$11,495,185</b>	<b>\$11,852,695</b>	<b>\$13,137,993</b>	<b>\$12,682,289</b>	<b>\$12,949,165</b>	<b>\$266,876</b>
General Fund Contribution	\$10,486,429	\$10,956,079	\$12,285,828	\$11,809,599	\$12,076,475	\$266,876
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>84</b>	<b>85</b>	<b>85</b>	<b>0</b>

Sheriff - Adult Detention Expansion						
0100 0028400 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$611,950	\$1,752,000	\$1,179,621	\$1,215,010	\$1,215,010	\$0
Charges for Service	\$2,652,710	\$4,264,585	\$3,849,383	\$3,964,864	\$3,964,864	\$0
Miscellaneous Revenue	\$255	\$908	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$3,264,915</b>	<b>\$6,017,493</b>	<b>\$5,029,004</b>	<b>\$5,179,874</b>	<b>\$5,179,874</b>	<b>\$0</b>
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	<b>\$3,264,915</b>	<b>\$6,017,493</b>	<b>\$5,029,004</b>	<b>\$5,179,874</b>	<b>\$5,179,874</b>	<b>\$0</b>
Salaries and Benefits	\$9,379,350	\$11,411,564	\$10,599,489	\$10,904,452	\$11,798,976	\$894,524
Services and Supplies	\$1,790,836	\$5,824,490	\$5,809,432	\$6,012,762	\$6,012,762	\$0
Other Charges	\$392,330	\$741,292	\$615,276	\$636,811	\$636,811	\$0
Fixed Assets						
Equipment	\$57,673	\$716,159	\$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
<b>Gross Costs</b>	<b>\$11,620,189</b>	<b>\$18,693,505</b>	<b>\$17,024,197</b>	<b>\$17,554,025</b>	<b>\$18,448,549</b>	<b>\$894,524</b>
General Fund Contribution	\$8,355,274	\$12,676,012	\$11,995,193	\$12,374,151	\$13,268,675	\$894,524
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>0</b>

Sheriff - CAL ID Program						
1703 0028600 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$5,771	\$13,393	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$480,733	\$491,439	\$469,290	\$483,369	\$483,369	\$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
<b>Total Revenue</b>	<b>\$486,504</b>	<b>\$504,832</b>	<b>\$469,290</b>	<b>\$483,369</b>	<b>\$483,369</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$257,055)</b>	<b>(\$123,375)</b>	<b>\$25,195</b>	<b>(\$75,179)</b>	<b>(\$75,179)</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$229,449</b>	<b>\$381,457</b>	<b>\$721,205</b>	<b>\$408,190</b>	<b>\$408,190</b>	<b>\$0</b>
Salaries and Benefits	\$45,358	\$80,847	\$73,459	\$17,152	\$17,152	\$0
Services and Supplies	\$180,865	\$35,941	\$195,750	\$202,601	\$202,601	\$0
Other Charges	\$3,226	\$3,145	\$1,996	\$2,067	\$2,067	\$0
Fixed Assets						
Equipment	\$0	\$261,524	\$450,000	\$32,000	\$32,000	\$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
<b>Gross Costs</b>	<b>\$229,449</b>	<b>\$381,457</b>	<b>\$721,205</b>	<b>\$408,190</b>	<b>\$408,190</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>0</b>

Sheriff - CAL-MMET						
1780 0028889 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$84,741	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$85	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$708,530	\$705,491	\$730,125	\$752,030	\$752,030	\$0
Charges for Service	\$9,576	\$215	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$718,106</b>	<b>\$790,532</b>	<b>\$730,125</b>	<b>\$752,030</b>	<b>\$752,030</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$40,782</b>	<b>(\$69,006)</b>	<b>\$0</b>	<b>\$252</b>	<b>\$252</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$758,888</b>	<b>\$721,526</b>	<b>\$730,125</b>	<b>\$752,282</b>	<b>\$752,282</b>	<b>\$0</b>
Salaries and Benefits	\$169,686	\$475,455	\$494,602	\$508,514	\$508,514	\$0
Services and Supplies	\$182,345	\$73,602	\$64,884	\$67,157	\$67,157	\$0
Other Charges	\$169,375	\$172,469	\$170,639	\$176,611	\$176,611	\$0
Fixed Assets						
Equipment	\$237,482	\$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
<b>Gross Costs</b>	<b>\$758,888</b>	<b>\$721,526</b>	<b>\$730,125</b>	<b>\$752,282</b>	<b>\$752,282</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>

Sheriff - Civil Process Fee						
1768 0028840 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$201,332	\$219,624	\$251,000	\$258,530	\$258,530	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$201,332</b>	<b>\$219,624</b>	<b>\$251,000</b>	<b>\$258,530</b>	<b>\$258,530</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$5,330</b>	<b>\$10,326</b>	<b>\$17,697</b>	<b>\$80,967</b>	<b>\$80,967</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$206,662</b>	<b>\$329,950</b>	<b>\$438,697</b>	<b>\$339,497</b>	<b>\$339,497</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$56,205	\$136,916	\$165,227	\$171,010	\$171,010	\$0
Other Charges	\$457	\$467	\$470	\$487	\$487	\$0
Fixed Assets						
Equipment	\$0	\$24,567	\$105,000	\$0	\$0	\$0
Other Financing Uses	\$150,000	\$168,000	\$168,000	\$168,000	\$168,000	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$206,662</b>	<b>\$329,950</b>	<b>\$438,697</b>	<b>\$339,497</b>	<b>\$339,497</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Sheriff - Contract Cities						
0100 0028239 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$11,014,797	\$12,170,531	\$12,022,632	\$13,185,469	\$13,158,531	(\$26,938)
Miscellaneous Revenue	\$505	\$1,657	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$11,015,302</b>	<b>\$12,172,188</b>	<b>\$12,022,632</b>	<b>\$13,185,469</b>	<b>\$13,158,531</b>	<b>(\$26,938)</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$11,015,302</b>	<b>\$12,172,188</b>	<b>\$12,022,632</b>	<b>\$13,185,469</b>	<b>\$13,158,531</b>	<b>(\$26,938)</b>
Salaries and Benefits	\$9,009,132	\$10,058,477	\$9,763,293	\$10,955,270	\$10,955,270	\$0
Services and Supplies	\$1,223,989	\$1,251,878	\$1,259,274	\$1,303,370	\$1,276,432	(\$26,938)
Other Charges	\$528,059	\$682,548	\$635,565	\$657,808	\$657,808	\$0
Fixed Assets						
Equipment	\$65,613	\$73,908	\$168,000	\$400,000	\$400,000	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$188,509	\$203,943	\$206,500	\$206,500	\$206,500	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$11,015,302</b>	<b>\$12,270,754</b>	<b>\$12,022,632</b>	<b>\$13,522,948</b>	<b>\$13,496,010</b>	<b>(\$26,938)</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$98,566</b>	<b>\$0</b>	<b>\$337,479</b>	<b>\$337,479</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>69</b>	<b>70</b>	<b>70</b>	<b>0</b>

Sheriff - Court Security						
176C 0028370 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$5,206,828	\$5,283,392	\$5,316,624	\$5,476,123	\$5,476,123	\$0
Charges for Service	\$3,942	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$5,210,770</b>	<b>\$5,283,392</b>	<b>\$5,316,624</b>	<b>\$5,476,123</b>	<b>\$5,476,123</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$10,048)</b>	<b>(\$701,514)</b>	<b>\$132,557</b>	<b>(\$143,828)</b>	<b>(\$143,828)</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$5,100,722</b>	<b>\$4,581,878</b>	<b>\$5,449,181</b>	<b>\$5,332,295</b>	<b>\$5,332,295</b>	<b>\$0</b>
Salaries and Benefits	\$4,966,362	\$5,264,781	\$5,290,215	\$5,311,593	\$5,311,593	\$0
Services and Supplies	\$19,134	\$22,368	\$20,000	\$20,702	\$20,702	\$0
Other Charges	\$200,731	\$224,721	\$238,372	\$246,715	\$246,715	\$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
<b>Gross Costs</b>	<b>\$5,186,227</b>	<b>\$5,511,870</b>	<b>\$5,548,587</b>	<b>\$5,579,010</b>	<b>\$5,579,010</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$85,505</b>	<b>\$929,992</b>	<b>\$99,406</b>	<b>\$246,715</b>	<b>\$246,715</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>0</b>

Sheriff - Detention						
0100 0028300 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$2,088	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$1,274,911	\$1,367,914	\$1,208,500	\$1,244,755	\$1,244,755	\$0
Charges for Service	\$8,034,726	\$9,436,113	\$9,511,313	\$9,796,658	\$9,796,658	\$0
Miscellaneous Revenue	\$89,789	\$81,836	\$33,000	\$33,990	\$33,990	\$0
Other Financing Sources	\$116,641	\$60,884	\$108,000	\$108,000	\$108,000	\$0
<b>Total Revenue</b>	<b>\$9,513,155</b>	<b>\$10,946,747</b>	<b>\$10,860,813</b>	<b>\$11,183,403</b>	<b>\$11,183,403</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$9,513,155</b>	<b>\$10,946,747</b>	<b>\$10,860,813</b>	<b>\$11,183,403</b>	<b>\$11,183,403</b>	<b>\$0</b>
Salaries and Benefits	\$31,166,536	\$35,397,572	\$36,438,180	\$37,509,019	\$38,145,681	\$636,662
Services and Supplies	\$4,817,329	\$4,430,069	\$4,849,992	\$5,338,692	\$5,338,692	\$0
Other Charges	\$3,678,621	\$3,979,001	\$4,191,953	\$4,338,671	\$4,338,671	\$0
Fixed Assets						
Buildings & Improvements	\$0	\$0	\$100,582	\$0	\$0	\$0
Equipment	\$365,514	\$278,436	\$211,900	\$262,000	\$262,000	\$0
Other Financing Uses	\$1,220,000	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$21,603	\$3,856	\$20,000	\$20,700	\$20,700	\$0
Contingencies	\$0	\$0	\$1,460,000	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$41,269,603</b>	<b>\$54,088,934</b>	<b>\$57,272,607</b>	<b>\$57,469,082</b>	<b>\$58,105,744</b>	<b>\$636,662</b>
<b>General Fund Contribution</b>	<b>\$31,756,448</b>	<b>\$43,142,187</b>	<b>\$46,411,789</b>	<b>\$46,285,679</b>	<b>\$46,922,341</b>	<b>\$636,662</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>277</b>	<b>277</b>	<b>277</b>	<b>0</b>

Sheriff - Driver Training Program						
1769 0028870 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$ 83,494	\$96,922	\$ 67,640	\$ 172,669	\$ 172,669	\$0
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$783	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$ 84,277</b>	<b>\$96,922</b>	<b>\$ 67,640</b>	<b>\$ 172,669</b>	<b>\$ 172,669</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>(\$29,355)</b>	<b>\$20,174</b>	<b>(\$11,904)</b>	<b>(\$11,479)</b>	<b>(\$11,479)</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$ 54,922</b>	<b>\$ 117,096</b>	<b>\$ 55,736</b>	<b>\$ 161,190</b>	<b>\$ 161,190</b>	<b>\$0</b>
Salaries and Benefits	\$96,054	\$59,771	\$116,281	\$120,351	\$120,351	\$0
Services and Supplies	\$3,388	\$10,121	\$4,600	\$4,762	\$4,762	\$0
Other Charges	\$55,480	\$47,204	\$34,855	\$36,077	\$36,077	\$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
<b>Gross Costs</b>	<b>\$ 54,922</b>	<b>\$ 117,096</b>	<b>\$ 55,736</b>	<b>\$ 161,190</b>	<b>\$ 161,190</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Sheriff - Federal Asset Forfeiture						
176Q 0028383 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$ 87,192	\$0	\$0	\$0	\$0
Revenue from use of Assets	\$0	\$9,691	\$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
<b>Total Revenue</b>	<b>\$0</b>	<b>\$ 96,883</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>(\$ 96,883)</b>	<b>\$0</b>	<b>\$ 13,000</b>	<b>\$ 96,883</b>	<b>\$ 183,883</b>
<b>Total Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$ 13,000</b>	<b>\$ 96,883</b>	<b>\$ 183,883</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$0	\$0	\$13,000	\$13,000	\$0
Other Charges	\$0	\$0	\$0	\$0	\$0	\$0
Fixed Assets						
Equipment	\$0	\$0	\$0	\$0	\$ 83,883	\$ 83,883
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
<b>Gross Costs</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$ 13,000</b>	<b>\$ 96,883</b>	<b>\$ 183,883</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Sheriff - Jail Commissary / Inmate Welfare						
4081 0028509 Enterprise Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$ 8,521	\$35,474	\$4,000	\$4,120	\$4,120	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$ 157,873	\$ 1,226	\$ 1,000	\$ 1,030	\$ 1,030	\$0
Miscellaneous Revenue	\$ 1,625,634	\$ 1,833,794	\$ 1,657,500	\$ 1,698,225	\$ 1,698,225	\$0
Other Financing Sources	(\$37,937)	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$ 1,764,091</b>	<b>\$ 1,870,494</b>	<b>\$ 1,662,500</b>	<b>\$ 1,703,375</b>	<b>\$ 1,703,375</b>	<b>\$0</b>
<b>Retained Earnings</b>	<b>\$68,829</b>	<b>\$309,193</b>	<b>\$845,779</b>	<b>\$520,136</b>	<b>\$520,136</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$ 1,832,920</b>	<b>\$ 2,179,687</b>	<b>\$ 2,508,279</b>	<b>\$ 2,223,511</b>	<b>\$ 2,223,511</b>	<b>\$0</b>
Salaries and Benefits	\$ 395,315	\$ 467,710	\$ 425,369	\$ 438,994	\$ 438,994	\$0
Services and Supplies	\$ 1,386,705	\$ 1,650,705	\$ 2,020,171	\$ 1,719,580	\$ 1,719,580	\$0
Other Charges	\$ 50,900	\$ 61,272	\$ 62,739	\$ 64,937	\$ 64,937	\$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
<b>Gross Costs</b>	<b>\$ 1,832,920</b>	<b>\$ 2,179,687</b>	<b>\$ 2,508,279</b>	<b>\$ 2,223,511</b>	<b>\$ 2,223,511</b>	<b>\$0</b>
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>0</b>

Sheriff - Justice Assistance Grant						
1799 0028610 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$ 362,187	\$ 155,748	\$ 155,748	\$0	\$ 177,835	\$ 177,835
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
<b>Total Revenue</b>	<b>\$ 362,187</b>	<b>\$ 155,748</b>	<b>\$ 155,748</b>	<b>\$0</b>	<b>\$ 177,835</b>	<b>\$ 177,835</b>
<b>Use of Fund Balance</b>	<b>\$ 15</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$ 362,202</b>	<b>\$ 155,748</b>	<b>\$ 155,748</b>	<b>\$0</b>	<b>\$ 177,835</b>	<b>\$ 177,835</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$ 272,690	\$ 131,252	\$ 131,252	\$0	\$ 147,207	\$ 147,207
Other Charges	\$ 89,512	\$ 24,496	\$ 24,496	\$0	\$ 30,628	\$ 30,628
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
<b>Gross Costs</b>	<b>\$ 362,202</b>	<b>\$ 155,748</b>	<b>\$ 155,748</b>	<b>\$0</b>	<b>\$ 177,835</b>	<b>\$ 177,835</b>
General Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Sheriff - Operations						
0100 0028200 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$ 48,450	\$ 102	\$ 324,868	\$ 1,759,135	\$ 1,759,135	\$0
Fines, Forfeitures, Penalties	\$ 40,347	(\$ 7,933)	\$ 30,000	\$ 30,900	\$ 30,900	\$0
Revenue from use of Assets	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$ 1,558,102	\$ 1,539,868	\$ 1,304,889	\$ 1,337,942	\$ 1,337,942	\$0
Charges for Service	\$ 1,211,418	\$ 1,396,194	\$ 1,225,920	\$ 1,641,836	\$ 1,513,086	(\$ 128,750)
Miscellaneous Revenue	\$ 84,888	\$ 7,343	\$ 10,900	\$ 11,227	\$ 11,227	\$0
Other Financing Sources	\$ 7,662	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$ 3,050,867</b>	<b>\$ 2,936,484</b>	<b>\$ 2,896,577</b>	<b>\$ 4,781,040</b>	<b>\$ 4,652,290</b>	<b>(\$ 128,750)</b>
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	<b>\$ 3,050,867</b>	<b>\$ 2,936,484</b>	<b>\$ 2,896,577</b>	<b>\$ 4,781,040</b>	<b>\$ 4,652,290</b>	<b>(\$ 128,750)</b>
Salaries and Benefits	\$ 25,270,862	\$ 28,127,380	\$ 28,144,058	\$ 30,377,288	\$ 30,397,536	\$ 20,248
Services and Supplies	\$ 5,752,396	\$ 6,735,646	\$ 6,351,642	\$ 6,503,833	\$ 6,503,833	\$0
Other Charges	\$ 2,010,114	\$ 2,532,549	\$ 2,298,094	\$ 2,378,527	\$ 2,378,527	\$0
Fixed Assets						
Buildings & Improvements	\$ 184,124	\$ 201,976	\$ 100,000	\$0	\$0	\$0
Equipment	\$ 1,876,425	\$ 2,320,656	\$ 2,426,655	\$ 1,393,300	\$ 1,393,300	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$ 725,333)	(\$ 721,263)	(\$ 687,040)	(\$ 687,040)	(\$ 687,040)	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$ 34,368,588</b>	<b>\$ 39,196,944</b>	<b>\$ 38,633,409</b>	<b>\$ 39,965,908</b>	<b>\$ 39,986,156</b>	<b>\$ 20,248</b>
<b>General Fund Contribution</b>	<b>\$ 31,317,721</b>	<b>\$ 36,260,460</b>	<b>\$ 35,736,832</b>	<b>\$ 35,184,868</b>	<b>\$ 35,333,866</b>	<b>\$ 148,998</b>
<b>Total Allocated Positions</b>	-	-	169	177	176	-1

Sheriff - SDEA Federal Asset Forfeiture						
176Q 0028380 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$ 505	\$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
<b>Total Revenue</b>	<b>\$0</b>	<b>\$ 505</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Use of Fund Balance	\$0	\$ 81,116	\$0	\$ 247,652	\$ 247,652	\$0
<b>Total Funding Sources</b>	<b>\$0</b>	<b>\$ 81,621</b>	<b>\$0</b>	<b>\$ 247,652</b>	<b>\$ 247,652</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$ 81,621	\$0	\$ 90,996	\$ 90,996	\$0
Other Charges	\$0	\$0	\$0	\$ 66,656	\$ 66,656	\$0
Fixed Assets						
Equipment	\$0	\$0	\$0	\$ 90,000	\$ 90,000	\$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
<b>Gross Costs</b>	<b>\$0</b>	<b>\$ 81,621</b>	<b>\$0</b>	<b>\$ 247,652</b>	<b>\$ 247,652</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	-	-	0	0	0	0

Sheriff - Vehicle Theft Unit						
1715 0028825 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$479,676	\$490,903	\$453,815	\$467,429	\$467,429	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$5,000	\$0	\$2,000	\$2,060	\$2,060	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$484,676</b>	<b>\$490,903</b>	<b>\$455,815</b>	<b>\$469,489</b>	<b>\$469,489</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$81,044</b>	<b>(\$46,210)</b>	<b>\$10,919</b>	<b>\$57,817</b>	<b>\$57,817</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$565,720</b>	<b>\$444,693</b>	<b>\$566,734</b>	<b>\$527,306</b>	<b>\$527,306</b>	<b>\$0</b>
Salaries and Benefits	\$202,036	\$196,807	\$206,871	\$175,721	\$175,721	\$0
Services and Supplies	\$10,298	\$85,886	\$109,849	\$103,169	\$103,169	\$0
Other Charges	\$231,000	\$162,000	\$240,014	\$248,416	\$248,416	\$0
Fixed Assets						
Equipment	\$22,386	\$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
<b>Gross Costs</b>	<b>\$565,720</b>	<b>\$444,693</b>	<b>\$566,734</b>	<b>\$527,306</b>	<b>\$527,306</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>

Treasurer - Admin/Taxes						
0100 0030001 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	Column A	Column B	Column C	Column D	Column E	Column F
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Licenses, Permits, Franchises	\$65,529	\$71,002	\$65,000	\$103,600	\$103,600	\$0
Fines, Forfeitures, Penalties	\$100,030	\$93,360	\$60,000	\$62,100	\$62,100	\$0
Revenue from use of Assets	\$0	\$10,215	\$0	\$1,600	\$1,600	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$293,516	\$296,968	\$328,500	\$331,300	\$331,300	\$0
Miscellaneous Revenue	\$36,206	\$36,891	\$33,750	\$41,500	\$41,500	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$495,281</b>	<b>\$508,436</b>	<b>\$487,250</b>	<b>\$540,100</b>	<b>\$540,100</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$495,281</b>	<b>\$508,436</b>	<b>\$487,250</b>	<b>\$540,100</b>	<b>\$540,100</b>	<b>\$0</b>
Salaries and Benefits	\$1,180,481	\$1,357,947	\$1,238,345	\$1,356,016	\$1,422,969	\$66,953
Services and Supplies	\$193,945	\$216,493	\$277,379	\$226,770	\$226,770	\$0
Other Charges	\$150,705	\$158,167	\$177,179	\$194,481	\$194,481	\$0
Fixed Assets						
Equipment	\$21,853	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$156,561)	(\$99,904)	(\$130,365)	(\$134,928)	(\$134,928)	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$1,390,423</b>	<b>\$1,632,703</b>	<b>\$1,562,538</b>	<b>\$1,642,339</b>	<b>\$1,709,292</b>	<b>\$66,953</b>
<b>General Fund Contribution</b>	<b>\$895,142</b>	<b>\$1,124,267</b>	<b>\$1,075,288</b>	<b>\$1,102,239</b>	<b>\$1,169,192</b>	<b>\$66,953</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>0</b>

Treasurer - Revenue Recovery						
0100 0030002 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$0	\$0	\$0
Revenue from use of Assets	\$4,411	\$6,522	\$5,000	\$8,400	\$8,400	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$1,191,809	\$1,194,557	\$1,578,978	\$1,613,255	\$1,613,255	\$0
Miscellaneous Revenue	\$1,573	\$43,528	\$3,400	\$195	\$195	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$1,197,793</b>	<b>\$1,244,607</b>	<b>\$1,592,378</b>	<b>\$1,623,570</b>	<b>\$1,623,570</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$1,197,793</b>	<b>\$1,244,607</b>	<b>\$1,592,378</b>	<b>\$1,623,570</b>	<b>\$1,623,570</b>	<b>\$0</b>
Salaries and Benefits	\$1,149,480	\$1,084,034	\$1,449,167	\$1,578,994	\$1,578,994	\$0
Services and Supplies	\$259,264	\$345,384	\$453,508	\$333,223	\$333,223	\$0
Other Charges	\$126,148	\$147,217	\$151,076	\$180,564	\$180,564	\$0
Fixed Assets						
Equipment	\$18,520	\$2,187	\$10,000	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	(\$364,261)	(\$391,589)	(\$426,373)	(\$469,211)	(\$469,211)	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$1,189,151</b>	<b>\$1,187,233</b>	<b>\$1,637,378</b>	<b>\$1,623,570</b>	<b>\$1,623,570</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>(\$8,642)</b>	<b>(\$57,374)</b>	<b>\$45,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>0</b>

Treasurer - Treasury						
0100 0030004 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$772,755	\$610,340	\$788,268	\$747,710	\$747,710	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$58	\$0	\$0	\$0	\$0
Other Financing Sources	\$10,432	\$32,339	\$15,000	\$15,450	\$15,450	\$0
<b>Total Revenue</b>	<b>\$783,187</b>	<b>\$642,737</b>	<b>\$803,268</b>	<b>\$763,160</b>	<b>\$763,160</b>	<b>\$0</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$783,187</b>	<b>\$642,737</b>	<b>\$803,268</b>	<b>\$763,160</b>	<b>\$763,160</b>	<b>\$0</b>
Salaries and Benefits	\$373,935	\$349,505	\$379,555	\$418,503	\$418,503	\$0
Services and Supplies	\$198,839	\$177,392	\$340,473	\$246,779	\$246,779	\$0
Other Charges	\$37,005	\$42,855	\$50,240	\$55,878	\$55,878	\$0
Fixed Assets						
Equipment	\$123,295	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$775,074</b>	<b>\$611,752</b>	<b>\$812,268</b>	<b>\$763,160</b>	<b>\$763,160</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>(\$8,113)</b>	<b>(\$30,985)</b>	<b>\$9,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>-1</b>

University of California Cooperative Extension						
0100 0021100 General Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$3,652	\$5,466	\$0	\$0	\$0	\$0
Other Financing Sources	\$1,958	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$5,610</b>	<b>\$5,466</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Use of Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding Sources</b>	<b>\$5,610</b>	<b>\$5,466</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Salaries and Benefits	\$287,223	\$418,234	\$490,805	\$506,732	\$562,202	\$55,470
Services and Supplies	\$23,210	\$30,045	\$34,384	\$28,860	\$28,860	\$0
Other Charges	\$42,702	\$169,459	\$139,318	\$144,194	\$144,194	\$0
Fixed Assets						
Equipment	\$51,804	\$53,047	\$54,500	\$54,500	\$54,500	\$0
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$45	\$125	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$504,984</b>	<b>\$670,910</b>	<b>\$719,007</b>	<b>\$734,286</b>	<b>\$789,756</b>	<b>\$55,470</b>
<b>General Fund Contribution</b>	<b>\$499,374</b>	<b>\$665,444</b>	<b>\$719,007</b>	<b>\$734,286</b>	<b>\$789,756</b>	<b>\$55,470</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>

University of California Cooperative Extension - Farm & Home Advisors Research Trust						
1766 0021401 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Use of Fund Balance	\$0	\$557	\$5,000	\$5,175	\$5,175	\$0
<b>Total Funding Sources</b>	<b>\$0</b>	<b>\$557</b>	<b>\$5,000</b>	<b>\$5,175</b>	<b>\$5,175</b>	<b>\$0</b>
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	\$0	\$557	\$5,000	\$5,175	\$5,175	\$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
<b>Gross Costs</b>	<b>\$0</b>	<b>\$557</b>	<b>\$5,000</b>	<b>\$5,175</b>	<b>\$5,175</b>	<b>\$0</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Workforce Development						
1320 0033100 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$6,806,305	\$8,283,935	\$8,968,421	\$9,275,275	\$9,190,746	(\$84,529)
Charges for Service	\$1,576,451	\$627,783	\$221,802	\$228,456	\$150,000	(\$78,456)
Miscellaneous Revenue	\$1,720	\$5,681	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$8,384,476</b>	<b>\$8,917,399</b>	<b>\$9,190,223</b>	<b>\$9,503,731</b>	<b>\$9,340,746</b>	<b>(\$162,985)</b>
<b>Use of Fund Balance</b>	<b>(\$1510,962)</b>	<b>(\$374,788)</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$250,000</b>	<b>\$100,000</b>
<b>Total Funding Sources</b>	<b>\$6,873,514</b>	<b>\$8,542,611</b>	<b>\$9,340,223</b>	<b>\$9,653,731</b>	<b>\$9,590,746</b>	<b>(\$62,985)</b>
Salaries and Benefits	\$3,702,567	\$4,231,735	\$4,154,360	\$4,324,618	\$4,857,108	\$532,490
Services and Supplies	\$2,934,068	\$3,998,812	\$4,915,836	\$5,049,884	\$4,444,552	(\$605,332)
Other Charges	\$276,879	\$312,064	\$262,927	\$272,129	\$281,986	\$9,857
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	\$0	\$0	\$7,100	\$7,100	\$7,100	\$0
Equity	\$0	\$0	\$0	\$0	\$0	\$0
Intrafund	\$0	\$0	\$0	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0
<b>Gross Costs</b>	<b>\$6,913,514</b>	<b>\$8,542,611</b>	<b>\$9,340,223</b>	<b>\$9,653,731</b>	<b>\$9,590,746</b>	<b>(\$62,985)</b>
<b>General Fund Contribution</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>85</b>	<b>91</b>	<b>91</b>	<b>0</b>

Workforce Development - StanWORKs						
1317 0033900 Special Revenue Fund	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2018-2019 Final Budget	FY 2019-2020 Proposed Budget	FY 2019-2020 Final Budget	Change Column E- Column D
	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	\$6,802,981	\$7,814,573	\$8,314,573	\$8,591,236	\$7,814,573	(\$776,663)
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$6,802,981</b>	<b>\$7,814,573</b>	<b>\$8,314,573</b>	<b>\$8,591,236</b>	<b>\$7,814,573</b>	<b>(\$776,663)</b>
<b>Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Funding Sources</b>	<b>\$6,802,981</b>	<b>\$7,814,573</b>	<b>\$8,314,573</b>	<b>\$8,591,236</b>	<b>\$7,814,573</b>	<b>(\$776,663)</b>
Salaries and Benefits	\$4,198,281	\$4,844,038	\$5,658,665	\$5,842,794	\$5,065,884	(\$776,910)
Services and Supplies	\$2,330,758	\$2,646,312	\$2,309,587	\$2,390,423	\$2,444,907	\$54,484
Other Charges	\$273,942	\$313,155	\$334,221	\$345,999	\$291,682	(\$54,237)
Fixed Assets						
Equipment	\$0	\$11,108	\$0	\$0	\$12,100	\$12,100
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
<b>Gross Costs</b>	<b>\$6,802,981</b>	<b>\$7,814,573</b>	<b>\$8,314,573</b>	<b>\$8,591,236</b>	<b>\$7,814,573</b>	<b>(\$776,663)</b>
<b>General Fund Contribution</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Allocated Positions</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Acronyms and Abbreviations

<b>AAA</b> – Area Agency on Aging	<b>DMC ODS</b> – Drug Medi-Cal Organized Delivery System
<b>AB</b> – Assembly Bill	<b>DOJ</b> – Department of Justice
<b>ACA</b> – Affordable Care Act	<b>EMS</b> – Emergency Medical Services
<b>ACH</b> – Automated Clearing House	<b>ERAF</b> – Educational Revenue Augmentation Fund
<b>AOT</b> – Assisted Outpatient Treatment	<b>FC</b> – Foster Care
<b>BHRS</b> – Behavioral Health and Recovery Services	<b>FFP</b> – Federal Financial Participation
<b>BOC</b> – Board of Corrections (aka Board of State and Community Corrections)	<b>FMS</b> – Financial Management System
<b>BOS</b> – Board of Supervisors	<b>FQHC</b> – Federally Qualified Health Center
<b>CAFR</b> – Comprehensive Annual Financial Report	<b>FRC</b> – Family Resource Center
<b>CAIRE</b> – Child Abuse, Interviews, Referrals & Examinations	<b>FTE</b> – Full-Time Equivalent
<b>CAL MMET</b> – California Multi-Jurisdictional Methamphetamine Enforcement Taskforce	<b>FY</b> – Fiscal Year
<b>CalWORKs</b> – California Work Opportunity and Responsibility to Kids	<b>GA</b> – General Assistance
<b>CAP</b> – Cost Allocation Plan	<b>GAAP</b> – Generally Accepted Accounting Principles
<b>CARE</b> – Community Assessment, Response, & Engagement	<b>GASB</b> – Governmental Accounting Standards Board
<b>CASA</b> – Court Appointed Special Advocate	<b>GFOA</b> – Government Finance Officers Association
<b>CCP</b> – (1) Community Corrections Partnership; (2) Community Corrections Plan	<b>GIS</b> – Geographic Information Systems
<b>CEO</b> – (1) Chief Executive Officer; (2) Chief Executive Office	<b>G/L</b> – General Ledger
<b>CEQA</b> – California Environmental Quality Act	<b>GSA</b> – General Services Agency
<b>CHIP</b> – California Healthcare for Indigents Program	<b>HEDIS</b> – Healthcare Effectiveness Data & Information Set
<b>CIP</b> – Capital Improvement Plan	<b>HICAP</b> – Health Insurance Counseling & Advocacy Program
<b>COLA</b> – Cost of Living Adjustment	<b>HIDTA</b> – High Intensity Drug Trafficking Area
<b>COP</b> – Certificate of Participation	<b>HSA</b> – Health Services Agency
<b>CRM</b> – Customer Relationship Management	<b>ICJIS</b> – Integrated Criminal Justice Information System
<b>CSA</b> – (1) Community Services Agency; (2) County Service Area	<b>IHCP</b> – Indigent Health Care Program
<b>CSAC</b> – California State Association of Counties	<b>IHSS</b> – In-Home Supportive Services
<b>DA</b> – District Attorney	<b>IMD</b> – Institute of Mental Disease
	<b>IP</b> – Individual Provider
	<b>IT</b> – Information Technology

<b>JJCPA</b> – Juvenile Justice Crime Prevention Act	<b>RDA</b> – Redevelopment Agency
<b>JPA</b> – (1) Joint Powers Authority; (2) Joint Powers Agreement	<b>REACT</b> – Re-Entry and Alternative to Custody Training Center
<b>JV</b> – Journal Voucher	<b>RFP</b> – Request for Proposal
<b>LAFCO</b> – Local Agency Formation Commission	<b>RFQ</b> – Request for Qualifications
<b>LAN</b> – Local Area Network	<b>ROI</b> – Return on Investment
<b>LBU</b> – Legal Budget Unit	<b>SACPA</b> – Substance Abuse and Crime Prevention Act of 2000
<b>MAC</b> – Municipal Advisory Council	<b>SB</b> – Senate Bill
<b>MHSA</b> – Mental Health Services Act	<b>SBT</b> – Strategic Business Technology
<b>M&amp;O</b> – Maintenance and Operations	<b>SDEA</b> – Stanislaus Drug Enforcement Agency
<b>MOE</b> – Maintenance of Effort	<b>SEMS</b> – Standardized Emergency Management System
<b>MOU</b> – Memorandum of Understanding	<b>SRC</b> – Stanislaus Recovery Center
<b>NIMS</b> – National Incident Management System	<b>SSI</b> – Supplemental Security Income
<b>NCC</b> – Net County Cost	<b>SSP</b> – State Supplementary Payments
<b>OES</b> – Office of Emergency Services	<b>StanCERA</b> – Stanislaus County Employees’ Retirement Association
<b>OHP</b> – Out of Home Placement	<b>STANCOG</b> – Stanislaus Council of Governments
<b>PA</b> – Public Authority	<b>STC</b> – Standards and Training for Correctional Officers
<b>PH</b> – Public Health	<b>STOAC</b> – Services to Older Adults Advisory Council
<b>PLF</b> – Public Library Foundation	<b>SUD</b> – Substance Use Disorder
<b>POB</b> – Pension Obligation Bonds	<b>TSP</b> – Tenth Street Place
<b>POST</b> – Peace Officer Standards and Training	<b>TANF</b> – Temporary Assistance for Needy Families
<b>PSR</b> – (1) Project Study Report; (2) Public Safety Restoration	<b>TOT</b> – Transient Occupancy Tax
<b>PT</b> – Property Tax	<b>TRRP</b> – Tuolumne River Regional Park
<b>PTAF</b> – Property Tax Administration Fee	<b>UCCE</b> – University of California Cooperative Extension
<b>PTAP</b> – Property Tax Administration Program	<b>USDA</b> – United States Department of Agriculture
<b>PPACA</b> – Patient Protection and Affordable Care Act	<b>VA</b> – Veterans Affairs
<b>Prop</b> – Proposition	<b>VLF</b> – Vehicle License Fees
<b>PFF</b> – Public Facilities Fee	<b>VOCA</b> – Victims of Crime Act
<b>PVCS</b> – Performance Visioning Carryover Savings	<b>WIC</b> – 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 18<sup>th</sup>, 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.

**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.

**Department of Justice (DOJ)** – The primary Federal criminal investigation and enforcement agency.

**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 spent, 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 10<sup>th</sup> 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 Budget** —The budget as of a specific point in time (e.g., the Operating Budget as of December 31, 2019) that includes prior year encumbrances, carryover appropriations, and Board approved adjustments subsequent to the Adopted Final Budget; also referred to as the Legal Budget.

**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-xxxxx-xxxxx); 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.

**Performance Visioning Carryover Savings (PVCS)**—A Board-approved policy that provides departments some financial flexibility to support operations aligned with performance visioning within the two-year cycle by allowing the transfer of savings from year one to year two for General Fund departments. The carryover of savings is dependent upon the financial forecast stated in the annual Midyear Financial Report; a positive economic outlook would support a staff recommendation to initiate automatic savings into the next fiscal year, whereas indications of an economic decline would end the carryover for that two-year cycle.

**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 30<sup>th</sup> 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 is 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 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.

-A-

**Aging and Veterans Services** ..... 205  
 Area Agency on Aging Schedule 9 ..... 556  
 Veterans Services Schedule 9 ..... 556

**Agricultural Commissioner** ..... 287  
 Agricultural Commissioner Schedule 9..... 557

**Assessor**..... 336  
 Assessor Schedule 9 ..... 557  
 ASR State Grants Schedule 9 ..... 558

**Auditor-Controller** ..... 343  
 Auditor-Controller Schedule 9..... 558

-B-

**Behavioral Health and Recovery Services**..... 215  
 Behavioral Health and Recovery Services Schedule 9 ..... 559  
 Alcohol and Drug Program Schedule 9 ..... 559  
 Managed Care Schedule 9 ..... 560  
 Mental Health Services Act Schedule 9 ..... 560  
 Public Guardian Schedule 9 ..... 561  
 Stanislaus Recovery Center Schedule 9..... 561

**Board of Supervisors**..... 351  
 Board of Supervisors Schedule 9 ..... 562

-C-

**Chief Executive Office** ..... 356  
 CEO-Operations and Services Schedule 9 ..... 562

**CEO—Capital Projects Fund**..... 117  
 Courthouse Construction Fund Schedule 9 ..... 563  
 Criminal Justice Facilities Fund Schedule 9 ..... 563

**CEO—County Operations (Delivering Efficient Public Services)** ..... 367  
 ADA Self-Evaluation and Transition Plan Project Schedule 9 ..... 564  
 Airport Schedule 9 ..... 564  
 Appropriations for Contingencies Schedule 9 ..... 565  
 Cannabis Program Schedule 9 ..... 565  
 Capital Improvement Financing Authority (CIFA) Schedule 9 ..... 566  
 County Facilities Schedule 9 ..... 567  
 Crows Landing Air Facility Schedule 9 ..... 567  
 Debt Service Schedule 9 ..... 568  
 Focus on Prevention Schedule 9 ..... 570  
 General Fund Contribution to Other Programs Schedule 9 ..... 570  
 General Fund Match-Vehicle License Fee Schedule 9 ..... 571  
 Mandated County Match Schedule 9 ..... 572  
 Plant Acquisition Schedule 9 ..... 572

<b>CEO—County Operations (Supporting Strong and Safe Neighborhoods)</b> .....	121
County Court Funding Schedule 9 .....	566
Department of Justice Drug and Alcohol Schedule 9 .....	568
DNA Identification Fund Prop 69 Schedule 9 .....	569
Jail Medical Schedule 9.....	571
<b>CEO—Economic Development Bank</b> .....	296
Chief Executive Office—Economic Development Bank Schedule 9 .....	569
<b>CEO—Office of Emergency Services/Fire Warden</b> .....	125
Office of Emergency Services/Fire Warden Schedule 9 .....	573
Office of Emergency Services Homeland Security Grants Schedule 9 .....	574
County Fire Service Fund Schedule 9 .....	574
<b>CEO—Risk Management</b> .....	378
Dental Self-Insurance Schedule 9 .....	575
General Liability Self-Insurance Schedule 9 .....	575
Medical Self-Insurance Schedule 9.....	576
Other Employee Benefits Schedule 9 .....	576
Professional Liability Insurance Schedule 9.....	577
Risk Management Division Schedule 9.....	577
Unemployment Self-Insurance Schedule 9 .....	578
Vision Care Self-Insurance Schedule 9 .....	578
Workers’ Compensation Self-Insurance Schedule 9 .....	579
<b>CEO—Veterans Center</b> .....	231
Chief Executive Office—Veterans Center Schedule 9 .....	573
<b>Child Support Services</b> .....	234
Child Support Services Schedule 9 .....	579
<b>Children and Families Commission</b> .....	242
Children and Families Commission Schedule 9 .....	580
<b>Clerk- Recorder</b> .....	391
Recorder Division Schedule 9 .....	580
Elections Division Schedule 9 .....	581
Modernization Trust Fund Schedule 9 .....	581
Vital and Health Statistics Schedule 9 .....	582
<b>Community Services Agency</b> .....	249
County Children’s Fund Schedule 9.....	582
General Assistance Schedule 9.....	583
Homeless Emergency Aid Program Schedule 9.....	583
IHSS Provider Wages Schedule 9.....	584
IHSS Public Authority-Administration Schedule 9 .....	584
IHSS Public Authority-Benefits Schedule 9.....	585
Program Services and Support Schedule 9.....	585
Public Economic Assistance Schedule 9 .....	586

**County Counsel** ..... 400  
 County Course Schedule 9 ..... 586

-D-

**District Attorney** ..... 134  
 Arson Task Force Schedule 9 ..... 587  
 Auto Insurance Fraud Prosecution Schedule 9 ..... 587  
 Consumer Fraud Prosecution Program Schedule 9..... 588  
 Criminal Division Schedule 9 ..... 588  
 Criminal Division Asset Forfeiture Schedule 9..... 589  
 Elder Abuse Advocacy And Outreach Schedule 9 ..... 589  
 Federal Asset Forfeiture Schedule 9..... 590  
 Office of Traffic Safety Impaired Driver Vertical Prosecution Program Schedule 9..... 590  
 Real Estate Fraud Prosecution Schedule 9 ..... 591  
 Unserved/Underserved Victim Advocacy and Outreach Program Schedule 9 ..... 591  
 Victim Compensation and Government Claims Schedule 9 ..... 592  
 Victim Services Program Schedule 9 ..... 592  
 Violence Against Women Schedule 9 ..... 593

-E-

**Environmental Resources** ..... 444  
 Environmental Resources Schedule 9 ..... 593  
 AB 939/Source Reduction and Recycle Schedule 9 ..... 594  
 Abandoned Vehicle Abatement Schedule 9 ..... 594  
 Beverage Container Recycling Schedule 9 ..... 595  
 Code Enforcement Abatement Schedule 9 ..... 595  
 Disclosure Program Schedule 9 ..... 596  
 Fink Road Landfill Schedule 9 ..... 596  
 Geer Road Landfill Schedule 9 ..... 597  
 Household Hazardous Waste Schedule 9 ..... 597  
 Trust Fund Schedule 9 ..... 598  
 Used Oil Recycling Schedule 9 ..... 598  
 Vehicle Registration Fee Surcharge Schedule 9 ..... 599  
 Waste Tire Enforcement Grant Schedule 9 ..... 599

-G-

**General Services Agency** ..... 407  
 Administration Schedule 9 ..... 600  
 Central Services Division Schedule 9 ..... 600  
 Facilities Maintenance Division Schedule 9..... 601  
 Fleet Services Division Schedule 9..... 601  
 12<sup>th</sup> Street Office Building Schedule 9 ..... 602  
 Utilities Schedule 9 ..... 602

**Grand Jury** ..... 149  
 Grand Jury Schedule 9 ..... 603

-H-

**Health Services Agency** ..... 267  
 Administration Schedule 9 ..... 603  
 Clinic and Ancillary Services Schedule 9 ..... 604  
 Emergency Medical Services Discretionary Fund Schedule 9 ..... 604  
 Indigent Health Care Program (IHCP) Schedule 9 ..... 605  
 IHCP-Emergency Medical Services Hospital Schedule 9..... 605  
 IHCP-Emergency Medical Services Physicians Schedule 9 ..... 606  
 Public Health Schedule 9 ..... 606  
 Public Health Vital and Health Statistics Schedule 9 ..... 607

-I-

**Information Technology Central (formerly Strategic Business Technology)** ..... 419  
 Information Technology Central Schedule 9 ..... 607  
 Information Technology Central -Telecommunications Schedule 9 ..... 608

**Integrated Criminal Justice Information System** ..... 152  
 Integrated Criminal Justice Information System Schedule 9..... 608

-L-

**Library** ..... 321  
 Library Schedule 9 ..... 609

-P-

**Parks and Recreation** ..... 462  
 Parks and Recreation Schedule 9 ..... 609  
 Fish and Wildlife Schedule 9..... 610  
 Modesto Reservoir Patrol Schedule 9 ..... 610  
 Off-Highway Vehicle Fund Schedule 9 ..... 611  
 Regional Water Safety Training Center Schedule 9..... 611  
 Tuolumne River Regional Park Schedule 9 ..... 612

**Planning and Community Development** ..... 474  
 Planning and Community Development Schedule 9 ..... 612  
 Building Permits Schedule 9 ..... 613  
 Dangerous Building Abatement Schedule 9 ..... 613  
 General Plan Maintenance Schedule 9 ..... 614  
 Special Revenue Grants Schedule 9 ..... 614

**Probation**..... 156  
 Administration Schedule 9 ..... 615  
 Community Corrections Partnership Schedule 9 ..... 615  
 Corrections Performance Incentive Fund Schedule 9 ..... 616  
 Field Services Schedule 9..... 616  
 Institutional Services Schedule 9..... 617  
 Juvenile Accountability Block Grant Schedule 9..... 617  
 Juvenile Commitment Facility Schedule 9..... 618  
 Juvenile Justice Crime Prevention Act Schedule 9 ..... 618

Local Community Corrections Schedule 9.....	619
Ward Welfare Fund Schedule 9.....	619
Youthful Offender Block Grant Schedule 9 .....	620
<b>Public Defender</b> .....	169
Public Defender Schedule 9.....	620
Indigent Defense Schedule 9 .....	621
<b>Public Works</b> .....	485
Administration Schedule 9 .....	621
Engineering Schedule 9 .....	622
Local Transit System Schedule 9.....	622
Morgan Shop Schedule 9.....	623
Road and Bridge Schedule 9.....	623
-S-	
<b>Sheriff</b> .....	179
Administration Schedule 9 .....	624
Adult Detention Expansion Schedule 9.....	624
CAL ID Program Schedule 9 .....	625
CAL-MMET Program Schedule 9.....	625
Civil Process Fee Schedule 9.....	626
Contract Cities Schedule 9.....	626
Court Security Schedule 9 .....	627
Detention Schedule 9 .....	627
Driver Training Program Schedule 9.....	628
Federal Asset Forfeiture Schedule 9.....	628
Jail Commissary/Inmate Welfare Schedule 9 .....	629
Justice Assistance Grant Schedule 9.....	629
Operations Schedule 9 .....	630
SDEA Federal Asset Forfeiture Schedule 9 .....	630
Vehicle Theft Unit Schedule 9 .....	631
-T-	
<b>Treasurer-Tax Collector</b> .....	428
Admin/Taxes Schedule 9 .....	631
Revenue Recovery Schedule 9.....	632
Treasury Division Schedule 9.....	632
-U-	
<b>University of California Cooperative Extension</b> .....	299
University of California Cooperative Extension Schedule 9 .....	633
UC Cooperative Extension Farm and Home Advisors Research Trust Schedule 9 .....	633
-W-	
<b>Workforce Development</b> .....	308
Workforce Development Schedule 9 .....	634
Stanworks Schedule 9.....	634